



1995	2004	2013	2022
1996	2005	2014	2023
1997	2006	2015	2024
1998	2007	2016	2025
1999	2008	2017	2026
2000	2009	2018	2027
2001	2010	2019	2028
2002	2011	<b>2020</b>	2029
2003	2012	2021	2030

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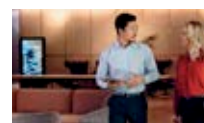
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All figures are in AUD and as at 30 June 2020, unless otherwise stated.

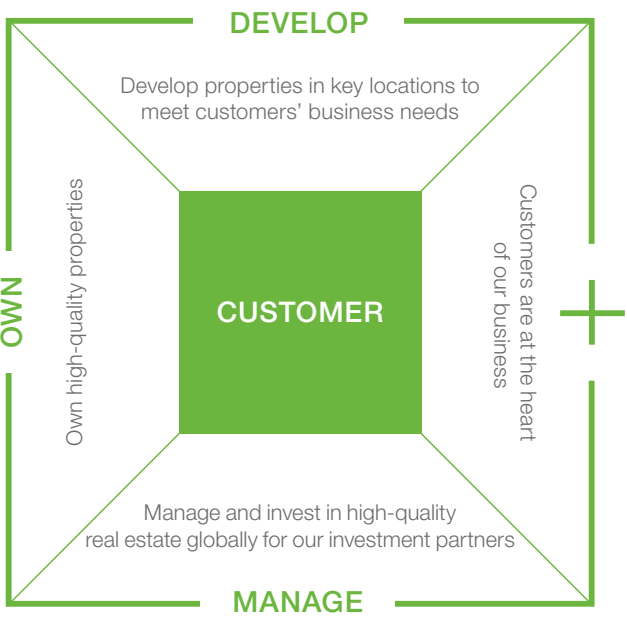
# The long game

This year has had its challenges, but the outcome of any year is greater than the 365 days that go into it. Goodman's ability to meet the demands of 2020 has been the direct result of the strategy and insight built into our company over 25 years ago. We were listed on the Australian Securities Exchange in 1995 and since then, our global long-term strategy has seen us expand across Asia Pacific, Europe and the Americas. It has laid the foundations for the sustainable, forward-thinking, business we have today and it will ensure we continue to best service our customers, investors, the planet – and all the people on it – long into the future.



South Sydney, Australia. Home to Goodman's first property investments.

# To achieve any kind of greatness, you first have to make space for it.



For more than 25 years, we have been making space for greatness in every aspect of our business. And not just for today. At Goodman, we strive to create solutions that will benefit our customers and deliver sustainable returns for our investors, both now and well into the future.

As global industrial property specialists, we own, develop and manage high-quality properties in strategic locations across Asia Pacific, Europe and the Americas. However, we're conscious it's not just what we do that's important, but how we do it.

Goodman plans for the long term and looks at the big picture. We have the teams, scale, expertise, infrastructure and capital to develop long-term relationships with customers and partners around the world, but we're still flexible enough to adapt to local business needs.

That's why we work closely with all of our customers, people and investment and community partners. As the world evolves, their needs evolve too.

Our own+develop+manage model is built around our customers and their need for unparalleled service and sustainable solutions in strategic locations.



Progress in numbers

Year	1995	2020
Assets under management	\$75.5M	\$51.6B
Cities	1	30
People	8	900+
Properties	8	392
Square metres under management	106K	19.3M
Development work in progress	—	\$6.5B
Partnerships	—	15

1995 figures based on Goodman Hardie Industrial Property Trust prospectus information. 2020 figures as at 30 June 2020.

# Making space for greatness

We don't believe in good.  
Or good enough.  
We don't believe in the short term or taking short-cuts.  
We don't believe in putting business before people.  
Or anything before quality.  
We believe in great.  
Although we don't believe we're quite there yet.  
We believe in the importance of location and sustained growth and doing it right the first time.  
We believe in having integrity, always.  
We believe that knowledge is everything and perfection is in the details.  
That it is the little things that add up to make the biggest difference.  
That's why there's a plus in our logo.  
It's a reminder to keep going above and beyond for our customers, our partners and our people.  
To be the best, we believe, relies on every single one of us working together.  
To this end, we believe we can be better than good.  
We believe we can be great.





# A strong finish

## Ian Ferrier AM – Independent Chairman

Goodman Group’s strong result in FY20 came in a year of unprecedented challenges globally that tested the resilience of the business and of our people.

Our financial highlights include:

- + Operating profit of \$1,060.2 million, up 12.5% on FY19
- + Statutory profit of \$1,504.1 million (includes the Group’s share of valuation gains, non-cash items and derivative mark-to-market movements)
- + Operating earnings per security of 57.5 cents, up 11.4% on FY19
- + Distribution per stapled security of 30.0 cents, in line with the Group’s capital management strategy
- + Gearing at 7.5%, down from 9.7% in FY19
- + Group liquidity of \$2.8 billion available, including \$1.8 billion in cash (excludes \$16.3 billion of equity commitments, cash and undrawn debt in Partnerships)
- + Net tangible assets increased 9.4% to \$5.84 per security.

The following table outlines the security price performance for the last 10 years.

Total Securityholder return relative performance (%)	1 year	3 years	5 years	10 years
Goodman	-0.4	103.4	169.6	566.3
S&P/ASX20	-9.6	15.9	21.4	103.8
S&P/ASX100	-9.5	17.1	31.5	119.0
S&P/ASX200 A-REIT	-8.1	17.1	32.2	142.0
MSCI World REITs	-8.1	8.0	25.5	129.8

Source: Bloomberg/Nasdaq.

Over the decade, Goodman Group has established strong leadership teams, financial resources and a strategic real estate portfolio to maximise the sustainability of our earnings through difficult market cycles.

This has been reflected in a security price that has outperformed relevant benchmarks in FY20 and consistently over time. Since 30 June 2020, despite the global economic challenges resulting from COVID-19, we have outperformed the market by 20% as our investors benefit from, and react to, the Group’s resilience through its strategic positioning over many years.







“Goodman’s focus on building strong teams, with deep local expertise, aligned to the Group’s values, as well as to those of our stakeholders, has paid off over the long term.”



**A shared culture and ambition**

From the properties we invest in, to the relationships we build with our customers and Investment Partners, to the commitment we have for our people – we are focused on fostering long-term relationships with like-minded stakeholders.

Our people are our greatest asset. Developing and maintaining a strong, consistent culture is critical to the Group's success. I believe Goodman's heritage has been one of its key strengths. Over 25 years, the Group has grown from its Australian foundations into a truly global company with approximately 70% of earnings from international markets and a consistent company culture that is also adapted to each local market.

Sustainable and successful global expansion and growth over this time can be largely attributable to the Group's ability, as an Australian company, to assimilate respectfully into local markets, complementing them and integrating the cultures near seamlessly. Goodman's focus on building strong teams, not only with deep local expertise, but also aligned to the Group's values, as well as to those of our stakeholders, has paid off over the long term.

Over time, relationships with many of our customers and capital Partners have extended from one market into multiple regions, allowing our shared intellectual property to be leveraged at scale, creating a unique and valuable opportunity for Goodman globally.

Critical to our future success, therefore, is retention of our people. To do this, we foster the right culture and present our teams with ambitious challenges and appropriate rewards. To protect our shared perspective of long-term decision-making, Goodman will remain competitive in remunerating its people and in aligning the interests of our people with our Securityholders.



Board changes

The Goodman Board welcomes Mark G Johnson as an Independent Director of Goodman Limited and Goodman Funds Management Limited, and a member of the Audit Committee.

Mark spent 30 years at PwC where he was CEO from 2008 to 2012. He is currently on a number of listed boards, has extensive experience in the unlisted private sector and in government, education and community organisations.

As previously announced, this is my last year as Chairman; Stephen Johns will succeed me at the Annual General Meetings in November. Stephen joined the Board in 2017 as an Independent Director and Chair of the Audit Committee. Over this time, he has made a valuable contribution to the Board and is very well positioned to succeed me as Chairman. I am confident the Group will continue to prosper under his Chairmanship.

Finally, I would like to thank Greg and his team. It has been a privilege since 2003 to serve on, and then Chair, the Board of Goodman Group. It has been a wonderful journey, I have thoroughly enjoyed my time with the Group and I am delighted to be finishing my tenure with the business in such strong shape.

On behalf of the Board, I sincerely thank our customers and investors for their continued support and all of Goodman’s people for their contribution. I wish the Group every continued success in the future.

Thank you,



Ian Ferrier AM  
Independent Chairman



Goodman Changzhou Logistics Centre, Changzhou, China.



# The decade ahead



Greg Goodman  
– Group CEO

This year has certainly been an extraordinary one with the COVID-19 pandemic continuing to have a profound impact around the world. Throughout this time, Goodman has remained focused on executing its strategy – to own high-quality properties in locations where our customers can be close to consumers. Though it has been refined since, this is essentially the strategy Goodman launched 25 years ago when we listed on the Australian Securities Exchange.

Few knew then how strongly industrial property would factor into the wider economy, yet our business has continued to prove its relevance and resilience. That is true of 2020, too, when alongside our customers and the logistics and warehousing sector globally, Goodman has played an important role in delivering and distributing critical supplies and consumer goods by providing the essential infrastructure needed to do so.

Our long-term strategy continues to leverage the structural and behavioural trends that, even before 2020, were fundamentally changing how we live, work and consume. During the year, those trends accelerated with e-commerce increasing, many people moving to remote work arrangements and rising demand for technology and big data.

For these broader societal reasons, as well as the location and quality of our property assets, and the deep expertise of our people, Goodman is well positioned to leverage the opportunities of the decade ahead. As always, we are looking to the future.





Artist's impression of Goodman Westlink, Hong Kong SAR, China.

**Growth fuelled by customer demand**

Goodman adapted to the new operating environment with limited disruptions and the business continued its long-term growth, while supporting our customers who were experiencing financial distress as a result of the pandemic. Over the past decade, the Group has developed significant expertise, financial resources and a well-located property portfolio to sustain it through various market conditions. These strong foundations were evident in our FY20 results with operating performance ahead of guidance.

Customer demand for strategically located space in our \$51.6 billion portfolio increased during the year. Occupancy remained high and rental growth was steady across several industry segments, particularly those involved in consumer staples, e-commerce and data storage.

This strong customer demand is positively impacting our development business, where work in progress has increased 59% on last year, to \$6.5 billion, and is forecast to exceed \$7 billion in the first half of FY21.

Increased development activity is flowing through to our external assets under management too, which were up 12%. We now manage \$48 billion on behalf of our capital Partners and delivered total average returns of 16.6% to them with strong income and capital growth. Throughout, Goodman remains well capitalised with total available liquidity of \$19.1 billion across the Group and Partnerships, and the Group further reduced its gearing to 7.5% at the end of FY20.

**Increasing commitments**

In this changing global landscape, we are significantly increasing the commitments, contributions and targets within our 2030 Sustainability Strategy. One notable example is increasing our target from 100 megawatts (MW) to 400 megawatts (MW) of solar capacity installed on our rooftops globally by 2025.

Meanwhile, in response to the recent Australian bushfires and the ongoing global pandemic, Goodman increased both its financial and non-financial support through the Goodman Foundation to \$13.7 million, to make a greater tangible difference to those who need it most.







Goodman Business Park, Greater Tokyo, Japan.

“The signs are that increased e-commerce adoption and the need for more data storage are here to stay.”

Fast-tracking trends

Prior to the pandemic, consumers were expecting more convenience with each passing year and technology use was rising. Both trends spiked when the pandemic hit and what was predicted to happen in five years is happening today. The signs are that increased e-commerce adoption and the need for more data storage are here to stay.

As such, Goodman is keeping a watchful eye on emerging trends that are showing earlier-than-expected signs of adoption. These include technologies that aid a more personalised shopping experience such as artificial intelligence, big data and the Internet of Things. We are also observing the rise of subscription services and of omnichannel retail, where physical and online sales are integrated.

While it seems likely these trends will impact our customers, a big lesson of this year is that not everything is possible to predict. We do know, however, that whatever trends come to fruition, our customers will need high-quality and sustainable properties, close to consumers, in order to leverage them. These properties will need to accommodate future technology investments, such as robotics and automation, and they will need to support the health and well-being of the people working there. All of these continue to be Goodman priorities.

Forward thinking

This year, more than ever, I am very proud of how the Goodman team stayed focused on delivering for our stakeholders around the world. I thank our people for their adaptability, hard work and resilience. I'd also like to thank our customers, capital Partners and investors for their ongoing commitment and support. I'd especially like to thank Ian Ferrier for his stewardship as both a Board member and Chair. He has made a tremendous contribution to our business over the years and we wish him well for the future.

No one could have predicted the year we've had. Yet as a business, we were fortunate enough to be in a position to manage it. Over the past 10 years, Goodman has been steadily laying the foundations for the decade ahead – this is how we've always worked. Committing to the long term has put us in the strong position we are in today and it is what will allow us to keeping building on our future successes.

Sincerely,

  
Greg Goodman  
Group Chief Executive Officer



FY21 Forecast

Operating profit  
**\$1,165m**

up 10% on FY20

Operating earnings per security  
**62.7 cents**

up 9% on FY20

Distribution per security  
**30 cents**



# Next level

Goodman delivered a strong FY20 result. While the pandemic brought some challenges, it also accelerated key societal changes that are well aligned with Goodman's existing direction and that of our customers. During the year, customer demand for our well-located industrial properties translated into more development activity, high occupancy, rental growth, increased assets under management and, ultimately, strong returns across our property investment and management businesses.



Goodman Business Park, Greater Tokyo, Japan.

Own



A focus on infill locations

Customer demand for space in Goodman’s strategic locations continued to grow due to the ongoing structural changes brought about by changes in consumer behaviour. These changes accelerated during the pandemic, as logistics and warehousing provided critical infrastructure for distribution of essential goods, and more consumers shifted to online shopping.

Over the medium to longer term, we expect significant opportunities to arise through planning outcomes across our \$51.6 billion portfolio. This should facilitate redevelopment of higher intensity multi-storey logistics facilities and data centres as well as change of use into residential zoning. We are continually progressing these opportunities through various planning stages.

Property investment highlights include:

- + High occupancy maintained at 97.5% and weighted average lease expiry of 4.5 years
- + 3.0 million sqm leased, equating to \$401.7 million of annual rental property income across the Group and Partnerships
- + Like-for-like net property income growth of 3.0%\*.

With more than 1,700 customers, Goodman has a diverse range of global and local customers across industries including e-commerce, logistics, retail, consumer goods, automotive, pharmaceutical and technology.

Top 20 global customers (by net income – look through basis)

1	Amazon	7.2%
2	Deutsche Post (DHL)	2.3%
3	A.P. Moller – Maersk	1.7%
4	Japan Post (Toll)	1.6%
5	Kimberly-Clark Corporation	1.3%
6	SF Express	1.3%
7	Iron Mountain	1.1%
8	Georgia-Pacific	1.1%
9	BMW Group	1.1%
10	JD.com	1.0%
11	DB Schenker	1.0%
12	Equinix	0.9%
13	Kuehne + Nagel	0.8%
14	syncreon	0.7%
15	OMLog	0.7%
16	Coca-Cola Amatil	0.7%
17	Linfox	0.7%
18	IVE Group	0.6%
19	Coles Group	0.6%
20	Mainfreight	0.6%

\* Excludes net property income from directly held assets.



Goodman Commerce Center Eastvale, California, USA.



Artist's impression of Purfleet Commercial Park, London, UK.



Develop

Artist's impression of Amazon development at Oakdale West Industrial Estate, Sydney, Australia.





Strong growth in workbook to \$6.5 billion

Development activity has been a clear driver of this year’s strong results. Our work in progress reached \$6.5 billion and we expect it to exceed \$7 billion in the first half of FY21.

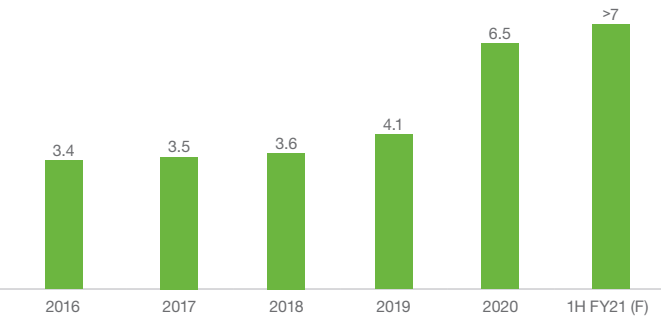
We have seen solid margins and pre-leasing activity, while the average lease term of 15.1 years is the longest it’s ever been. We expect these longer leases to continue, as customers choose higher value infill locations and invest more in technology at their facilities.

Our development projects have increased in both scale and value, with the average time for developments in progress increasing to about 17 months. This gives greater visibility over development activities going forward.

Other development highlights include:

- + Globally diversified workbook across 46 projects with a forecast yield on cost of 6.5%
- + Commencing \$4.5 billion in new developments with 79% pre-leased
- + Completing development projects worth \$2.4 billion with 85% leased.

Work in progress (\$bn)







# Manage



Development completions and higher valuations drive strong performance

Goodman delivered average total returns of 16.6% to our capital Partners in their respective financial years, continuing the trend of the last five years for double digit returns.

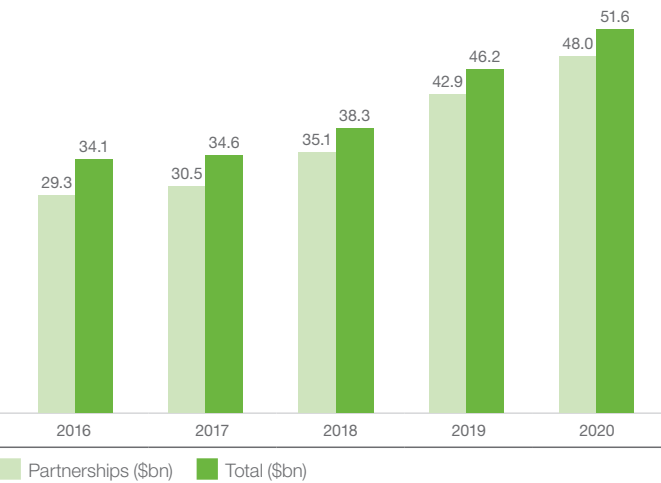
External assets under management grew 12% over FY20 to \$48 billion due to development completions and valuation gains resulting from cap rate compression. The impact of COVID-19 further increased demand for industrial and logistics assets, continuing to generate positive revaluations, which grew by \$2.9 billion this year.

The Group has invested more than \$1.1 billion in its Partnerships over the last two years, including \$0.3 billion in FY20. This was mainly to fund development opportunities, as well as incremental acquisitions of properties with redevelopment opportunities over the longer term.

Other management highlights include:

- + Management earnings up 9%, enhanced by the positive performance of the Partnerships
- + Average Partnership gearing of 19.9%
- + Weighted average cap rate compression of 23bps to 4.9% over the year
- + \$16.3 billion available in equity commitments\*, cash and debt.

Assets under management



\* Partnership investments are subject to Investment Committee approval.

Goodman Logistics Center El Monte, California, USA.



Augsburg I Logistics Centre, Munich, Germany.



# Strategy in place

While Goodman's business has evolved over time, our fundamental strategy has remained the same – to own high-quality properties in strategic locations for our customers. We're continuously building a sustainable business for the long term. We've grown from one industrial building in South Sydney, Australia, purchased for less than \$20 million in the mid 1980s, to 392 properties in five regions across the world, worth more than \$51 billion. Sustainability is consistently executed in all our regions, however each region emphasises different aspects to best suit its local market.





# The Americas

\$4.6bn  
AUM  
22  
Properties

# Europe

\$9.2bn  
AUM  
138  
Properties

# Asia

\$18.6bn  
AUM  
64  
Properties

# New Zealand

\$2.9bn  
AUM  
11  
Properties

# Australia

\$16.3bn  
AUM  
157  
Properties

## Our global network

\$51.6bn  
AUM  
392  
Properties

As at 30 June 2020



Oakdale Industrial Estate, Sydney, Australia.

Long-term customer relationships

As Australia’s longest-running, listed industrial property company, Goodman has been fortunate to work with some customers for decades. Iron Mountain – with us since 1992 – remains in its original, albeit upgraded property, while also growing its footprint with us across multiple facilities. Other long-term customers have also moved within our portfolio as their businesses have grown and their needs have changed, including Metcash (1998), Visy (1998), DHL (1998), Toll (1999), Linfox (2002), Coles (2007) and Woolworths (2008).

Australia

Goodman Group began in Australia where our sustainability is founded on our long-term relationships with customers and stakeholders. Some of these well-established customer relationships across a range of industries have been flourishing for more than 20 years and have since expanded overseas.

Yet it’s the strength of these relationships that are most important to us. We work continuously to improve our service, delivery and communications to help our customers drive greater efficiencies out of their properties. This extends to our sustainability program.

Date of establishment	1986
Listed on the ASX	1995
AUM	\$16.3bn
Properties	157
Space under management	5.8m sqm
WIP	\$1.6bn
Managed Partnerships	4
Occupancy	96.1%

Communicating customer insights

Clear and ongoing communication with our customers is a core part of how we operate. We conduct regular customer insight meetings to provide our customers with the information they need to not only track their spending and plan their budgets, but to help them communicate with their people and plan for the future. We discuss what’s happening in their property, their local area and their industry. We also ask practical questions like “What more can Goodman do to lower your operating costs?” and “How can we help?”.



Artist's impression of Coles development at Oakdale West Industrial Estate, Sydney, Australia.

Helping our customers grow

Our customers want the most efficient supply chains possible and to be close to their customers. With 5.8 million sqm across our portfolio and the capacity to develop more, Goodman is in an excellent position to find the facility to suit our customers’ changing needs. Approximately 75% of our development customers are from our existing customer base – evidence they appreciate Goodman’s quality product and service.

Oakdale Industrial Estate, Sydney, Australia.



Sustainability program

Reducing our environmental impact is vital to both Goodman and our customers. We take a practical approach that manages natural resources as the valuable assets they are, meeting both our customers’ commercial and environmental needs. Our sustainability program currently includes the management of 17,460 trees across the portfolio (around the same number of trees as New York’s Central Park), installation of 13MW of solar energy (enough to power 3,900 homes) and smart irrigation systems installed across 65 sites saving 40 million litres of water since 1 January 2020 – the equivalent of 16 Olympic swimming pools.



Highbrook Business Park, Auckland, New Zealand.



Sustainable business strategy

Goodman in New Zealand has an investment strategy focused on the Auckland industrial market. It provides customers with high-quality business premises, close to major transport networks in New Zealand’s largest consumer market. With demographic changes and consumer behaviour driving the growth in online retail, customer demand for well-located facilities, close to consumers, exceeds supply in many locations across Auckland.

New Zealand

As Goodman’s only listed entity outside Australia, Goodman Property Trust works to deliver sustainable returns for not only its unitholders, but also customers, people and the community.

Our New Zealand team believes in long-term thinking and leading by example – a business strategy that delivers positive economic, environmental and social outcomes for all its stakeholders.

Date of establishment	2003
AUM	\$2.9bn
Properties	11
Space under management	1.1m sqm
WIP	\$87m
Managed Partnerships	1
Occupancy	99.6%



Highbrook Business Park, Auckland, New Zealand.

Long-term partnership with KiwiHarvest

Since 2012, KiwiHarvest has collected and redistributed 4.1 million kgs of food, the equivalent of 10.5 million meals. It’s an exceptional achievement only made possible through the food contributions of over 250 donors and the collective efforts of more than 300 volunteers and staff. The Goodman Foundation was an early supporter, facilitating KiwiHarvest’s expansion into Auckland in 2017 and its recent move to larger premises at Goodman’s Highbrook Business Park in 2019.

Feeding NZ through the New Zealand Food Network

Amplifying our work in reducing hunger, food waste and landfill, Goodman has helped establish the New Zealand Food Network (NZFN). NZFN collects quality surplus and donated bulk food from producers, growers and wholesalers, then stores and distributes it to food rescue organisations, iwi\* and charities across New Zealand from its Auckland warehouse. While two years in the making, the launch was expedited to help meet the increased demand caused by COVID-19.

\* iwi is a Maori term referring to extended kinship groups or tribes.

Managing properties efficiently

Our ability to manage our assets over their lifecycle improves their long-term environmental and financial performance. Ongoing energy and waste monitoring across the portfolio allows us to benchmark our assets against best-practice industry standards. Energy consumption in FY20 was 74% less than in FY15 and continues a five-year trend of falling emissions. New energy efficiency initiatives, HVAC and building management system upgrades along with divestments of office assets have all contributed to the reduction.



M20 Business Park, Auckland, New Zealand.





Goodman Business Park, Greater Tokyo, Japan.

High-quality properties

Goodman Business Park in Greater Tokyo, Japan, approached its design with innovative, contemporary flair. This multi-stage project leads the way in its aesthetic, its customer amenities and its sustainability features. The façade on Stage 4 of the park, known as a tensile façade, is a new style of architecture for logistics spaces. Not only aesthetically pleasing, it is also sustainable, allowing more natural light to flow with less glare – providing solar protection and energy savings. This complements the rooftop solar panels and other sustainability initiatives, which add to its impressive environmental credentials. All Goodman properties in Japan are designed and certified to Comprehensive Assessment System for Built Environment Efficiency (CASBEE) standards.

World-leading amenities

The Rambler, located at Goodman Interlink in Hong Kong SAR, is a refreshing space for our customers, their employees and their guests to socialise and recharge. It is equipped with modern facilities, digital kiosks, dining areas, a 24-hour pantry and healthy menu choices. Sustainability is central too; food waste is avoided with surplus food donated to charity organisation Food Angel, which redistributes to underprivileged local communities.

Close to consumer concentrations

With access to more than 1.5 billion consumers with a purchasing power of \$US9.2 trillion, it is crucial that Goodman's Asian-based customers are in the most urban areas, close to consumers. Our properties are in the tier 1 cities of Beijing, Shanghai, Chengdu, Hong Kong, Guangzhou, Tokyo and Osaka – cities with the largest populations that are leveraging the latest consumer and technology trends and driving the sustainable growth of our business.



Global network

Asia

Goodman's business in Asia spans Mainland China, Hong Kong SAR and Japan. Our long-term strategy emphasises the importance of locations, maintaining growth sustainably and making safety a priority.

Our properties in Asia are designed to suit our customers' needs in land-constrained environments. They have high-quality amenities to promote health and happiness and are designed with a sustainable focus.

Date of establishment	2006
AUM	\$18.6bn
Properties	64
Space under management	5.7m sqm
WIP	\$3.3bn
Managed Partnerships	5
Occupancy	98.3%

The Rambler, Goodman Interlink, Hong Kong SAR, China.



Industry-leading safety program

With safety a priority across Goodman's operations, our business in Asia is focusing on bringing our global safety standards to the region, constantly seeking innovation from development projects through to building maintenance. For example, roof height safety systems have been installed across Mainland China, Hong Kong SAR and Japan to help safeguard the well-being of maintenance teams and prevent falls while cleaning or during maintenance inspections.



# Europe/UK

Sustainability is integrated into our European business strategy and our portfolio is strategically located around the major consumer markets of Germany, France, Italy, Spain, Benelux and the UK. Designed, built and managed to last, these properties look to integrate with the environment and the communities they’re in, while also incorporating the kinds of contemporary amenities our customers seek.

We’re transitioning Europe to net zero carbon emissions in our own office spaces as well as helping our customers manage their own sustainability goals.

Date of establishment	2006
AUM	\$9.2 bn
Properties	138
Space under management	5.1m sqm
WIP	\$759m
Managed Partnerships	3
Occupancy	97.3%

## Environmental initiatives

To increase the sustainability and biodiversity of our properties, we provide customers with environmental and well-being initiatives. These include 5.6MW of solar installed across the European portfolio, installing electric vehicle charging stations at all new developments, and landscaping tailored to local conditions with a focus on native plants, beehives and wildflowers. Our buildings are designed to sustainable building certification standards so we can verify their quality and green credentials with a minimum level of BREEAM Very Good or equivalent.

Mönchengladbach IV Logistics Centre, Mönchengladbach, Germany.



Regensburg I Logistics Centre, Regensburg, Germany.

## Promoting health and well-being

To help our customers attract the right people and enable them to be as productive as possible, our modern warehouses increasingly prioritise their health and well-being at work. Our developments have standard features such as minimum natural light, solar glare control, acoustic walls, covered bicycle parking and outdoor social areas for breaks. We also offer running tracks, vegetable gardens, outdoor fitness facilities and cafés.

## Giving new life to old sites

To maintain our concentration of strategic locations, Goodman commonly transforms older sites into modern spaces. This is known as a ‘brownfield development’ – as opposed to building on a new site – known as a ‘greenfield’ site. More than 50% of our developments since 2015 have been brownfield sites, placing our customers closer to their customers and improving their supply chain efficiency and last mile delivery. While these projects can be challenging, they lead to environmentally friendly and visually attractive sites that often benefit the broader community too.



Global network.

Bedford Commercial Park, Bedford, United Kingdom.

## Goodman Energy Tracker roll out

To help our customers proactively measure and optimise their energy consumption, our European portfolio is being equipped with Goodman Energy Trackers. These smart meters measure electricity, gas and water usage, and the visibility helps our customers to manage costs, complete their environmental reporting more easily and encourage behavioural change. Currently, 25% of the European portfolio is connected to the Goodman Energy Tracker with more being rolled out over the next year.



Nijmegen II Logistics Centre, Nijmegen, The Netherlands.





Regenerating and adding value

In the United States, we have successfully acquired, upgraded and repurposed buildings that meet our customers' modern requirements. By retrofitting existing warehouses, we are prolonging their lifecycle and reusing existing materials, which reduces construction waste, consumption and regenerates local areas with upgraded façades and amenities.

The Americas

In the Americas, Goodman's global gateway city strategy spans the major consumer markets of Los Angeles, New York, New Jersey and São Paulo. Our growth is prudent and organic.

We align our properties' location with our customers' future direction, so together we can leverage structural and societal changes, such as the growth of e-commerce.

This delivers sustainable outcomes for our customers, while protecting and enhancing the long-term value of our assets for our investors.

Date of establishment	2012
AUM	\$4.6 bn
Properties	22
Space under management	1.6m sqm
WIP	\$731m
Managed Partnerships	2
Occupancy	99.4%

Holistic community partnerships

A great example of working closely with local communities is our long-standing partnership with Second Harvest Food Bank of Orange County, which works to fight hunger. We provide in-kind support, with senior Goodman people on the organisation's board, while other Goodman people volunteer to prep and distribute food. We also supply cash grants to fund innovative concepts too, such as 'Park-It Market' (a market on wheels for seniors) and a COVID-19 drive through, where people could collect groceries contact-free. Our most recent donation resulted in 420,000 meals for those in need in their local community.



Goodman Industrial Center Anaheim, California, USA.

Strategic acquisitions

Key to our strategy in the Americas is to concentrate on the markets we believe will deliver over the long term. So, despite the size and scale of the region, we are growing our business incrementally as we focus specifically on strategic site selection. Our portfolio is located close to large consumer populations, where land is scarce and barriers to entry are high. Securing these sites allows us to support our customers' current and future growth.

Towards a greener future

We are increasing our green credentials across our property portfolio in the Americas. Our tangible measures focus on reduced energy consumption and include upgrading to LED lighting, and transitioning to more renewable energy through the installation of solar panels. We're investing in initiatives such as drought tolerant landscaping in the US and tree audits and management in Brazil. And we're working with customers to reduce waste too, with 50% of the waste in our Brazilian properties diverted to recycling.



Artist's impression of Goodman Cajamar 1, São Paulo, Brazil.



# 2030 in the making

At Goodman we're focused on building a sustainable business for the long term. One that benefits our customers and delivers returns for our investors. Our 2030 Sustainability Strategy is one of the measures we hold ourselves accountable to. It influences long-term outcomes across the Environmental, Social and Governance (ESG) spectrum.

And it supports Goodman and its stakeholders deliver sustained growth and develop ongoing resilience. At Goodman, we believe it's important to aim high. In FY20, we accelerated our commitments to renewable energy and carbon neutrality, and we improved the resilience of our workforce, business, properties and communities.

Our targets are deliberately ambitious. We know continuing to achieve them won't be easy, but we also know if they were anything less, we wouldn't be aiming high enough.



# 2020 Highlights

In FY20 Goodman:

01.

Was awarded Global Sector Leader in the 2019 Global Real Estate Sustainability Benchmark (GRESB) Sector Leader award in the Industrial – Developer category
02.

Completed a global climate risk assessment in accordance with recommendations by the Task Force on Climate-related Financial Disclosures (TCFD)
03.

Has approximately 50MW of solar PV installed on rooftops across the global portfolio
04.

Increased our target from 100MW to 400MW of solar PV capacity installed by 2025
05.

Further entrenched design initiatives in our global development specifications such as solar PV, electric vehicle charging points, LED lighting and drought tolerant landscaping
06.

Completed certified developments in Europe, the UK, Australia, Japan, China and the United States
07.

Continued major water-saving initiatives at our Australian properties, reducing consumption by about 60%
08.

Reduced energy use by approximately 15% across the Australian office portfolio
09.

Contributed \$13.7 million to community and philanthropic causes with a focus on disaster relief, particularly the Australian bushfires and COVID-19
10.

Increased efforts to minimise the risk of modern slavery potentially occurring in our supply chains.



Chifley Business Park, Melbourne, Australia.



# 2030 Sustainability Strategy

Goodman's 2030 Sustainability Strategy provides a clear direction for the next decade. Led by this strategy, we are well positioned to transition into a truly sustainable, resilient and low-carbon business.

The strategy focuses on our people and culture, how we engage with our stakeholders and how we remain a trusted partner in the broader community. It influences our property locations as well as how they:

- + Are built, powered, operated and respond to the changing climate
- + Interact with the surrounding community
- + Support our customers' well-being.

### Accelerating progress

As the global landscape changes, so must we. Goodman's 2030 Sustainability Strategy increases our commitments and accelerates our progress with clearly defined targets to hold ourselves accountable, under three pillars.

Notably, by 2025, our aim is to have 400MW of solar PV capacity installed on Goodman's properties – up substantially from our previous commitment of 100MW. This will be achieved primarily through solar investments, generating enough energy to power about 120,000 houses for a year. In addition, our aim by 2025 is to be using 100% renewable energy and be carbon neutral.

Looking back to the year that was, the Group has also:

- + Increased both financial and non-financial support through the Goodman Foundation to \$13.7 million. This is focusing on disaster relief, particularly from the impact of the Australian bushfires and COVID-19
- + Completed our global climate risk assessment in accordance with TCFD recommendations two years ahead of our target.

The strategy is structured around three pillars.



### Sustainable properties

Our sustainably designed, energy-efficient and professionally managed properties are strategically located to meet the business, health and well-being needs of our customers, and to remain resilient to tomorrow's global challenges.



### People and culture

Our workplaces promote the health, safety and well-being of our people and our customers. Our people are recruited and rewarded based on their commitment to our values, their local expertise and their long-term strategic and ethical thinking.



### Corporate performance

Our capital structure is sustainable and we have a positive impact in our global communities through the Goodman Foundation. We promote strong leadership and governance, engage regularly with our stakeholders and measure and disclose our financial and community impact.

### Backed by targets that address material issues

Goodman has always practiced long-term thinking. Our sustainability targets therefore consider material issues that will continue to shape Goodman as a resilient and sustainable business. During the year, Goodman focused on the material ESG issues that are fundamental to building its long-term value and sustainable performance. Our targets reflect our company principles as well as input from our stakeholders.

### Addressing the UN Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) act as a universal call to action to address the world's most significant challenges including climate change, poverty, gender equality and good health and well-being for all. During the year, Goodman continued to be guided by nine of the 17 SDGs, which were identified as most material to our global business, customers and charity partners.

03 Good health and well-being

05 Gender equality

07 Affordable and clean energy

08 Decent work and economic growth

09 Industry, innovation and infrastructure

11 Sustainable cities and communities

12 Responsible consumption and production

13 Climate action

15 Life on land

### Australia Post, Redbank Motorway Estate, Brisbane, Australia.

Features 1MW of solar installed across the 50,000 sqm roof (3,244 solar panels) – enough to power a small suburb for a year. The building also includes rainwater harvesting, drought tolerant landscaping, LED lighting and translucent roof sheeting to enhance natural light.



# Sustainable properties

Increasingly, Goodman’s sustainable properties have innovative features that improve energy efficiency, performance and the well-being of our customers.

As a key partner in our customers’ supply chain, we know the value of strategically located properties. We prioritise accessibility, efficiency and functionality in properties that can adapt to a range of uses and are designed with climate resilience top of mind.

We build long-term relationships with our customers and pride ourselves on maintaining high retention and occupancy rates.

**Material issues**

- Sustainable design and management
- Strategic locations
- Customer attraction and retention
- Climate risk and resilience
- Carbon reduction strategies
- Smart energy solutions
- Flexible and adaptable properties.



Target	Progress
400MW of solar PV capacity in operation by 2025	<p>Increased our target of 100MW of solar PV installed on our rooftops by 2025 to 400MW</p> <p>Currently, there is approximately 50MW installed and operating globally</p> <p>Completed new installations in Australia, China and Europe with several more planned</p> <div><div></div><div></div><div></div><div></div><div></div></div>
100% renewable energy use within our operations by 2025	<p>Continued investments in solar PV to provide renewable energy at our properties</p> <p>Significant current use of renewable energy in UK, Europe and New Zealand</p> <p>Looking at ways to supplement our transition to renewable energy through renewable power purchase agreements</p> <div><div></div><div></div><div></div><div></div><div></div></div>
Carbon neutral operations by 2025	<p>Approximately 15% energy reduction across the Australian office portfolio</p> <p>Further investment in onsite solar energy and other efficiency projects</p> <p>Investigating ways to offset residual carbon to achieve carbon neutral day-to-day operations (excluding development activities)</p> <div><div></div><div></div><div></div><div></div><div></div></div>
Maintain >95% overall occupancy rate	<p>Achieved a 97.5% occupancy rate.</p> <div><div></div><div></div><div></div><div></div><div></div></div>

Our specifications differ across our global regions but common sustainability features in our developments include:

- + Strategic site selection close to infrastructure, consumers and transport
- + Integrated energy-efficient design including automated LED lighting
- + Electrical sub-metering for performance monitoring and measurement
- + Solar PV on rooftops to generate clean energy
- + Increasing installations of charging points for electric vehicles
- + Water conservation including rainwater harvesting and drought tolerant/native landscaping
- + Use of low volatile organic compound materials
- + Facilities that support good health such as bicycle storage, fitness equipment and change rooms.



Goodman Business Park, Greater Tokyo, Japan.



# People and culture

Goodman's highest priority during this challenging year was to support our people and our stakeholders.

Fortunately, our corporate culture and values helped bond our teams around the world, while our agile working platform enabled us to adapt to the new working arrangements made necessary by the COVID-19 pandemic.

Our commitment to well-being and long-term thinking extends beyond just our people. Increasingly, developments across our portfolio feature well-being initiatives that benefit our customers too. These include health and recreation facilities, high-quality breakout spaces and, where possible, services like gymnasiums and cafés.

Goodman strives for a safe work culture with zero onsite fatalities across our global operations. We are working on gender equality in senior executive roles and prioritising human rights and business ethics in our supply chain.



Target	Progress
Safe working environment	<div>Implemented a safety framework across Goodman's operations</div> <div>Prioritised minimum safety standards and management of critical risk controls</div> <div>Rolled out safety training and contractor management procedures.</div> <div>Unfortunately in FY20, a delivery driver suffered fatal injuries while unloading his truck at a Goodman property in Chongqing, China and a person suffered a seizure while working from height on a principal contractor-controlled development site in Australia and later died</div> <div><div></div><div></div><div></div><div></div><div></div></div>
Global supply chain ethics policy	<div>Commenced a modern slavery evaluation process in Australia and drafted Goodman's modern slavery statement</div> <div>Commenced the expansion of the business ethics program</div> <div>Completed a supply chain review in Australia with a focus on high-risk sectors</div> <div><div></div><div></div><div></div><div></div><div></div></div>
Gender ratio of 50/50, with 40% female senior executives	<div>Assessed current gender ratio at 43% female and 57% male, with 23% female senior executives</div> <div><div></div><div></div><div></div><div></div><div></div></div>
100% of employees assessed as demonstrating Goodman's values	<div>Implemented a process to monitor how well Goodman's people are meeting Goodman's values</div> <div>In August 2020, 98% of Goodman employees were assessed as 'demonstrating' or 'exceeding' Goodman's values.</div> <div><div></div><div></div><div></div><div></div><div></div></div>



## Goodman's values and our corporate culture

Goodman's values shape our culture and enable us to attract high-calibre people. They ensure we are united in providing our customers and investors with high-quality service as well as innovative and sustainable property and investment solutions. Our values are global and very much alive wherever we operate.

**customer+focus**  
Be closer to our customers' world and their changing needs

**innovative+dynamic**  
Be more creative in our thinking and dynamic in our actions

**open+fair**  
Be adaptable and considerate in our dealings inside and outside our business

**performance+drive**  
Do what we say we'll do and make things happen

**team+respect**  
Recognise the worth in each other and collaborate for better results.



# Corporate performance

Goodman's global success in the industrial real estate sector is founded on our capabilities and expertise, as well as our robust governance structures. Everyone at Goodman plays a role in how we sustain our high-performing operations, capital sources and creditworthiness.

We engage regularly with our key stakeholders and disclose our ESG performance to maintain the trust of our capital partners and customers. Meanwhile, our financial resilience means we can continue to increase the tangible difference we are making to the lives of vulnerable people through the Goodman Foundation. GRESB is the leading ESG survey for the real estate sector and is one of the main methods Goodman uses to communicate its performance on ESG matters. The benchmark analyses and scores a wide range of ESG indicators and provides detailed insights to investors. In 2019, Goodman Group was awarded Global Sector Leader in the Industrial – Developer category.



Target	Progress
Retain investment grade credit rating	<div>Continued to meet financial targets to underpin capital sources and retain credit rating</div> <div>Maintained credit rating at BBB+ (S&amp;P) and Baa1 (Moody's)</div> <div><div></div><div></div><div></div><div></div><div></div></div>
Adopt the TCFD guidelines for climate risk assessment and disclosure by 2022	<div>Committed to adopting the TCFD framework</div> <div>Determined that the Risk and Compliance Committee will oversee Goodman's climate risk management and alignment with TCFD</div> <div>Continued working towards completing our first TCFD aligned statement in 2020 – two years ahead of our target</div> <div><div></div><div></div><div></div><div></div><div></div></div>
4 Star Green Star GRESB rating average	<div>Submitted GRESB responses for eight Goodman entities with results due in the second half of 2020</div> <div>Achieved strong results in the 2019 GRESB survey including:</div> <div><div>+ Goodman Group awarded the Global Sector Leader in the Developer Industrial peer group achieving 5 Star Green Star status and an 'A' for public disclosure</div><div>+ Goodman Japan Core Partnership awarded Sector Leader for its peer group, for the second consecutive year, improving its previous score by 15%</div><div>+ Three of the eight participating entities achieved GRESB's top rating of 5 Green Stars</div></div> <div><div></div><div></div><div></div><div></div><div></div></div>
\$50m in social investment by the Goodman Foundation by 2030	<div>Contributed \$13.7m to community and philanthropic causes including \$6.5m to relief, recovery and firefighting efforts related to bushfires in Australia.</div> <div><div></div><div></div><div></div><div></div><div></div></div>

## Managing climate risk – TCFD disclosures

Goodman knows its properties are exposed to the impacts of various climatic conditions across its diverse operating regions. We acknowledge that tragic events such as the recent bushfires in Australia are linked to a changing climate and similar events are likely in the future. During the year, Goodman worked with environmental consultant South Pole to complete a comprehensive climate risk assessment in accordance with TCFD guidelines. We did this to better understand the potential impacts of various climate scenarios, to find opportunities to mitigate long-term impacts and, ultimately, to influence the location, design and management of Goodman's properties. Quantifying climate risks across multiple global regions is a challenge, particularly on larger continents that are subject to various conditions and incidents at the same time. However, we identified the following climate hazards in our climate risk assessment, based on different scenarios of carbon mitigation over different timeframes:

- + Increasing temperatures and heatwaves
- + Intense precipitation
- + Hailstorms
- + Tropical and ex-tropical windstorms
- + Rising sea levels.

More information on Goodman's approach to managing climate risk will be available in Goodman's TCFD statement published in late 2020 at [goodman.com/sustainability](https://goodman.com/sustainability).



Goodman Boluo Logistics Park, Guangzhou, China.



# Further together

The Goodman Foundation unites our people, properties and resources to make a tangible difference to the lives of people in our communities. Through our partnerships with an exceptional group of charities, we're able to make a real difference, where and when it matters most. In this extraordinary year, with the Australian bushfires and the COVID-19 pandemic, the demand for the services of many of our partners intensified. The financial strength of the Group, however, meant the Foundation was well positioned to commit to an increased effort, with a focus on critical areas in times of disaster – mental health, distribution of food and essential goods, vulnerable people and domestic violence.



# How we help

The Goodman Foundation offers support to charities within three key areas: Children and youth, Community and community health and Food rescue and environment.

Support can take the form of:

## Cash grants

Provided to fund identified projects or needs over one to three years

## Do good

Goodman team volunteering or fundraising for charities

## Give back

Workplace giving schemes that match staff contributions dollar for dollar

## In-kind

Donating our expertise, warehouse space or other critical items.

Doing good in the world

Community and community health

Goodman Foundation

Children and youth

Food rescue and environment

Die Arche, Germany.

# Children and youth

We work with charity organisations that help to protect and support children or young people around the world.

Auckland Starship Hospital / Bestest Foundation / Clontarf Foundation / Duffy Books in Homes / Eagle RAPS / El Monte Promise Foundation / Giant Steps / Great Potentials Foundation / Keystone Trust / Kids Cancer Project / Kids Under Cover / Little Boomers Basketball / Little Olive Child Foundation / Middlemore Foundation / Property Industry Foundation / Raise Foundation / Smith Family / SOS Children's Villages / Stepping Stone House / The Helmsman Project / The Shepherd Centre / Yalari / Youngcare.

Little Olive Child Foundation, Japan.

# Community and community health

We work with charity organisations that support people living with a condition, illness or disability, or whose efforts create a more inclusive and equitable community.

Australian Cancer Research Institute / Black Dog Institute / BlazeAid / Canterbury Brain Collective / Cerebral Palsy Alliance / Die Arche Germany / Fight MND / Friends & Helpers Foundation / Greenway / Humpty Dumpty Foundation / Infirmiers de Rue / Interplast Australia / Long Beach Community Foundation / MS Australia / NSW Farmers Natural Disaster Relief Fund / NSW Rural Fire Service / Paralympics Australia / Rural Aid / Salvation Army / Sandringham Hospital / Spanish Emergency Military Unit UMA / Special Olympics Australia / SurfAid International / The Bread & Butter Project / The Fred Hollows Foundation / Valley Hospital Foundation / Windgap Foundation / Women's Community Shelters.

OzHarvest, Australia.

The Bread & Butter Project, Australia.

# Food rescue and environment

We support charity organisations that reduce waste by redistributing food or useful items that would otherwise go to landfill.

Fareshare Australia / Feeding Hong Kong / Good360 Australia / KiwiHarvest / OzHarvest / Second Harvest Food Bank of Orange County / The Generous and Grateful / Thread Together / UKHarvest.





NSW RFS Commissioner Rob Rogers with Goodman team member and RFS volunteer, Matt Devlin.

## A devastating fire season

Australia's bushfires burnt from September 2019 to March 2020. The environmental and emotional impact of the fires was unprecedented, covering 12 million hectares and killing 33 people, destroying over 3,000 homes and killing or displacing approximately 3 billion native animals. They also severely impacted local economies, including regional areas across the country.

In response to the devastation, Goodman pledged an initial \$5 million to bushfire recovery efforts, which we then increased to \$6.5 million. This was split between the more urgent grassroots efforts of organisations such as the NSW Farmers Association and Good360 Australia, and infrastructure aiding the longer-term firefighting efforts of the NSW Rural Fire Service (RFS). Meanwhile, the Goodman team fundraised to support BlazeAid's efforts to rebuild fences and essential infrastructure, and Good360 Australia in the distribution of critical items for displaced families.

Goodman's people also volunteered their time. As an example, Matt Devlin, based in Sydney, spent three weeks battling blazes as a NSW RFS volunteer firefighter. Supported at every stage through the Goodman Foundation's Do Good program, and the wider business, Matt suffered no financial impact, and Goodman was able to contribute to work that profoundly benefited the broader community.

In July, Goodman was one of 12 companies to receive the 2020 NSW RFS Supportive Employer Award.



### Grants for fire-affected farmers

The 2019–2020 bushfires had a significant impact on agriculture and farmers in NSW, affecting 15,994 primary producers. The fires destroyed around 60,000 hectares of prime farmland, more than 13,000 cattle and sheep perished, orchards and beehives burnt and incomes evaporated.

To directly help farmers to recover, NSW Farmers Association set up a natural disaster relief fund. The Goodman Foundation's \$750,000 donation boosted the fund to more than \$1 million, which was distributed as grants to 357 primary producers. The payments were put to practical use in replacing stock, fencing, hay reserves, rainwater tanks, cattle water troughs and beekeeping equipment.

"We lost our home along with all our honey production sheds, machinery and equipment," said Peter McGann of Mogo Village Honey. "We used the grant to buy a couple of shipping containers and converted them into packing and extracting sheds. We're also buying new equipment to resume our beekeeping and honey production."



# Help is on its way

During the Australian bushfires of 2019–2020, it became clear the Foundation wanted to make a tangible, long-term contribution to support communities impacted by the bushfires.

With that in mind, Goodman contributed the largest corporate donation ever to the NSW RFS with the purchase of a state-of-the-art firefighting helicopter.

The multi-purpose helicopter is known as the go-to aircraft – a workhorse of the industry – with a reputation for performing reliably in the most extreme environments. It is designed to get firefighters into hard-to-reach places, and get people out of harm’s way. The chopper will be equipped with a full range of features such as winch, belly tank for water bombing, surveillance camera for use in firefighting operations, search and rescue, and down the wire insertions and extractions. Its extensive functionality means it can be deployed all year round in tactical and response operations.

Goodman was committed to doing something substantial to help. “During the devastating and unprecedented bushfires earlier in the year, we felt strongly about supporting the NSW RFS with something that will have a sustainable impact on its work and the communities it serves,” said Greg Goodman.

NSW RFS Commissioner Rob Rogers welcomed the addition to the fleet. “It’s fantastic to have the support of the Goodman Foundation through this first of its kind partnership approach. The new helicopter will be a valuable additional resource for us to protect people in the communities we serve. We know helicopters can play a key role in delivering early, impactful action on a developing fire,” said Rob. Also adding, “51 people were rescued by helicopters last fire season. While the current chopper can take up to four crew, the new model can carry as many as seven – meaning more room to rescue large groups of people. The helicopter will also be used out of fire season to support emergency services in other rescue operations such as floods.”



“It’s fantastic to have the support of the Goodman Foundation through this first of its kind partnership approach. The new helicopter will be a valuable additional resource for us to protect people in the communities we serve.”

– NSW RFS Commissioner, Rob Rogers





Alison Covington, Founder and MD Good360 Australia and Jo Cameron, CEO, Goodman Foundation and volunteer.



Good360 Australia volunteers.

# The right solution

## The problem

- + After a disaster, 70% of donations stop after the first two months
- + Poor co-ordination and uninformed giving can create chaos and inefficiency
- + Up to 60% of goods donated during disasters end up in landfill and are otherwise wasted.

## The solution

- + Good360 Australia matches brand new goods to the right people at the right time, to prevent waste and provide hope and dignity
- + Good360 Australia works with a vetted network of more than 2,000 not-for-profits and disadvantaged schools that know exactly what their communities need
- + Good360 Australia matches goods throughout the entire disaster relief lifecycle – prepare, respond, recover, rebuild, refurbish and relive.

In the wake of any disaster, people want to help and often donate goods impulsively. Their generosity can easily be misplaced though, if they're not giving what's needed. That's where Good360 Australia comes in.

Since 2015, and with Goodman as a founding partner, Good360 Australia has been connecting new goods, donated by businesses, to a network of charities and schools that support Australians in need. In the midst of this year's bushfires, however, they realised they needed to step up their efforts. "We came back in January saying, 'we have to do more'," said Alison Covington, Good360 Australia's Founder and Managing Director.

With Goodman's support, Good360 Australia set up a disaster recovery arm to get the right goods to the right people at the right time. "Disasters are a marathon not a sprint and it's really important to stage giving over the long-term recovery process," said Alison.

In January, Good360 Australia moved into a custom-built warehouse, donated by Goodman, where it could more effectively centralise its aid. "Having a high-quality warehouse has been a game-changer," said Alison. "We are pinching ourselves every time we walk in." The warehouse includes a volunteering space, a place to engage with the community, a product storage zone and an area for 'click and collect'.

When COVID-19 first struck Australia in March, there was a 200% increase in requests for support. To help meet demand, Goodman provided additional financial support so Good360 Australia could scale up labour and logistics support. One example has been in the delivery of 65,777 educational kits to 151 charities and schools to support struggling families with home schooling during the pandemic.

"Goodman's support of our growth, from day one, has meant we can be more impactful every year," said Alison, "which is an amazing gift to the Australians that Good360 helps."

“Disasters are a marathon not a sprint and it’s really important to stage giving over the long-term recovery process.”

– Founder and Managing Director Good360 Australia, Alison Covington





Cerebral Palsy Alliance, Australia.

We helped Cerebral Palsy Alliance make the switch from face-to-face to online support and Raise Foundation ensure ‘at risk’ high school students were able to continue their mentoring programs online.

When the Tokyo 2020 Paralympic Games were postponed by one year in March, we helped Paralympics Australia avoid unplanned storage fees for its competition equipment. We provided pro-bono warehouse space and financial relief that allowed the team to focus on keeping its athletes fit and motivated.

# Facing a global pandemic

The COVID-19 pandemic presented many of our charity partners with a colossal challenge. As demand for their services peaked, their cash flow, volunteer resources and fundraising options plummeted. While Goodman focused on helping its customers, the Foundation looked to support key partners navigate the crisis.



Paralympics Australia.



The Fred Hollows Foundation, China.

For charity partners occupying space in Goodman-managed office or warehouse facilities, including OzHarvest, Special Olympics, The Fred Hollows Foundation and Windgap, the Foundation provided significant additional financial support to help them manage their shortfall in critical revenue due to cancelled fundraising events.

In Europe, the Foundation contributed to street nurse charity, Infirmiers de Rue, to support homeless people in Belgium, as well as to the efforts of SOS Children’s Villages in France, Belgium and Germany to support schooling from home.



SOS Children’s Villages, Europe.



Goodman Foundation

Second Harvest Food Bank of Orange County, California, USA.

Meanwhile, in California, Goodman helped food redistribution service, Second Harvest Food Bank of Orange County, prevent looming food shortages by purchasing four truckloads of food while some of the Irvine-based Goodman team volunteered to pack and distribute essential food supplies.

The Foundation’s work in food redistribution ramped up in other parts of the world too, with charities OzHarvest, UK Harvest and KiwiHarvest also seeing increased demand.



KiwiHarvest, New Zealand.





A safe haven for vulnerable women and children

Early in the pandemic, experts predicted a rise in the need for safe spaces for those experiencing domestic violence. Recognising this, the Goodman Foundation engaged with Women’s Community Shelters (WCS) in Sydney to identify vulnerable women. These were women who were at significant risk of family violence and often the first category of people facing unemployment, but were not eligible for any social funding programs or government assistance.

Using Goodman’s dedicated grant over three years, WCS established a Women Without Income program to help around 30 families access safety in shelters, support essential medical or legal help, and also to transition other families to independent living.

“Through the Women Without Income program, we’ve immediately been able to support women and children who really had nowhere else to turn,” said Annabelle Daniel, WCS Chief Executive Officer. “We’ve provided support including bonds for independent housing, funds for critical medication and furniture for new homes.”

Stepping up support for Cerebral Palsy Alliance

Cerebral Palsy Alliance (CPA) offers intervention, therapy and all the benefits of its world-leading research to children and adults living with cerebral palsy. Over the five years that Goodman has been a global sponsor of CPA’s leading health and wellness fundraising event, STEPtember, Goodman has helped raise millions through its own global fundraising efforts, as well as those from additional contributors brought on board through the Friends of Goodman initiative.

About \$800,000 was donated during Goodman’s 2019 STEPtember campaign alone. However this wasn’t a normal year, with the pandemic shutting down options for all of CPA’s onsite therapy visits. CPA identified 400 vulnerable families who urgently needed to continue their life-changing therapy and Goodman furthered its support beyond STEPtember to help CPA complete a swift pivot to Telepractice delivery.

“Thanks to Goodman’s incredible generosity, we were able to provide 220 families, some the most vulnerable in our community, with the tools they need to be able to access therapy at home for their children,” said Rob White, CPA Chief Executive Officer. “Telepractice has been a life changer for these families, not only supporting their child’s therapy needs but also ensuring connectedness and support for the whole family.”

“Thanks to Goodman’s incredible generosity we were able to provide 220 families, some the most vulnerable in our community, with the tools they need to be able to access therapy at home for their children.”

– CEO Cerebral Palsy Alliance, Rob White

Charli, STEPtember Trainer.





# Corporate information



# Board of directors



Ian Ferrier AM  
Independent Chairman  
Appointed 1 September 2003



Greg Goodman  
Group Chief Executive Officer  
Appointed 7 August 1998



Phillip Pryke  
Independent Director  
Appointed 13 October 2010



Penny Winn  
Independent Director  
Appointed 1 February 2018

Rebecca McGrath  
Independent Director  
Appointed 3 April 2012



Stephen Johns  
Independent Director  
Appointed 1 January 2017

Mark G Johnson  
Independent Director  
Appointed 1 June 2020



Danny Peeters  
Executive Director, Corporate  
Appointed 1 January 2013



Chris Green  
Independent Director  
Appointed 28 April 2019



Anthony Rozic  
Deputy Group Chief Executive Officer  
and Chief Executive Officer, North America  
Appointed 1 January 2013



Company Secretary  
Carl Bicego  
Appointed 24 October 2006





Five year financial summary

	2016 \$M	2017 \$M	2018 \$M	2019 \$M	2020 \$M
Income statement					
Gross property income	204.6	177.1	150.4	114.6	115.9
Management income	259.3	266.3	316.5	469.7	511.2
Development income	1,250.4	1,207.1	1,115.8	1,134.3	882.6
Net gain/(loss) on disposals of assets	(26.7)	129.1	108.1	27.9	56.3
Net gain from fair value adjustments on investment properties	327.8	180.9	71.1	146.8	45.2
Share of net results of equity accounted investments	928.6	587.7	910.9	1,132.5	1,022.2
<b>Total income</b>	<b>2,944.0</b>	<b>2,548.2</b>	<b>2,672.8</b>	<b>3,025.8</b>	<b>2,633.4</b>
Property expenses	(63.9)	(46.9)	(36.4)	(40.2)	(36.4)
Development expenses	(929.1)	(919.9)	(808.9)	(727.3)	(443.4)
Employee expenses	(172.6)	(195.9)	(180.7)	(191.9)	(203.7)
Share based payments expense	(66.9)	(85.4)	(125.6)	(196.6)	(164.0)
Administrative and other expenses	(79.1)	(76.5)	(68.7)	(75.8)	(88.6)
Impairment losses	(249.1)	(93.0)	–	–	–
Net finance costs	(13.0)	(279.4)	(267.3)	(49.3)	(80.2)
<b>Total expenses</b>	<b>(1,573.7)</b>	<b>(1,697.0)</b>	<b>(1,487.6)</b>	<b>(1,281.1)</b>	<b>(1,016.3)</b>
Profit before income tax	1,370.3	851.2	1,185.2	1,744.7	1,617.1
Income tax expense	(75.6)	(54.4)	(82.4)	(116.8)	(113.0)
<b>Profit for the year</b>	<b>1,294.7</b>	<b>796.8</b>	<b>1,102.8</b>	<b>1,627.9</b>	<b>1,504.1</b>
Profit attributable to other non-controlling interests	(20.1)	(18.7)	(4.6)	–	–
<b>Profit attributable to Securityholders</b>	<b>1,274.6</b>	<b>778.1</b>	<b>1,098.2</b>	<b>1,627.9</b>	<b>1,504.1</b>
Operating profit reconciliation (non-IFRS)					
<b>Operating profit</b>	<b>714.5</b>	<b>776.0</b>	<b>845.9</b>	<b>942.3</b>	<b>1,060.2</b>
Adjustments for:					
Property valuation related movements	614.4	397.6	639.0	871.7	621.3
Fair value adjustments and unrealised foreign currency exchange movements related to liability management	81.5	(243.8)	(174.4)	17.0	6.8
Other non-cash adjustments or non-recurring items	(135.8)	(151.7)	(212.3)	(203.1)	(184.2)
<b>Profit attributable to Securityholders</b>	<b>1,274.6</b>	<b>778.1</b>	<b>1,098.2</b>	<b>1,627.9</b>	<b>1,504.1</b>
<b>Operating profit per stapled security (cents)<sup>1</sup></b>	<b>40.1</b>	<b>43.1</b>	<b>46.7</b>	<b>51.6</b>	<b>57.5</b>
<b>Dividends/distributions per security (cents)</b>	<b>24.0</b>	<b>25.9</b>	<b>28.0</b>	<b>30.0</b>	<b>30.0</b>

1. Fully diluted for tested performance rights.

	2016 \$M	2017 \$M	2018 \$M	2019 \$M	2020 \$M
Statement of financial position					
Cash and receivables	1,774.5	2,681.9	3,088.7	1,981.4	2,172.5
Property assets	4,096.5	3,245.7	2,732.6	2,966.1	3,081.4
Equity accounted investments	5,348.1	5,522.7	6,585.5	8,452.4	9,370.8
Intangible assets	780.6	771.9	816.7	840.0	845.8
Other (including derivative financial instruments)	387.4	489.0	235.9	672.9	667.7
<b>Total assets</b>	<b>12,387.1</b>	<b>12,711.2</b>	<b>13,459.4</b>	<b>14,912.8</b>	<b>16,138.2</b>
Payables, provisions and contract liabilities	747.4	866.6	918.4	944.1	988.3
Interest bearing liabilities	2,865.2	2,878.3	3,081.5	2,975.0	2,938.5
Other (including derivative financial instruments)	381.2	344.1	285.8	471.2	690.8
<b>Total liabilities</b>	<b>3,993.8</b>	<b>4,089.0</b>	<b>4,285.7</b>	<b>4,390.3</b>	<b>4,617.6</b>
<b>Net assets</b>	<b>8,393.3</b>	<b>8,622.2</b>	<b>9,173.7</b>	<b>10,522.5</b>	<b>11,520.6</b>
Comprising:					
Net assets attributable to Securityholders	8,067.5	8,296.4	9,173.7	10,522.5	11,520.6
Net assets attributable to other non-controlling interests	325.8	325.8	–	–	–
Net tangible assets per security (\$)	4.10	4.21	4.64	5.34	5.84
Gearing ratio (%)	11.8	5.9	5.1	9.7	7.5
Statement of changes in equity					
Total equity at the beginning of the year	7,376.1	8,393.3	8,622.2	9,173.7	10,522.5
Total comprehensive income for the year	1,298.5	678.2	1,304.9	1,795.4	1,467.7
	<b>8,674.6</b>	<b>9,071.5</b>	<b>9,927.1</b>	<b>10,969.1</b>	<b>11,990.2</b>
Contributions of equity, net of transaction costs	95.5	–	–	–	–
Distributions provided or paid	(408.0)	(481.2)	(504.2)	(544.2)	(548.5)
Other transactions with equity holders	51.3	62.5	82.4	97.6	78.9
Movements in other non-controlling interests	(20.1)	(30.6)	(331.6)	–	–
<b>Total equity at the end of the year</b>	<b>8,393.3</b>	<b>8,622.2</b>	<b>9,173.7</b>	<b>10,522.5</b>	<b>11,520.6</b>
Cash flow statement					
Net cash provided by operating activities	830.1	586.4	1,161.2	827.5	1,156.9
Net cash provided by/(used in) investing activities	160.0	730.0	(26.5)	(818.2)	(306.4)
Net cash used in financing activities	(399.6)	(556.3)	(799.2)	(849.2)	(660.9)
Net increase/(decrease) in cash held	590.5	760.1	335.5	(839.9)	189.6
Cash at the beginning of the year	746.5	1,337.0	2,095.1	2,406.8	1,607.1
Effect of exchange rate fluctuations on cash held	–	(2.0)	(23.8)	40.2	(3.9)
<b>Cash at the end of the year</b>	<b>1,337.0</b>	<b>2,095.1</b>	<b>2,406.8</b>	<b>1,607.1</b>	<b>1,792.8</b>



Securities information

Top 20 Securityholders As at 26 August 2020	Number of securities	Percentage of total issued securities
1. HSBC Custody Nominees (Australia) Limited	670,060,442	36.65
2. J P Morgan Nominees Australia Limited	571,388,896	31.25
3. Citicorp Nominees Pty Limited	179,918,145	9.84
4. National Nominees Limited	75,849,497	4.15
5. BNP Paribas Noms Pty Ltd <Agency Lending DRP A/C>	60,218,933	3.29
6. BNP Paribas Noms Pty Ltd <DRP>	37,845,045	2.07
7. Citicorp Nominees Pty Limited <Colonial First State Inv A/C>	33,312,954	1.82
8. Trison Investments Pty Ltd	16,874,053	0.92
9. Beeside Pty Limited <The Beeside A/C>	13,192,040	0.72
10. Australian Foundation Investment Company Limited	6,685,000	0.37
11. HSBC Custody Nominees (Australia) Limited <NT-Commonwealth Super Corp A/C>	4,442,239	0.24
12. BNP Paribas Noms (NZ) LTD <DRP>	4,270,200	0.23
13. UBS Nominees Pty Ltd	4,179,793	0.23
14. HSBC Custody Nominees (Australia) Limited – GSCO ECA	3,988,844	0.22
15. HSBC Custody Nominees (Australia) Limited	3,083,279	0.17
16. AMP Life Limited	2,661,539	0.15
17. Custodial Services Limited, <Beneficiaries Holding A/C>	2,383,741	0.13
18. DPCON BVBA\C	2,103,548	0.12
19. BNP Paribas Nominees Pty Ltd HUB24 Custodial Serv Ltd <DRP A/C>	1,783,081	0.10
20. Milton Corporation Limited	1,690,376	0.09
Securities held by top 20 Securityholders	1,695,931,645	92.73
Balance of securities held	132,481,591	7.27
Total issued securities	1,828,413,236	100.00

Range of securities	Number of Securityholders	Number of securities	Percentage of total issued securities
1 – 1,000	17,366	7,258,490	0.40
1,001 – 5,000	14,999	35,611,038	1.95
5,001 – 10,000	3,031	21,529,287	1.18
10,001 – 100,000	1,696	36,193,222	1.98
100,001 – over	89	1,727,821,199	94.50
Total	37,181	1,828,413,236	100.00

There were 643 Securityholders with less than a marketable parcel in relation to 2,800 securities as at 26 August 2020.

Substantial Securityholders <sup>1</sup>	Number of securities
Leader Investment Corporation; China Investment Corporation	168,462,083
Vanguard Group Inc.	165,056,520
Blackrock Investment Management Limited	117,053,786

1. In accordance with latest Substantial Securityholder Notices as at 26 August 2020.

**Goodman Logistics (HK) Limited CHESS Depository Interests** ASX reserves the right (but without limiting its absolute discretion) to remove Goodman Logistics (HK) Limited, Goodman Limited and Goodman Industrial Trust from the official list of the ASX if a CHESS Depository Interest (CDI) referencing an ordinary share in Goodman Logistics (HK) Limited, a share in Goodman Limited or a unit in Goodman Industrial Trust cease to be stapled, or any new securities are issued by Goodman Logistics (HK) Limited, Goodman Limited or Goodman Industrial Trust and are not (or CDIs in respect of them are not) stapled to equivalent securities in the Goodman Group.

**Voting rights** On a show of hands at a general meeting of Goodman Limited or Goodman Industrial Trust, every person present who is an eligible Securityholder shall have one vote and on a poll, every person present who is an eligible Securityholder shall have one vote for each Goodman Limited share and one vote for each dollar value of Goodman Industrial Trust units that the eligible Securityholder holds or represents (as the case may be). At a general meeting of Goodman Logistics (HK) Limited, all resolutions will be determined by poll, and eligible Securityholders will be able to direct Chess Depository Nominees Pty Limited to cast one vote for each Chess Depository Instrument (referencing a Goodman Logistics (HK) Limited share) that the eligible Securityholder holds or represents (as the case may be).

**On-market buy-back** There is no current on-market buy-back.

Corporate directory

Goodman Group

**Goodman Limited**  
ABN 69 000 123 071

**Goodman Industrial Trust**  
ARSN 091 213 839

Responsible Entity of Goodman Industrial Trust  
Goodman Funds Management Limited  
ABN 48 067 796 641  
AFSL Number 223621

**Goodman Logistics (HK) Limited**  
Company No. 1700359  
ARBN 155 911 149

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Auckland	Hong Kong	Paris
Beijing	Kraków	Poznań
Birmingham	London	Prague
Brisbane	Los Angeles	São Paulo
Brussels	Luxembourg	Shanghai
Budapest	Madrid	Sydney
Chengdu	Melbourne	Tokyo
Düsseldorf	Milan	Warsaw

Directors

**Goodman Limited and  
Goodman Funds  
Management Limited**

Ian Ferrier AM  
Independent Chairman

Greg Goodman  
Group Chief Executive Officer

Chris Green  
Independent Director

Stephen Johns  
Independent Director

Mark G Johnson  
Independent Director

Rebecca McGrath  
Independent Director

Danny Peeters  
Executive Director

Phillip Pryke  
Independent Director

Anthony Rozic  
Executive Director

Penny Winn  
Independent Director

**Company Secretary**  
Carl Bicego

Security Registrar

Computershare Investor Services Pty Limited  
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#### Disclaimer

This document has been prepared by Goodman Group (Goodman Limited (ABN 69 000 123 071), Goodman Funds Management Limited (ABN 48 067 796 641; AFSL Number 223621) as the Responsible Entity for Goodman Industrial Trust (ARSN 091 213 839) and Goodman Logistics (HK) Limited (Company No. 1700359; ARBN 155 911 149)). It is not intended to be relied upon as advice to investors or potential investors and does not take into account the investment objectives, financial situation or needs of any particular investor. These should be considered, with professional advice, when deciding if an investment is appropriate. This document is not an offer or invitation for subscription or purchase of securities or other financial products. It does not constitute an offer of securities in the United States. Securities may not be offered or sold in the United States unless they are registered under the US Securities Act of 1933 or an exemption from registration is available. This document contains certain "forward-looking statements". The words "anticipate", "believe", "expect", "project", "forecast", "estimate", "likely", "intend", "should", "could", "may", "target", "plan" and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements. Due care and attention have been used in the preparation of forecast information. Such forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of Goodman Group, that may cause actual results to differ materially from those expressed or implied in such statements. There can be no assurance that actual outcomes will not differ materially from these statements. All values are expressed in Australian currency unless otherwise stated. September 2020.





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