

**m**

**BUILDING BETTER FUTURES**





"We genuinely appreciate your interest in our company. We are fiercely proud of what we have achieved in the last 40 years. By adhering to our core principles, we have built a stable, successful, growing and forward-looking business that is now the number one homebuilder in Australia.

Along the way, we have accumulated an unrivalled body of knowledge about design trends in contemporary housing, and the needs of Australian families in all their myriad forms, and we are just as delighted today to help them achieve their dream of home ownership as we were when we sold our very first home.

What we have learned from our customers informs our behaviour today and in the future. And we never "rest on our laurels": we seek out new and exciting ways to furnish the market with the products and services that it needs. We really do want every Australian to "love where they live".

I also want to add a personal note to this 'Statement of Capabilities'.

As we have grown, we have been supported by many thousands of hardworking and dedicated staff and other Australian businesses and in turn their staff, too. Metricon's success is, first and foremost, their success. None of this could have been achieved without all of them, and I hope that today they feel as proud of Metricon as I do.

And I would like to thank every one of them for the personal support they have given unstintingly to both myself and my fellow Directors."

MARIO BIASIN  
Co-Founder and CEO



*Metricon's success is no accident. From Day 1 the vision was to build Australia's best family homes that represented outstanding design and value.*



## DESIGNING A BETTER COMPANY

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*A driving vision.  
Passion. Clarity. Purpose.*

How does a small, local family-owned builder turn into the number one builder in a country the size of Australia, operating successfully in all four eastern states, and all in a single generation? And how is that achieved while retaining the business in family hands, with a distinct culture and approach, and with loyal staff, many of whom have been with the business for as long as it has been in existence?

As with the homes that Metricon creates, it was no accident. It's been by design.

It would be a simple truth to say that when the business began the founders never envisaged building a two billion dollar corporation that would lead its industry in both innovation and results.

Yet through steady hands on the tiller, Metricon's growth has come steadily and organically, as a response to simply "doing things right".

By always placing design, innovation, and quality at the core of the principles that drive the business, the growth and success that followed felt natural and happened easily, as demand for a better home and lifestyle became a core part of the Australian public's motivations.

The core guiding principles that have underpinned Metricon's success are very clear:

1. The customer is always "front and centre" in the decisions the business takes, and Metricon's "Customer First" philosophy epitomises this attitude.
2. Metricon invests a huge effort in ensuring that its staff are both engaged and aligned to the business's goals. By nurturing its staff, the business ensures excellence in all areas, with very high staff satisfaction and retention levels. Many staff stay with the business for decades, in an industry which traditionally suffers from high attrition rates.
3. The company consciously pursues operational excellence and continual improvement, with a "never satisfied" mantra that ensures it remains agile and responsive to the needs of the market, and delivers the highest levels of customer satisfaction.
4. Metricon values leadership at all levels, empowering its staff and ensuring they always have a strong strategic framework in which to operate.

These four interlocking strategies underpin Metricon's Vision: to be the best homebuilder in Australia. Not just the biggest: the best. As it strides into its fifth decade, the business is well-placed to achieve this proud goal.



## GROWING THE MARKET NATIONALLY

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*Metricon's expansion has been well-planned and determined.*

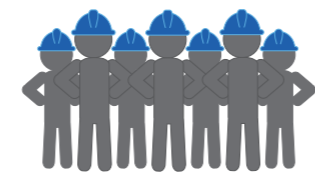
Metricon's horizons have expanded steadily over the years.

- Now operates in all four eastern seaboard states.
- Has both metropolitan and regional businesses.
- Makes a significant economic contribution to the communities in which it is active.

Our business activity also enriches and improves the built environment in our towns and cities, and sustains our supplier base and local economies. We are especially delighted to employ local people and trades in all of the regional centres in which we work.

As in the first 40 years, our future expansion will be guided by a simple calculation – "Can we bring something that is needed to this market, and in a meaningful way, which is better than what is on offer there now?"

We will never compete simply to be a "me too" company: we always seek to improve. Continuous improvement is a way of life for everyone at Metricon.



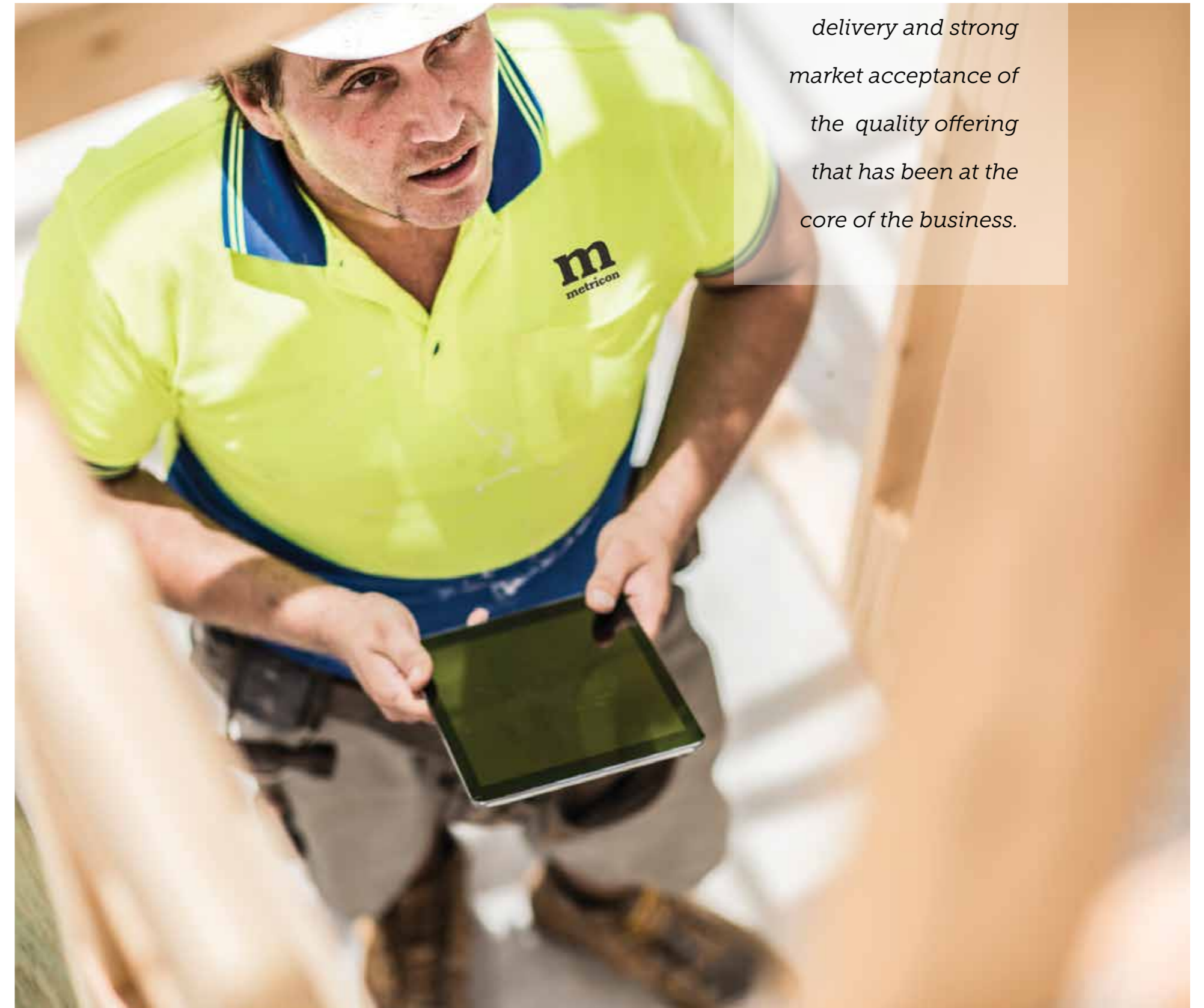
5820  
TRADE CONTRACTORS



1227  
OFFICE STAFF



533  
ONSITE STAFF



*Metricon's growth has been a result of consistent product delivery and strong market acceptance of the quality offering that has been at the core of the business.*







*Straight dealing:  
it's always been  
what we are about  
at every level of the  
business. Externally  
and internally.*



## GROWTH BASED ON STRONG RELATIONSHIPS

*Metricon has never pursued "growth for growth's sake".  
Instead, growth has always been a natural outcome of both good  
management and strong relationships.*

A strategy based on growth for growth's sake seems almost tailor-made to produce a business which, like a plant in poor soil, will ultimately grow spindly and weak, succumbing to any challenge.

Metricon's growth has always been:

- Patiently rooted in principles of good corporate governance and world's best practice.
- Based on a brand to which consumers can "navigate" with trust and confidence.
- Enabled by running the business properly in a stable business environment.

By carefully calibrating risk based on a determination to pursue quality workmanship, the business has been able to offer customers things that really matter to them, such as a 25 year structural guarantee on all homes – substantially beyond that required by law – which has been one of the bedrocks of consumer support.

Another key growth factor has been the close and mutually-supportive relationship that Metricon

enjoys with the land development industry, building materials suppliers, and many others who are critical to our success.

Over the years, Metricon has built confidence by behaving ethically towards everyone it meets along the way. Growing directly from the personal standards of the founders, the company has made a virtue of straight dealing.

Indeed, many of Metricon's partners have been with the business since it opened, and stand testament to business relationships that are always consciously designed to be a "Win Win" for all parties.





## THE MOST POWERFUL BUILDING BRAND IN AUSTRALIA

*A family of brands  
delivering style  
and value to every  
kind of customer.*

*Strategic thinking has been at the heart of Metricon since Day 1.*

Metricon consciously models the home-building marketplace to ensure that it has brands, products and services to match the needs of all types of consumers, with the sole exception that the business does not engage in apartment developments.

This in-depth market analysis is not a “set and forget” exercise; it is a continual ongoing effort.

- The goal is for every Australian family to easily find a Metricon product matching their hopes and needs.
- Metricon has a carefully-considered “family” of brands and services offering a practical solution to the housing needs of every type of consumer.
- Addressing every segment of the market in this focused manner creates more opportunities for our development partners and suppliers.

Not just more homes. Better homes. And just as Aussie families come in all shapes and sizes, in the same way

Metricon designs many different styles of homes for all kinds of families. The business now:

- Offers over 300 base home designs across all its brands.
- Has 190 display homes over 95 centres.
- Directly employs nearly 1,800 staff nationwide.

We bring to a hungry market better-designed homes, with more light and space, and higher quality, but always at a price that everyday Australians can afford.

Affordability has always been a key goal for the business. To offer homes to people that elevate family lifestyle above and beyond the norm – a true reward for lives well lived – but always within the realistic reach of a typical family.

With our obsession with customer needs, and for creating homes suitable for so many different types of people, we trust we have made Australia a better place.



homesolution | **m**  
metricon

First Home Buyer and new start/budget homes

FREEDOM | **m**  
metricon

“Bang for your buck” larger family homes where an abundance of accommodation at an affordable price point is the key

DESIGNER | **m**  
metricon

Designer family homes with high levels of personalisation and luxury fittings

SIGNATURE  
BY METRICON

Ultimate high-end living with virtually total customisation and personalisation

DualOcc | **m**  
metricon

DualOcc Solutions for those wanting to put two or more new homes on a block, whether side by side (duplex) or standalone

 **KNOCKDOWN NEWBUILD**

Knock Down and NewBuild service for those clearing an old home and replacing it

TOWNLIVING | **m**  
metricon

Medium density standalone homes/townhouses/low-rise apartments with our TownLiving division

MetInvest | **m**  
metricon

Specialised service to both local and overseas investors looking for home and land packages with MetInvest



## TOWNLIVING BY METRICON

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*Making "Medium Density" work: changing Metricon's offerings to reflect a changing country.*

For many years, the domestic home market was all about selling a single home on a quarter-acre block. That has not been true for quite some time. A traditional detached home is still a goal for many Australians, but increasingly Medium Density development is the only practical solution to both solving the affordability crisis for some consumers and providing homes in desirable locations that suit a modern (and sometimes time-poor) lifestyle. It offers:

- An affordable option, including for First Home Buyers.
- A desirable low-maintenance lifestyle, near the amenities that modern consumers seek.
- An answer to urgent town planning needs.

As our cities become ever more densely populated, Medium Density is a key part of our future.

### **TownLiving – the future for millions of Australians**

As Australia's population grows steadily, Metricon's innovative TownLiving medium-density division will be an active partner for major land developers seeking to create a better result from their developments, by offering imaginative and high-quality townhouse living

to the many consumers who will seek it, in exciting and rewarding environments, both for reasons of affordability and for the lifestyle opportunities it offers them.

Metricon seeks to provide to its developer partners a genuine "one-stop shop", in terms of design, build, and ultimately sale, as a holistic "front to end" service to developers.

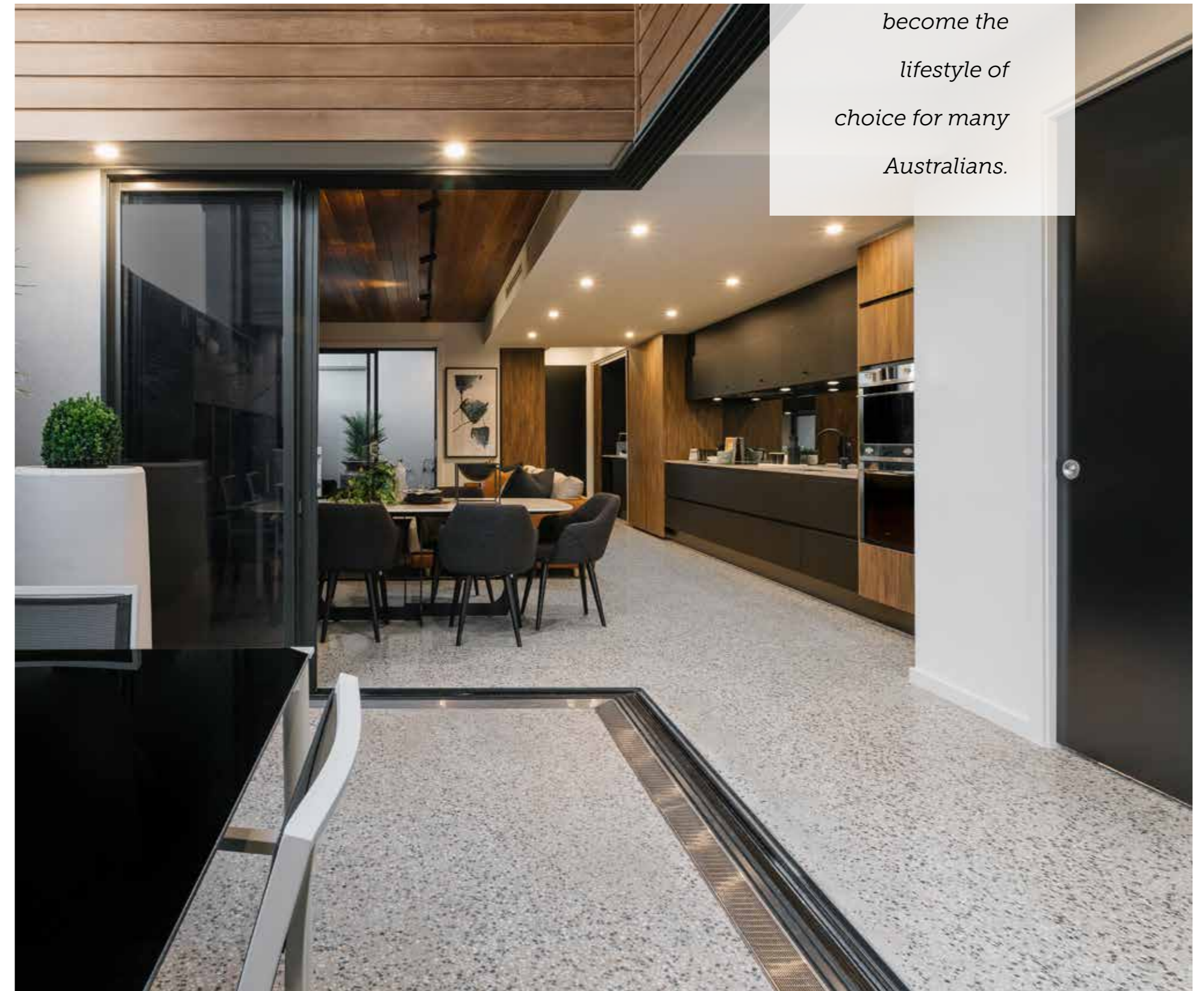
As the number one home-builder in Australia, Metricon is better-placed to partner with developers to achieve mutually satisfactory outcomes than anyone else.

Good forward planning is the key to successful development, which is why the division stresses its position in the market to all it meets: "Speak to us first; we want to be your Partner of Choice."

The division, which incorporates some of Metricon's most skilled people, is designed to be the most flexible and responsive service of its type for any developer with 10+ lots that they wish to develop to meet public demand, and to improve their yield from the development.

Operating with a wide variety of models, the TownLiving division matches skills, experience, design and sales professionalism to the particular needs of the developer and each individual development.

*TownLiving  
will continue to  
progressively  
become the  
lifestyle of  
choice for many  
Australians.*



*The product and service offering is increasingly diverse as markets and their needs continue to change rapidly.*



## INNOVATION IN PRODUCT AND SERVICE DELIVERY

*As Metricon's business grows, it creates specialised responses to different market sectors, recognising that no matter how professional an organisation is, "one size does not fit all". Metricon is always upgrading its product and service offering to ensure the company stays relevant, servicing the widest possible range of Australian homeowners.*

### **MetInvest**

Metricon's specialist MetInvest program provides consultants and resellers with superb home and land packages, carefully designed to satisfy aggressive price points, to offer investors of all types great opportunities to broaden their investment portfolio into the Australian home market, whether those investors are local or from overseas.

A dedicated sales portal makes it easy for sales agents to both track what is available at any given moment and sell packages in "real time".

### **KnockDown NewBuild**

Responding to a clear and growing customer need, Metricon is deeply involved in the "KnockDown and NewBuild" marketplace; indeed, driven by consumer demand and the natural limits to growth of some cities, in some areas "KDNB" now represents as many sales as in Greenfields areas. This process of urban renewal gathers pace continually.

We employ specialist teams of salespeople to advise consumers on the legal requirements and practicalities of pushing over an old property and replacing it with one, two, three or even more new ones, with a particular eye to satisfying the demands of local authorities for quality outcomes that address their rules.

Wherever someone is on life's journey, there is a Metricon home that answers their needs. Perfectly.

*"To keep ahead of the pack, we must redouble our innovation. New services, new products, homes that are technology-infused, environmentally complementary and energy-neutral, which leverage our knowledge and economies of scale. And because they're Metricon homes, they will always be the best-looking homes in the street. Any street."*

*Ross Palazzesi, Director*



## THE METRICON DIFFERENCE

*Many companies say "Our people are our difference".*

*At Metricon, we invest in it.*

Metricon has always believed that by far the most important "link in the chain" for providing professional, prompt support to both our customers and our partners is the quality of our people, and their unerring focus on customer satisfaction.

But this is no mere high-minded aspiration. Metricon:

- Invests millions of dollars in the continual improvement of our valued personnel.
- Offers worthwhile career development that our staff appreciate.
- Has encouraged more than 800 of our people to participate in nationally recognised qualifications.
- Provides training support for leadership, customer service, sales, building and more.
- Regularly surveys staff to ensure that they are both aligned with our corporate goals and that they are happy in their work.

We have been awarded by government for creating benchmark innovative training, competing with organisations both within and outside the building industry.

Our staff appreciate the efforts that the company takes to develop their skillsets and respect their work-life balance. As a result, we have one of the lowest attrition rates of staff in our industry, with many staying with us for 10, 20, 30 years or even more. This continuity of knowledge and expertise is invaluable in providing exemplary customer support. In short, our people make our business easier to deal with. They are scrupulously honest, transparent, cheerful, and helpful, providing unmatched service for the people with whom Metricon does business.

Metricon also recognises that work is just one component of people's lives, and we support many of our staff and locations with sponsorships in the community, covering sport, the arts, education and more.

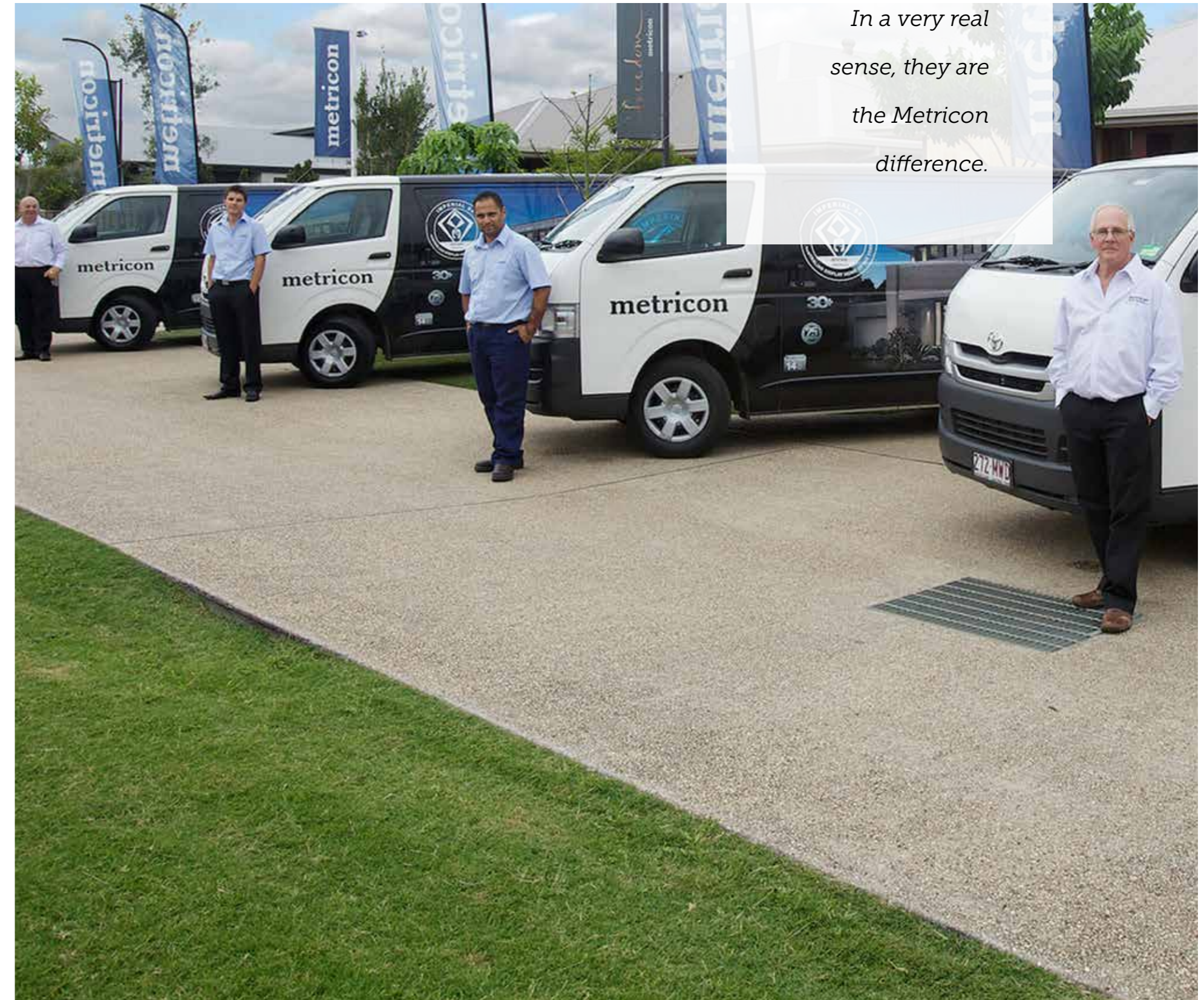
Over the last three years our people have consistently said that they are happy at work, with a minimum score of at least 92% of our employees. Metricon achieves a unique balance between family, fun, and a supportive environment that is also high-performing, entrepreneurial, and fastpaced.

We trust our people, we support them, and we value them.

They make us who we are, and they are our proudest asset.

*Our people live  
the Metricon  
brand, every day.*

*In a very real  
sense, they are  
the Metricon  
difference.*





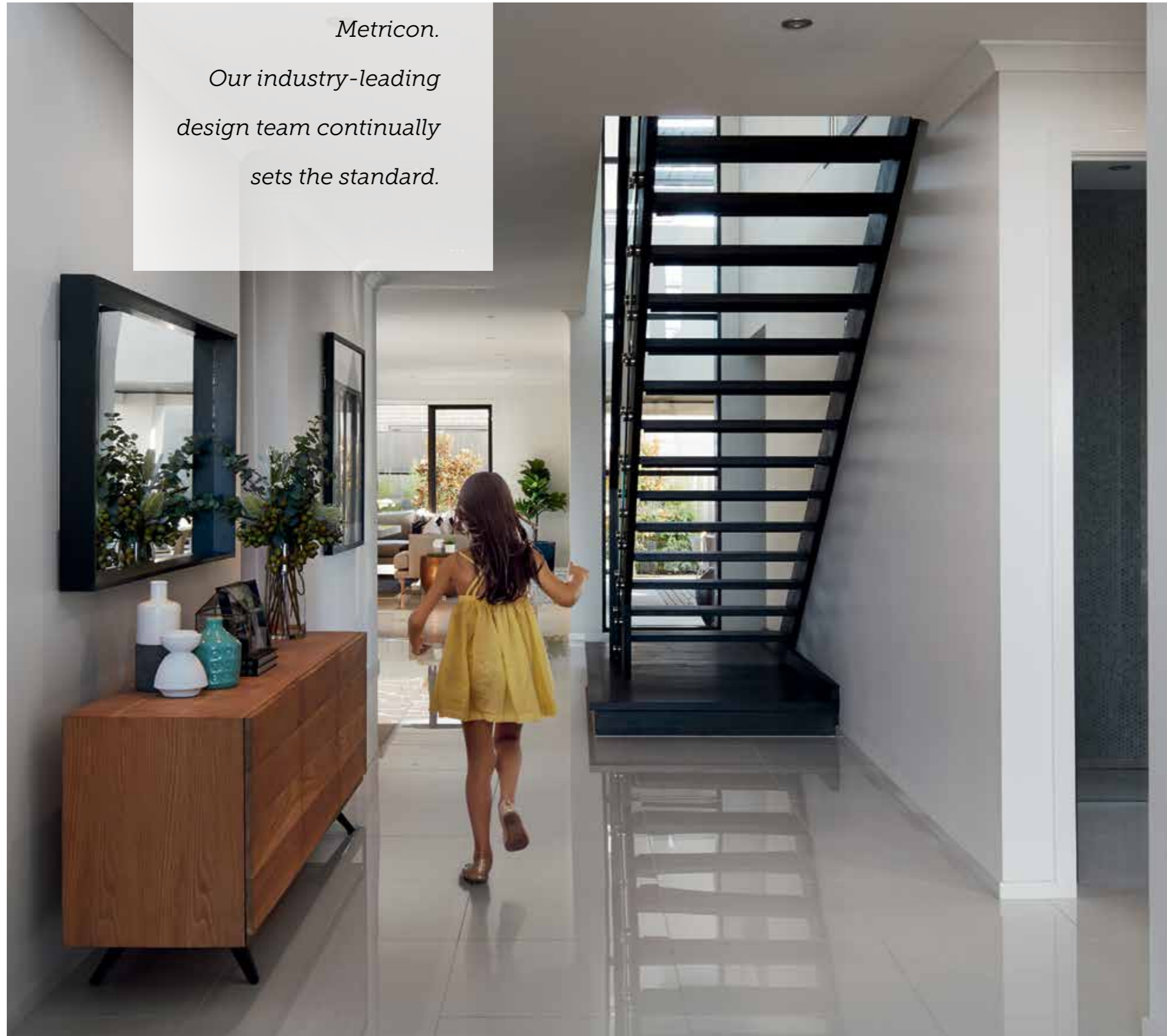




*There will always be  
other builders. There  
will only ever be one*

*Metricon.*

*Our industry-leading  
design team continually  
sets the standard.*



## SETTING THE "QUALITY STANDARD" FOR THE INDUSTRY

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*Over the years, Metricon have won literally hundreds of  
design prizes and "professional builder" awards.*

Today the business still holds as an article of faith, more than ever, that the design of a building is so much more than deciding where the walls go, and how much of a 'building envelope' can be squeezed onto a piece of land.

Great home design is – before all other considerations – about creating a vision of how life will be for the people living in a home.

- What will their comfort levels be?
- How will the home "work" in differing situations or climactic conditions?
- How will the home flow – is it easy to navigate?
- Does it lend itself, seamlessly, to a busy family moving to and fro?
- Are there places to seek a moment's quiet rest and contemplation?
- Are there places to come together, to celebrate life in communion with family members?
- And as always with a Metricon home, does the home create a sense of freedom and spaciousness, with an uplifting exchange of natural light and air?

Perhaps most obviously, the home must always facilitate the "indoor-outdoor living" that Australians enjoy so much, all year round.

Having created an appealing design, we establish how we can use materials and creative interior design to enhance life still further, lending a sense of luxury and wonder to every home. How can a façade provide a discernible and deliberate impact on the streetscape, for example, creating an enviable "look" that matches the homeowner's aspirations?

These challenges occupy the effort and the imagination of Metricon's industry-leading, award-winning design team all day, every day. We scrupulously research the latest in home design trends around the world and bend them to fit the unique needs of an Australian lifestyle.

We reject many more designs than we ever approve, because just good enough is not good enough.

Every Metricon home must be exceptional: the best in its class. And that includes the quality with which it is constructed as well, of course.

This is why Metricon designs have always led, and always will lead, the industry.

## SERVICING THE PUBLIC IN NEW AND MEANINGFUL WAYS

*Metricon has always been “ahead of the game” in terms of its online presence. Our award-winning website has been number one in our industry for many years, and now receives over 2.1 million unique visitors a year with more than 4 million sessions and 19 million page views.*

Many people engage with the website out of curiosity, early in their journey to a new home, and return to it often as they move towards actually choosing and purchasing their new residence.

The website now covers all major areas of the company’s business, contains a vast array of educational materials, and also has specialised areas within it for all of our different operating divisions in each state.

### **Virtual Reality**

Recognising that it is not always convenient for customers to visit a display centre, Metricon have pioneered the use of Virtual Reality so people can “walk through” our displays from the comfort of their own home or workplace. To facilitate this, we have given away thousands of Google VR headsets that people can use with their smartphone and there has been a very enthusiastic uptake of this technology, with countless numbers of VR and 3D experiences enjoyed by our customers since the technology was launched.

### **Eco-Responsibility**

Starting well over 10 years ago, Metricon pioneered the use of eco-friendly building materials and techniques, to achieve the best possible ecological footprint for all of

our homes. This is evidenced in two ways – firstly, in the essential design and construction of the home, which is always created to meet or exceed regulatory energy performance; and secondly, in offering a wide variety of environmentally friendly options for customers to install as they wish, and as their budget permits. Items such as solar heating and water, energy storage via batteries, additional insulation, water-saving devices and grey water systems, energy-monitoring and energy-saving devices and so on. It is important to appreciate that Metricon places great emphasis on environmental sustainability in both our product design and building options, not just because it’s required of us, or even because it’s good for business, but because we are also, all of us, citizens of the planet. And we should all do whatever we can to protect its future.

### **‘Smart’ Homes**

Metricon is making a substantial investment in understanding the role of new technology. Within a very short space of time, many of us – and certainly everyone investing in a new home – will be living in a “connected” environment, able to interact with their home from the outside – from their workplace, for example – and from anywhere within it, controlling media, heating and cooling, lighting, and much more.

*Our world  
changes daily.  
That’s exciting.  
It increases the  
number of ways  
we can satisfy  
the market.*









*Studio M brings the joy of home-building alive for customers at all stages in their journey to their brand new home.*



## STUDIO M – WHERE DESIGN COMES TO LIFE

*Studio M is so much more than “just” a selection centre. It is a living, breathing testament to our business’s complete commitment to continuous improvement in customer service.*

Metricon pioneered the art of the selection centre and has continued to invest heavily in them, so that customers can personalise and customise their new home to their heart’s content. Studio M centres:

- Are now in every major Metricon sales region.
- Are constantly updated to reflect design trends.
- Make customers’ journeys to their new home as enjoyable and rewarding as possible.

Staffed by caring, professional interior designers as well as electrical and home automation experts and others – whose support for customers is provided free of charge – they provide an unmatched environment for home-buying to “come alive” for customers who revel in choosing the finishes, fixtures and fittings of their homes, selecting those additional luxuries that turn a house into a perfect home, bringing their own sense of style to our designs.

Studio M not only makes it easier for customers to truly “love where they live”, but also provides an increasingly important opportunity for Metricon’s suppliers to present their own products to them in the best possible light, simultaneously enhancing Metricon’s offering and the level of expert advice offered to customers.







*A strategically-led business needs a focused, united team of key individuals charting the company's course. Metricon is blessed with just such a team.*

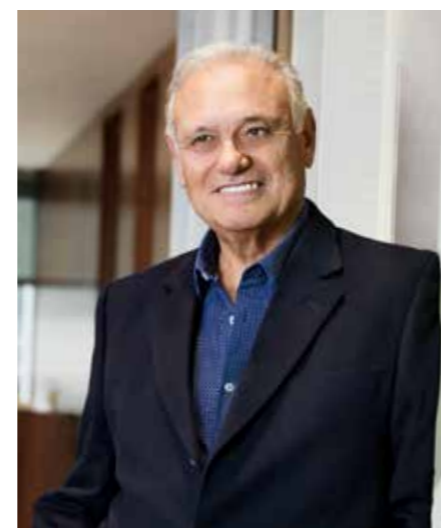
## METRICON DIRECTORS

Mario Biasin



*As Metricon's co-founder, Mario boasts more than 40 years' experience in the industry. He commits the business to providing leadership within the industry through innovation, design, and construction of world-class sustainable homes and lifestyle developments. Mario shaped the company into a major employer, and his entrepreneurial spirit has seen Metricon acknowledged as the trend setter within the new home-building industry, and with its diversification into master-planned lifestyle communities and medium-density development. Apart from his skills as a CEO and Manager, Mario has always insisted that everyone in his business "treats every customer as if they were a member of your own family – that is the standard of customer care we insist on".*

Ross Palazzesi



*Ross is professionally qualified as a CPA, with more than 45 years' senior experience in the residential property industry. He joined Metricon as Managing Director in 1998 and has been instrumental in growing the business to become the leading homebuilder in Australia. Before joining the company, Ross was General Manager of Simonds Homes and his earlier experience included 23 years at AV Jennings, where he held various positions, including Group General Manager for Victoria, South Australia, and Western Australia.*

Peter Langfelder



*Peter joined Metricon over 15 years ago, following a highly successful sales and marketing career in the corporate health sector. He joined Metricon to head up a sales region, quickly progressing to more senior appointments across sales, operations, building and general management. His reputation for growing market share, turning around business units and introducing new segments saw him appointed as State Manager of Metricon's Victorian business. As a Director, Peter is highly regarded as an exemplary people leader coupled with a strong ability in strategic sales and marketing.*

Jason Biasin



*Jason has focused his entire career on property, starting out as a real estate agent before joining Metricon in 1996. During 22 years at Metricon, Jason has held various positions including Sales Manager, General Manager, and now Director. Since relocating from Victoria to Queensland in 2006 to take up the General Manager (Qld) position, Jason has led the state to success with record growth achieved within his first two years of leading the team. Over his career, Jason has developed a passion for sales and marketing and believes these two pillars – and a total commitment to both quality and timely customer service – will take the business to its next stage.*

Ashley Serebro



*Ashley is a former Partner of Ernst & Young and has been associated with Metricon for over 35 years, becoming CFO in October 2005. Ashley is a Fellow of the Institute of Chartered Accountants Australia & New Zealand. Having spent many years advising a diverse range of clients, Ashley brings to the Group a wealth of knowledge and experience. He particularly takes pleasure in mentoring and supporting Metricon's people to reach their true potential.*



## THE VISION CONTINUES

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*It is hard to see into the future, in a world growing ever more complex by the day.*

Let us think back.

When Metricon Homes was founded, no businesses had yet purchased a personal computer. They simply didn't exist. Giant computers stored their information on huge rolls of punched paper tape.

There were no mobile phones. In fact, phones with buttons were still a talking point!

Assisted conception was still science fiction. "Portable music" with the Sony Walkman was still years away. There was no "SatNav" – for anyone, let alone consumers. No genetic engineering. And perhaps most obviously, no Internet. "WiFi" was still decades away.

This incredible rate of change is still accelerating. We can no more predict what the Metricon business – or the world – will look like in another 40 years, any more than someone 40 years ago could imagine that humanity today might be about to set up a colony on Mars.

But we can confidently predict this. However the world changes, people will still need homes.

They will need homes that improve their lives, and which they can afford, without driving themselves into unsustainable levels of debt or stress.

Those homes will not look like our homes today, any more than the homes we build today would look right if they were somehow transported back to 1976. But they will share certain characteristics.

They will be stylish, well-designed homes with real "Wow Factor".

They will be homes that make innovative use of materials and construction techniques, delivering the latest in styling, in comfort, in quality, in functionality, in environmental sustainability, and in their use of technology.

These will be homes that make their owners feel good about themselves. Homes that people will simply love to live in, because they enhance the quality of their life.

And they will be delivered by a highly trained team that is totally dedicated to customer satisfaction, and to quality construction. Working for the best builder in Australia.

Every day, the people of Metricon rededicate themselves to this soaring vision.

That's why there will always be other builders, but there will only ever be one Metricon.





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