

Key resources

We rely on our key resources or relationships to create value now and into the future.

Key resources	How our key resources are linked to value creation	The value that is created	How we measure value
Financial 	<p>Our financial resources are the pool of funds available to us for deployment, which includes debt and equity capital, as well as profits retained from our property management, development and trading activities. This also includes the financial capital from our third party capital partners which we deploy on their behalf.</p> <p>Our prudent management of financial capital underpins the delivery of superior risk-adjusted returns to Dexus Security holders with a through the cycle target for Adjusted Funds From Operations (AFFO) per security growth of 3-5% and Return on Contributed Equity (ROCE) of 7-10%. Our policy is to pay distributions to Security holders in line with free cashflow for which AFFO is a proxy.</p>	Sustained value Superior long-term returns for our investors and third party capital partners. 	<ul style="list-style-type: none"> - Growth in distribution per security - Growth in Adjusted Funds From Operations (AFFO) per security - Return on Contributed Equity (ROCE) → p.28
Properties 	<p>As a real estate company, our properties are central to how we create value. We actively manage our property portfolio to enhance its potential, while unlocking further value by developing our properties to further enhance quality in their current use, or for higher and better uses.</p> <p>Our portfolio is concentrated in Australia's major cities, which we help shape as leading destinations to live, work and play.</p>	Leading cities A high-quality portfolio that contributes to economic prosperity and supports sustainable urban development across Australia's key cities. 	<ul style="list-style-type: none"> - Scale: value of portfolio - Customer demand and space use: portfolio occupancy rates - Economic contribution: Construction jobs supported and Gross Value Added (GVA) to the economy from development projects - Future value: value of development and concept pipeline → p.38
People and capabilities 	<p>Our people's knowledge and expertise are critical inputs to how we create value. We are a passionate and agile team who want to make a difference. We focus on sustaining a high-performing workforce supported by an inclusive and diverse culture.</p> <p>Our intellectual capital enables us to instil strong corporate governance, sound risk management and maintain a focus on safety at all levels of our business.</p>	Thriving people An engaged and capable workforce that delivers on our strategy. 	<ul style="list-style-type: none"> - Employee engagement: employee Net Promoter Score - Gender diversity: female representation in senior management roles - Succession strength: proportion of internal candidates placed in available roles → p.50
Customers and communities 	<p>Our capacity to create value depends on strong relationships with our customers, local communities and suppliers.</p> <p>We work in partnership with our customers to provide engaging and productive spaces that anticipate their evolving needs.</p> <p>We support the communities in which we operate in recognition of their contribution to the activity and vibrancy of our spaces.</p> <p>We partner with our suppliers to deliver our development projects and manage our properties more efficiently, while maintaining a proactive focus on safety.</p>	Future enabled customers and strong communities Satisfied and successful customers supported by high-performing workspaces and a comprehensive customer product and service offering. Well connected, prosperous and strong communities within and around our properties. A network of capable and effective supplier relationships that ensures environmental, social and governance standards are maintained throughout our supply chain. 	<ul style="list-style-type: none"> - Customer advocacy: customer Net Promoter Score - Community contribution: total value contributed - Supply chain economic contribution: value of spend with suppliers → p.54
Environment 	<p>The efficient use of natural resources and sound management of environmental risks supports our creation of value through delivering cost efficiencies and operational resilience.</p> <p>We understand, monitor and manage our environmental impact, setting short-term and long-term measurable environmental performance targets.</p> <p>We prepare for the physical impacts of climate change, while harnessing opportunities that support the transition to a low carbon economy.</p>	Enriched environment An efficient and resilient portfolio that minimises our environmental footprint and mitigates climate risk. 	<ul style="list-style-type: none"> - Resource efficiency – energy and water reductions and waste management - Climate resilience: Greenhouse gas emissions reductions - Performance ratings: NABERS Energy and Water ratings → p.58