

MONTHLY HIGHLIGHTS

DATA · DEVELOPMENT · DESIGN · INSIGHTS



Foreword

Looking back on 2025, it has been a truly milestone year for DDDI Group. This issue not only captures the busy and productive progress of December — from the acquisition of the new Vista project, the successful granting of multiple Development Approvals (DAs), to the Gilles Plains project approaching completion — but also reflects the Group's strong capability to execute across all stages of development.

Even more encouraging were our breakthroughs at the intersection of industry, academia and research. Our research team was awarded Best Paper at the AUBEA 2025 International Conference, demonstrating how hands-on development experience can be translated into academic insight to help address the housing challenge.

At the same time, through four practical AI tool workshops, our team stayed closely aligned with technological change, building AI-enabled, efficient workflows across the organisation.

Beyond projects and technology, progress was also evident in our office integration, knowledge sharing, and commitment to social responsibility. Looking ahead to 2026, we will continue to deepen our presence in South Australia, expand our global outlook, and empower development through data — working alongside our partners to shape a sustainable and forward-looking future through disciplined execution.

Highlights of This Issue:

- ◆ End-to-end project delivery: Progress spanning from new site acquisitions to near-completion and handover, demonstrating strong control and execution across the entire development lifecycle.
- ◆ International academic recognition: DDDI Group was awarded Best Paper at AUBEA 2025 for its big-data research on planning approval processes.
- ◆ AI-enabled transformation: A review of four weeks of hands-on AI workshops, showcasing how our team leverages AI to enhance management effectiveness and decision-making efficiency.
- ◆ Annual milestones: Reflecting a year of step-change growth through office upgrades and integration, professional seminars, and in-depth market insights.
- ◆ 2026 strategic blueprint: Advancing property development, SME globalisation and digital advisory, and technology-driven innovation as three core pillars to launch a year of disciplined and sustainable growth.

Project Progress Update

As December commenced, despite the approach of the Christmas and New Year holiday period, our team maintained strong momentum, with all projects progressing steadily in line with programme:

◆ **Two new projects acquired and progressed into concept design**

This month, we completed the acquisition of two new sites in Vista and Christies Beach. Both projects have now entered the concept design phase, with planning applications scheduled for submission early in the new year.

◆ **Two projects secured Development Approval (DA) and commenced pre-sales**

The Old Reynella and Morphett Vale projects have successfully obtained Development Approval (DA), with residential pre-sales now underway.

◆ **Three projects submitted for planning and entered Council assessment**

Planning applications for projects in Keswick, Para Hills (one site), and Dernancourt have been formally lodged and are currently under Council review.

◆ **One project entered final construction stage with clear handover timeline**

The Gilles Plains project has moved into its final construction phase, including cabinetry and flooring installation, with completion and handover targeted for late January next year.

◆ **Three projects commenced footing and foundation works**

Projects in Ingle Farm, Pooraka, and Gepps Cross have progressed into the footing and foundation stage, with on-site works advancing in an orderly and efficient manner.

◆ **Commercial project progressing in parallel with forward planning**

The Chinatown retail fit-out design project has been formally submitted for Council approval. In parallel, we are proactively coordinating with the property owner and construction teams to plan downstream works, ensuring a seamless transition into construction once approvals are granted.

By year-end, the Group's managed portfolio spans the entire development lifecycle — from planning and design, approvals and construction, through to sales and delivery — demonstrating strong project coordination capability and execution across multiple stages.



DDDI GROUP AT AUBEA 2025 — CONFERENCE HIGHLIGHTS AND INSIGHTS

FROM PRACTICE TO ACADEMIA: INNOVATION DRIVING
ENTERPRISE GROWTH

26–28 NOVEMBER 2025

48TH AUSTRALASIAN UNIVERSITIES
BUILDING EDUCATION ASSOCIATION
(AUBEA 2025) INTERNATIONAL CONFERENCE

Building Sustainable, Smart, and Resilient Communities:
Planning, Design, Construction, and Education

AUBEA
2025

ABOUT THE TEAM

◆ Research Team Members:

Yupeng Zhang
Xingyue Fang
Ruidong Chang
Linyue Jiang

◆ Conference:

48th Australasian Universities Building
Education Association
(AUBEA 2025) International Conference

◆ Dates:

26–28 November 2025

◆ Venue:

University of Canberra

The 48th Australasian Universities Building Education Association (AUBEA) International Conference was successfully held at the University of Canberra. DDDI Group's research team presented the paper "Unlocking the Building Pipeline in a Housing Crisis: Data Mining South Australia's Planning Approval Processes" and was honoured with the Best Paper Award. This recognition marks a significant step forward in our ongoing commitment to integrating industry practice, academic research and innovation.



CONFERENCE THEME AND BACKGROUND

The AUBEA 2025 International Conference was themed "Building Sustainable, Smart, and Resilient Communities: Planning, Design, Construction, and Education."

AUBEA is one of the longest-established and most influential international academic conferences in the field of building and built environment education across Australia and New Zealand. It has a strong and ongoing focus on industry frontiers, including digital construction, sustainable building, and the application of BIM and AI technologies within the construction and built environment sectors.

EXPECTATIONS AHEAD OF THE CONFERENCE

Following the receipt of the paper acceptance in October, William Jiang, Director of DDDI Group, shared his expectations for the academic exchange:

“We deeply recognise that continuous research and innovation are the fundamental drivers of enterprise development. I am also pleased by this transition in my own role — returning to the academic community from industry, this time as a contributor through enterprise-led innovation.”

He expressed the hope that this research would offer meaningful insights into addressing Australia’s housing crisis, while also providing new perspectives and practical thinking for property developers.

RESEARCH OUTCOMES: UNLOCKING PLANNING APPROVAL BOTTLENECKS

Our award-winning paper focuses on South Australia’s planning approval processes in the context of Australia’s ongoing housing crisis. The research found that planning approval delays account for approximately 60% of the overall development timeframe, significantly constraining housing supply.

The research team adopted a mixed-methods approach, combining a literature review with system dynamics causal mapping to identify key influencing factors across three dimensions: procedural complexity, project characteristics, and the institutional environment. Quantitative analysis was conducted on a stratified sample of 331 planning applications lodged between January 2021 and June 2025. The findings revealed that procedural complexity variables—including verification stages, referrals, public notification requirements and assessment pathways—are the most significant contributors to extended approval timeframes.

The study provides evidence-based guidance for policy reform, demonstrating that measures such as streamlining verification processes, optimising referral and notification mechanisms, and confirming assessment pathways at an earlier stage can materially reduce approval durations. These reforms would help better meet housing demand and support national housing supply objectives.

- Srividya Krishnamoorthy, Otago Polytechnic Auckland International Campus
- Stephen Kajewski, Queensland University of Technology
- Sujuan Zhang, The University of Sydney
- Sundeep Daggubati, Ara Institute of Canterbury
- Tahsin Anjum, Swinburne University of Technology
- Tayyab Maqsood, RMIT University
- Thayaparan Gajendran, University of Newcastle
- Trung Nguyen, Massey University
- Tuan Nguyen, VNU University of Economics and Business
- Udara Ranasinghe, University of South Australia
- Vaughan Coffey, Queensland University of Technology
- Wei-Ting Hong, The University of Sydney
- Wenjing Tong, Deakin University
- Wenye Hu, University of Sydney
- William Jiang, DDDI Group
- Xiaohua Jin, Western Sydney University
- Xingyue Fang, University of Adelaide
- Xinping Hu, National University of Singapore
- Xinyue Zhang, Massey University
- Yang Miang Goh, National University of Singapore
- Yanni Bouras, Victoria University
- Yu Wang, University of Auckland
- Yupeng Zhang, DDDI Group
- Zhen Zhang, University of Auckland
- Zongjun Li, The University of New South Wales

POST-CONFERENCE TAKEAWAYS: ACADEMIC RECOGNITION AND INDUSTRY INSIGHTS

Following the conference, William Jiang shared his reflections:

“We were exposed to a wide range of new research, including emerging construction methods, AI-driven construction management approaches, and prefabricated housing studies. Our research on planning reform to address Australia’s housing crisis received strong recognition from professors across Australia and New Zealand. Having our work acknowledged by international peers is a truly memorable achievement.”

The Best Paper Award, sponsored by MDPI Sustainability, not only recognises the research team’s outstanding contribution under the theme of Advanced Construction Project Management, but also highlights DDDI Group’s capability to translate real-world development practice into academic value and industry insight.



LOOKING AHEAD: SUSTAINING INNOVATION AND CONTRIBUTING TO THE INDUSTRY

As William noted:

“We hope to continue transforming practical experience into academic value, and to bring more meaningful exploration to the industry.”

DDDI Group will remain committed to its philosophy of “Driving Property Development with Data.” Through continued practice-led exploration and research-driven innovation, we aim to contribute further insight and solutions to addressing Australia’s housing crisis and to advancing digital transformation across the construction and property development sector.

EMBRACING THE AI ERA: FOUR HANDS-ON AI TOOLS WORKSHOPS

Douglas Engelbart defined augmenting human intellect as “increasing the capability of a man to approach a complex problem situation... through a synergistic coupling of human and computer systems” (Engelbart, 1962).

“The relationship between humans and machines should be a partnership that expands the capabilities of both.”
As articulated by computer pioneer Douglas Engelbart, artificial intelligence is not intended to replace people, but to become a powerful assistant in our work.

To help our team better understand and apply AI tools — and to enhance day-to-day efficiency — we recently hosted four hands-on AI tool workshops. The sessions saw strong engagement across the team, with lively discussion, practical exploration, and highly positive takeaways.

WEEK ONE: INTEGRATING AI BROWSERS WITH AI TOOLS

Week One: Integrating AI Browsers with AI Tools

The first workshop was led by Candice, focusing on the practical application of the Comet AI browser. Through clear, real-world examples, she demonstrated how these tools can fundamentally transform the way we gather information and conduct audience research.

Key capabilities of the Comet AI browser:

- ◆ **Interactive web analysis:** Enables direct, intelligent interaction with PDFs, Gmail and a wide range of web pages, overcoming the traditional limitation of GPT tools being unable to read live web content.
- ◆ **Automated information collection:** Capable of navigating multiple online platforms automatically and generating structured reports.
- ◆ **Real-time translation and organisation:** Supports live meeting translation, intelligent email responses, and even automated email inbox organisation.

Live demonstration highlights:

Candice showcased the “audience research agent” feature in action. By entering targeted prompts, Comet automatically searched discussions on Xiaohongshu from the past six months related to South Australian property, successfully bypassing platform restrictions to surface authentic user sentiment and pain points—revealing valuable signals of underlying customer needs.

Cross-tool AI strategy:

Candice emphasised the value of combining Comet with other AI platforms such as GPT, Gemini and DeepSeek. Through cross-validation and collaborative workflows, this multi-tool approach significantly enhances both efficiency and scalability in daily work.

WEEK TWO: HANDS-ON CODING WITH CURSOR — FROM ZERO TO PRACTICAL APPLICATION

The second workshop was delivered by Yuting, introducing the Cursor coding tool and challenging the common perception that “programming is difficult”.

Key strengths of Cursor:

- ◆ **Natural language programming:** Users can issue instructions in plain, everyday language, without the need for technical coding terminology.
- ◆ **Instant execution:** Programming tasks are completed quickly and clearly with minimal friction.
- ◆ **Low barrier to entry:** Even complete beginners can rapidly turn ideas into working solutions.

Workshop highlight:

Yuting accepted a live challenge from the audience and built a “daily meal decision” mini application on the spot. From understanding the requirements to delivering a functional program, the process was smooth and intuitive — leaving attendees impressed by the speed and accessibility of AI-assisted coding. The demonstration clearly illustrated how Cursor transforms complex programming tasks into a simple, conversational workflow.



WEEK THREE: BUILDING AN AI MULTI-TOOL ECOSYSTEM

Week Three: AI Multi-Tool Matrix in Practice

In the third week, Nicole delivered an engaging showcase of AI tools, introducing a curated selection of practical applications that broadened everyone's perspective on how AI can be embedded into daily workflows.

Tools introduced:

- ◆ NotebookLM: An intelligent note-taking and knowledge management tool.
- ◆ BearGPT – ChatGPT Enhancer: Enhances the ChatGPT interface with features such as conversation history indexing and adjustable content layout.
- ◆ MaxAI: A browser extension that compares leading AI models (including GPT-4 and Claude 3) for writing, summarisation and reading tasks.
- ◆ Claude: An AI assistant developed by Anthropic. The latest Claude 4 series, including Claude Opus 4 and Claude Sonnet 4.5, supports advanced dialogue, analysis and content creation.
- ◆ Sider: A sidebar-based AI assistant integrated into the browser.

Through live demonstrations, Nicole helped the team understand the strengths and best-use scenarios of each tool, enabling team members to select the most appropriate solutions for their specific needs and to build personalised, high-efficiency AI workflows.



SUMMARY

The first round of four AI tools workshops has now been successfully completed. From intelligent browsing and AI-assisted coding, to multi-tool workflows and visual creation, each session broadened the team's perspective and delivered practical, immediately applicable tools and methods.

Key takeaways:

- ◆ Efficiency gains: AI tools can significantly improve productivity by automating repetitive tasks.
- ◆ Lower barriers: Many tasks that once required specialist skills are now far more accessible with AI support.
- ◆ Cross-validation: Using multiple AI tools in combination enhances output quality and accuracy.
- ◆ Continuous learning: With AI evolving rapidly, maintaining a learning mindset is essential.

As Stephen Hawking once observed, “Intelligence is the ability to adapt to change.” In an era of rapid technological transformation, this insight feels particularly relevant. Through these four sessions, we not only learned how to use specific tools, but more importantly, developed a mindset of embracing and working effectively with AI.

Looking ahead:

This is just the beginning. The company will continue to host AI tool sharing sessions every one to two weeks, encouraging everyone to stay curious and keep learning in this fast-changing landscape. We believe that through ongoing learning and hands-on practice, our team will discover its own growth pathways in the AI era—driving the organisation towards greater efficiency, innovation and long-term capability.

WEEK FOUR: UNLIMITED CREATIVITY — AI VISUAL CREATION WORKSHOP

The fourth session was led by Iris, who delivered an engaging exploration of AI applications across image generation, video creation and even website development.

Image generation tools:

- ◆ Jimeng: Strong support for stylised and graphic design, excellent aesthetics, robust Chinese-language capability, and full transparency between prompts and outputs.
- ◆ ChatGPT / Sora: A low barrier to entry with conversational workflows, though generated images often carry a recognisable “GPT-style” visual character.
- ◆ Nano Banana: Enables texture replacement and enhanced rendering based on existing images.
- ◆ Stable Diffusion: Suitable for white-model rendering and professional-grade image processing.
- ◆ Midjourney: Offers a high creative ceiling for both image and video generation; advanced features require a subscription.

Video generation tools:

- ◆ Runway: Professional AI-powered video processing.
- ◆ Sora: OpenAI's video generation platform.
- ◆ CapCut transitions: AI-assisted video editing and transitions.

Email productivity:

- ◆ Min Mail: Intelligent email management and organisation.

Key insight: the art of prompting

Iris placed particular emphasis on the importance of prompt design in AI-driven creation. She shared practical techniques for crafting effective prompts and highlighted the varying stability of outputs across different tools when using the same input. Iris also noted candidly that, despite the growing sophistication of AI tools, results can still feel somewhat “lottery-like” — even identical prompts may yield variable quality. This underscores the need for patience and iterative refinement when working with AI to achieve optimal outcomes.

2025 YEAR IN REVIEW

**A YEAR OF STEADY PROGRESS, BUILDING
THE FUTURE TOGETHER**

2025–2026



TEAM DEVELOPMENT: BUILDING STRENGTH THROUGH SHARED GROWTH

Systematic Management Uplift

In September, the Group officially launched its company landline and virtual extension system, establishing a professional communication model that integrates a central landline with virtual extensions. This upgrade has significantly enhanced both external communication efficiency and our corporate professional image.

Office Environment Upgrade

In August, DDDI Group's new office in Rose Park was officially opened. Spanning nearly 250 square metres, the new space consolidated two former office locations and is equipped with dedicated meeting rooms, staff breakout areas and comprehensive facilities—creating a more effective environment for collaboration and teamwork.

Team Culture and Engagement

The mid-year team-building event held in June was both warm and memorable. From birthday celebrations and interactive quizzes, to ice-breaking activities and leadership sharing, every detail reflected the Group's genuine care for its people. As expressed during the event: "Even far from home, your birthday is never lonely when you are surrounded by the warmth of the team."

Innovative Employee Benefits

In April, the Group introduced the "Weekend Tesla Experience Programme", allowing staff to borrow the company's newly acquired Tesla Model 3 at no cost. The initiative not only promotes sustainable mobility, but also represents a distinctive and well-received employee benefit.

As we turn back the pages of the 2025 calendar and reflect on each step DDDI Group has taken this year, we do so with a strong sense of pride and gratitude. From building momentum at the start of the year to achieving tangible outcomes by year's end, 2025 has been a year defined not only by the delivery and completion of multiple projects, but also by step-change progress across team development, academic research and industry influence.



KNOWLEDGE SHARING: ONGOING SEMINAR SERIES

In 2025, DDDI Group delivered a series of high-quality professional seminars spanning the full spectrum of investment, development, finance, legal and taxation disciplines:

- ◆ February: Adelaide property investment seminar, analysing market trends and investment strategies
- ◆ March: Project management seminar, exploring data-driven decision-making and multi-disciplinary coordination
- ◆ July: First-home buyer masterclass, with five experts jointly unpacking the entire purchasing journey
- ◆ September: South Australia property investment strategies and practice seminar, presenting a systematic investment framework
- ◆ October: South Australia Property Development Outlook Forum, bringing together cross-disciplinary experts for in-depth discussion
- ◆ November: A series of specialist seminars covering tax considerations, innovation incentives (R&DTI) and legal essentials

These sessions not only delivered practical insights for investors and developers, but also reinforced DDDI Group's dual role as both a hands-on practitioner and a knowledge contributor within the industry.

MARKET INSIGHTS: IN-DEPTH ANALYSIS WITH A FORWARD- LOOKING PERSPECTIVE

The Reality of the Housing Crisis

Our analysis shows that the time required for Australians to save a 20% deposit has increased from 8.4 years in 2003 to 10.1 years today—and as high as 14–16 years in Sydney. At the current pace, Australia is projected to undersupply housing by approximately 462,000 dwellings by 2029.

Australia has now become the only country where all major cities are classified as “severely unaffordable.”

Technology as a Catalyst for Change

In our May Monthly feature, “AI-Enabled Approval Processes: Unlocking Housing Supply”, we highlighted South Australia’s AI planning pilot, which can reduce initial feedback times for simple residential developments from weeks to minutes. In response, the Group has actively adopted AI-assisted compliance checks and predictive risk management, materially improving approval success rates across projects.

The Fragmentation Challenge in Construction

Our June Monthly examined the structural fragmentation of Australia’s construction industry: the average builder employs fewer than three people, and large construction firms account for less than 12% market share. To address this, Cyberate Project Management has adopted an “integration over fragmentation” approach—vertically integrating planning, design, development, approvals and construction management to create replicable and controllable standardised processes.

Supply as the Decisive Factor

In July, we analysed the Smarter Incentives, More Homes report and reinforced a central insight: supply, not demand, is the true game-changer. A 1% increase in housing supply can reduce prices and rents by an average of 2.5%. This aligns closely with the Group’s core belief that enabling homes to be built is the fundamental solution.

Policy as a Double-Edged Sword

Our September Monthly provided an in-depth review of the 5% deposit policy, noting that while it may help first-home buyers enter the market sooner, unchanged supply conditions could drive additional price increases of 3.5%–6.6%. Such “pain-relief” policies do not address structural issues; the real solution lies in faster approvals and increased supply.

A MILESTONE IN INDUSTRY– ACADEMIA–RESEARCH INTEGRATION

AUBEA 2025 Best Paper Award

In November, DDDI Group’s research paper, “Unlocking the Building Pipeline in a Housing Crisis: Data Mining South Australia’s Planning Approval Processes,” was awarded the Best Paper Award at the 48th Australasian Universities Building Education Association (AUBEA) International Conference.

The study focuses on South Australia’s planning approval processes and, through quantitative analysis of 331 planning applications, identifies the key drivers of approval delays. The findings provide evidence-based insights to inform policy reform. As Director William Jiang noted: “Having our research recognised by international peers is a truly memorable achievement. It marks our transition from stepping away from academia to re-entering it through enterprise-led innovation.”

Ongoing Research and Innovation

Leveraging the big data and AI capabilities of Cyberate Technology and Quant Digital, DDDI Group’s Cyberate Project Management continues to advance research across the following areas:

- ◆ Planning approval process optimisation and predictive modelling
- ◆ Intelligent market feasibility analysis
- ◆ Development project risk assessment systems

These initiatives not only strengthen internal project management capability, but also contribute innovative thinking and practical value to the wider industry.

AUBEA 2025

48th Australasian
Universities Building
Education
Association
(AUBEA 2025)
International
Conference



DATA-DRIVEN DECISION-MAKING: OPTIMISING OUTCOMES THROUGH TECHNOLOGY

Challenging Industry Myths

In our August Monthly, we released a key research finding that challenged a long-held industry assumption. By analysing 146 land division cases, we found that tree removal does not materially slow down planning approvals. Projects requiring tree removal had an average approval time of 79 days, compared to 82 days for projects without tree removal—a difference of just three days. The true drivers of approval time are Council processes, project complexity and the completeness of submitted documentation.

Big Data Empowering Investment Decisions

Through analysis of the Plan VIC database, Quant Digital, a subsidiary of the Group, is able to accurately predict subdivision potential for investment sites, providing high-confidence inputs into acquisition decisions. In a regulatory environment where Victorian planning rules do not explicitly prescribe subdivision thresholds, this data-driven approach significantly improves decision accuracy and investment outcomes.

LONG-TERM COMMITMENT: PASSING THE TORCH AND NURTURING TALENT

Supporting Quality Cultural Performances

The Group actively supports the development of arts and culture:

- ◆ In March, we became the title sponsor of the Bobo Comedy Theatre – “Laughing Around the World” stand-up comedy series.
- ◆ In April, we sponsored the De Yun Society 2025 “Four Seas, Shared Fortune” Australia Tour — Adelaide performance. As noted in our Monthly: “With a relatively small population base, Adelaide is often overlooked by large-scale performances. We hope to lead by example and help bring more high-quality cultural events to the city, allowing Chinese culture to be passed on and continue to thrive.”

Supporting STEM Education

In November, the Group and its technology arm continued their sponsorship of the Wilderness School all-girls Submarine / ROV team, Nexus-X1, supporting their representation of South Australia at the 2025 MATE ROV national competition. Our sponsorship covered travel, accommodation, team uniforms and technical equipment, reflecting our long-term commitment to nurturing the next generation of STEM talent.

SUB-BRAND DEVELOPMENT: PROFESSIONALISATION AND SYSTEMATISATION

Establishment of CAS Architecture Studio

In March, CAS (Cyberate Architecture Studio), the architectural design studio under Cyberate Project Management, was officially established. CAS provides end-to-end design services, supporting projects from early concept through to delivery, including:

- ◆ Architectural design and advisory
- ◆ Concept and sketch design services
- ◆ Construction documentation
- ◆ 3D visualisation and rendering

A Complete Service Ecosystem

The Group has now formed an integrated and comprehensive service matrix:

- ◆ DDDI Group: Strategic planning and resource integration
- ◆ Cyberate Project Management: End-to-end project management services, from feasibility through to delivery (including CAS Architecture Studio)
- ◆ Cyberedge Construction: Construction delivery with a strong focus on quality control
- ◆ Quant Digital: Data analytics and intelligent decision support
- ◆ Cyberate Technology: Technology development, including AI and big data applications

Strategic Partnerships

The Group has established deep collaborations with a number of specialist partners to deliver holistic solutions for clients:

- ◆ RICS Engineering Pty Ltd: Providing civil and structural engineering design and documentation, delivering innovative, cost-effective and value-adding technical solutions
- ◆ Ignition Research Pty Ltd: Supporting genuine R&D activities through research design, technical documentation and compliance services, helping technology-driven businesses meet regulatory requirements and accelerate innovation

Together, these sub-brands and partnerships underpin the Group’s commitment to professionalisation, systematisation and scalable growth across the full development lifecycle.



OUTLOOK FOR 2026

GRATEFUL FOR THE JOURNEY TOGETHER,
SHAPING THE FUTURE AHEAD

Reflecting on 2025, DDDI Group has continued to move forward steadily amid a complex and evolving market environment. Every milestone achieved has been made possible by the professional commitment of our team, as well as the long-standing trust and support of our clients and partners. We remain committed to data-driven decision-making and disciplined, professional execution, continuously refining our capabilities through practice and strengthening our foundations through challenge.

Looking ahead to 2026, the Group will focus on three strategic pillars: property development, SME globalisation and digital advisory services, and AI-driven technological innovation, driving sustainable growth and structural optimisation.

Our priority will remain project delivery and construction progress. Early in the year, the Gilles Plains project will reach completion and handover. Ingle Farm, Pooraka, and Gepps Cross will continue with footing and structural works, while projects with approved Development Approval (DA)—including Old Reynella and Morphett Vale—will progressively commence pre-sales. Newly acquired sites such as Vista and Christies Beach will move into the planning approval phase, while Keswick, Para Hills, and Dernancourt will continue through Council assessment. We will also maintain a disciplined acquisition strategy, optimising the project portfolio dynamically and expanding steadily within a controlled risk framework.

On the commercial front, the Chinatown retail fit-out is expected to complete approvals and enter construction. We will also explore additional commercial property opportunities with long-term value. Regionally, building on our strengths in South Australia, we will progressively evaluate opportunities in Victoria and New South Wales, while deepening engagement with local governments and relevant institutions to capture policy and development opportunities.

We will continue to enhance our AI-based approval prediction models, improving the accuracy of feasibility assessments and approval timeframe forecasting. Ongoing digital upgrades to project management systems will enable end-to-end data tracking across planning, approvals and construction. In parallel, we will leverage the R&D Tax Incentive (R&DTI) to translate technological development into tangible commercial outcomes.

SME Globalisation and Digital Advisory

DDDI will further expand its SME globalisation and digital advisory services, drawing on our experience in data analytics, brand development, policy research and project management. Supported by a service network spanning Australia, the United States, the United Kingdom, New Zealand and Hong Kong, we aim to provide SMEs with systematic, end-to-end support for international market entry and expansion.

Across local property development, global advisory services, and technology-driven innovation, DDDI Group remains guided by its core philosophy:—**Data · Development · Design · Insight.**

2026—let us move forward together, stay aligned with the times, execute with discipline, and create the future ahead.

