

Personal Details

Name: Andrew Crosby Email: andrew@xpectproperty.com
DOB: 8 November 1973 Phone: +64 21 982 444

Qualifications

2010 Advanced Real Estate Development Finance (Executive Course - Massachusetts Institute of Technology, Boston)
1998 Bachelor of Property (University of Auckland)
1996 Bachelor of Architectural Studies (University of Auckland)

Experience

Current Xpect Property Managing Director

www.xpectproperty.com

- Independent property development management consultant, development coach and board strategic advisory. Clients include Equinox, Simplicity Living, Chalmers Properties, CRL, Assured Property, Tuakiri Property and dozens of others at company and professional level.
- Development projects range from \$100m shopping centre and hotel to terrace infill and fast-track subdivisions.

2019 to 2024 UDINZ Founding Board Director

www.udinz.nz

- Urban Development Institute of New Zealand Director, specializing in industry education in property development and improving the property development process across councils and central government.
- Included workshops with Watercare, Wellington City Council, Ministry of Housing and Urban Development and Kainga Ora, as well as participation in Auckland Council Development Contributions forum, Auckland Council Digital upgrade (RC & BC) forum & all the central government development/construction panels/forums.

2017 (Oct) – 2024 (Mar) Universal Homes CEO

www.universalhomes.co.nz

- Hired as CEO elect in October 2017. Primarily responsible for company wide sales and marketing, and Development Director \$1.5B West Hills 1500 home subdivision and house development project.
- Designated CEO Mar 2020 and due to Covid officially took over CEO role in September 2020.
- Universal completed 150 to 400 homes per annum, primarily terrace house and walkup apartment projects in Hobsonville Point, Northcote, Milldale/Millwater, West Hills, Mt Roskill. Karaka, Pukekohe, Long Bay.

2015 – 2017 Equinox Group Property Development Manager

<http://eggroup.co.nz>

Projects & Role

Redoubt Ridge: 172 homes - 104 homes complete, 68 sections in civil works and sales and marketing.	Development Director – 100% financial control and responsible for aspects of project – in line with Principals expectations. Took project over for construction negotiation and delivery of 88 homes and sales
---	--

	marketing, negotiation and delivery (to builder/developers) of 68 sections. Oversee in-house project/development managers.
The Grove: 132 homes: 36 homes under construction 96 sections under civil works	Development Director – 100% financial control and responsible for aspects of project – in line with Principals expectations. Took project over for house and civils construction completion of 82 houses and sections in stage one and stage two. Stage three sales marketing, delivery and negotiation (to builder/developers) of 50 sections. Oversee in-house project/development managers.
Takanini Residential: 88 homes, civil works complete, 16 homes complete, 41 homes under construction, 31 sections delivered.	Development Director – 100% financial control and responsible for aspects of project – in line with Principals expectations. Took project over for house and civils construction completion of 51 houses to purchasers and 37 sections to developers. Oversee in-house project/development managers.
Takanini Central: 18 retail, 32 apartments and 6 live work in for building consent and soon to be relaunched marketing	Development Director – 100% financial control and responsible for aspects of project – in line with Principals expectations. Restructured existing project, taking through RCS127 process concurrently with building consent, builder procurement and sales campaign.
Takanini Res 2: New development of 50-60 homes/terraces at planning & concept	Development Director – 100% financial control and responsible for aspects of project – in line with Principals expectations. Undergoing feasibility, planning and design.
Orakei Peninsular: Undergoing strategic master planning, infrastructure planning and Resource Consent for first apartment building - total build out eventually 700 apartments and 5000m2 retail.	Development Director. Assisting Managing Principal in master planning and design, strategy and consenting. Responsible for infrastructure planning including negotiated stakeholder agreements and project delivery.

2012 - 2015 Housing New Zealand Corporation

Manager Property Development

Proud to have negotiated the NZ Property Council Awards, 2014 Merit Award Apartment Project: Garrison Henshaw

Enthusiastic to have provided the vision and negotiated New Zealand's first public-private-partnership mixed tenure apartment development as it sells down and completes construction in 2014: 399 Manchester Street, Christchurch

- Lead the redevelopment and major refurbishment of NZ\$1B residential projects across the NZ\$18.6B national asset portfolio. Current 2015 completion target is 2000 new homes.
- Project size ranges one to 500+ residential units, including small to large subdivisions, standalone homes, terraces, multi-level apartments and elderly housing.
- Progress developments from inception, option analysis and feasibility through to investment business case approval, design, planning consent, communications management, build partner procurement, negotiation & contract with oversight of construction or development agreement delivery.
- Due-diligence for strategic site acquisition and divestment.
- Manage and lead a high performance internal team of up to 10 Development Managers and multiple external contractors and consultants, working within the larger Asset Development Group and collaborating with complex internal and external stakeholders to complete projects.
- Individual project and multi-project pipeline cash flow prioritisation, budget control and forecasting.
- Consultant and contractor agreement negotiations and contract drafting.
- Report to General Manager Asset Development, presentations to Board and Executive.
- Special Projects: Social Housing Reform Aged Housing, Earthquake Prone Buildings, Tamaki Transformation Project.

1998-2000 Assistant Property Development Manager Auckland, New Zealand

- Responsible for coordinating remedial work on leaky apartment complexes done by others including liaising with consultants, contractors, owners and tenants.
- \$20m Eden 1, 80 medium density units (marketing, purchaser liaison and contract variation management).
- \$2m Freemont, luxury duplex plus retail (construction management).
- \$5m Millais, \$5m The Edge and \$2m Quattro town homes (marketing, purchaser liaison and variation management).
- \$5m Normanby and \$5m Orion commercial office buildings (tenant co-ordination, liaising with tenants, architect, engineers and contractor and contract variation management).
- \$25m Eden 2, 100 medium density units (marketing, design, planning, permitting and overseeing purchaser liaison).
- Multiple property development project assistant roles including Parnell Rise apartments.

1998 Ernst & Young Real Estate Consultant

- Research, valuation and real estate consulting.

Personal Statement

I am an avid traveler and take particular interest in new markets and innovative solutions to improve the real estate development business. Redwood and Equinox provided me the opportunity to gain 15 years international business and development management experience for two higher risk private property developers. RICS and UDINZ educated me in industry best practice and the skills to communicate with leaders across the NZ property industry. The role at Housing New Zealand provided the challenge to manage at scale and complexity the redevelopment of a \$18B national Government portfolio. My CEO role at Universal was to maximize profit by seizing opportunity, making difficult decisions and delivering results leading up to 99 staff in a volume residential (standalone, terraces & apartments) development business.

I bring a unique perspective, an eye for opportunity and a passion for excellence. I have the capacity to be thrown into the deep end in roles I have had no prior experience and thrive. Likewise I pay attention to detail and seek to outperform and maximize positive outcomes in all responsibilities. I enjoy networking and immerse myself in whatever market I am involved in.

References Attached

Xpect client references

<http://www.aenspire.com/xpect/resume.html>

Character and board level reference

Adrienne L Miller

Chief Executive Officer

UDINZ

Phone: +64 27 693 9753

Email: Adrienne@udinz.nz

Older references below

24 February 2014

To Whom It May Concern

RE: Andrew Crosby

I am very pleased to provide the following reference for Andrew Crosby.

In my role as Manager Business Development, I was responsible for recruiting Andrew to my team at Housing NZ Corporation, a NZ Government Crown owned entity - he commenced on 31 January 2012 as Portfolio Development Manager reporting to me.

The Portfolio Development Manager is a senior management role with national responsibility. It comprises a team of property professionals – including circa 10 -12 Senior Development Managers, Development Managers and supporting staff. Andrew has had significant responsibility in helping recruit, build and development this team from scratch.

Andrew and his Portfolio Development team are responsible for the ongoing assessment of the existing Housing NZ property asset and its viability for redevelopment, sale and refurbishment. This work involves extensive feasibility modelling and options analysis, balancing many complex and conflicting objectives – this work is required to arrive at optimal recommendations reflected in comprehensive business cases submitted through to the Board for approval. Housing NZ having a property asset of some 69,000 properties across NZ with a value of circa \$15billion indicates the scale of the task Andrew and his team are responsible for.

Andrew is clearly a leader in property with strong technical/analytical property “nous”. This and his leadership ability have been extensively displayed at Housing NZ – he has facilitated a significant volume of high quality work in what can only be described as a sensitive, political and relatively ambiguous environment with a wide variety of interested parties and stakeholders beyond just those specific to the property sector.

Andrew has a can-do attitude and sets high standard for himself and his team in everything that he does.

On my departure from Housing NZ towards the end of last year, Andrew’s efforts to date were recognised by his promotion to reporting directly to the General Manager – Asset Development Group.

I would have no hesitation in re-employing Andrew if the opportunity arose or recommending him to any prospective employer.

I wish Andrew good luck in all his future endeavours.

Kind Regards

Chris Jones





RICS

the mark of
property
professionalism
worldwide

Oceania

29th February, 2012

TO WHOM IT MAY CONCERN

This is to confirm that Andrew Crosby has been engaged with RICS Australasia Pty Ltd in the capacity of New Zealand Manager since 30 August 2010.

During his time with us, Andrew has proven to be diligent, honest and performed to a high standard in all the 'general management' responsibilities that are included in a role that covers all the functions required by a very large global organization.

In 18 months Andrew managed to effectively establish and grow our brand, membership numbers, and member services across the New Zealand market. Apart from his very apparent sales, marketing and property skills he has also proven to be extremely self-motivated with the ability to work without direct supervision and very little in the way of support services.

It is with regret that we accepted his resignation but would have no hesitation in recommending him to other employers or indeed re-engaging him, should a suitable position arise, at a date in the future. We wish Andrew well in his new venture.

Should further information be required please do not hesitate to contact the undersigned.

Yours faithfully,
Royal Institution of Chartered Surveyors

Kaye Herald
Managing Director, RICS Asia Pacific

**Royal Institution of
Chartered Surveyors**

Suite 2, Level 16
1 Castlereagh Street
Sydney
NSW 2000
Australia

t +61 2 9216 2333
f +61 2 9232 5591
e info@rics.org.au

rics.org

NEW YORK • LONDON • BRUSSELS • DUBAI • NEW DELHI • HONG KONG • BEIJING • SYDNEY



INVESTOR IN PEOPLE



February 24, 2012

To whom it may concern,

Andrew Crosby

I was chair of the New Zealand committee of the Royal Institution of Chartered Surveyors (RICS) during the time that Andrew Crosby was the New Zealand manager. Although Andrew's primary responsibility was to the RICS office in Sydney, he did liaise with me and my committee on frequent occasions and on many issues. I found Andrew to be a most effective manager, and we were very sorry to lose him. In particular his energy, organisational skills, and his ability to quickly understand issues, and indeed the purpose and intent of the RICS organisation, were impressive and of great value to us.

He advanced the cause of the organisation much more quickly than I would have thought possible in his short tenure.

We wish Andrew all success in the future.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Alan McMahon".

Alan McMahon

Alan McMahon BSc (Hons), FRICS, MPINZ, AREINZ
National Director of Consulting & Research
Chair New Zealand committee RICS

Ph: 021 677 886
09 356 8811

Email: alan.mcmahon@colliers.com



From: Andrew.Buckingham@kipt.co.nz
Sent: Thursday, 26 January 2012 4:36 PM

Andrew, best of luck at HNZC.
You have done a great job at lifting the RICS profile in NZ and hopefully your replacement will continue with this important task.
Regards

Andrew Buckingham
Project Director **Kiwi Property Management Limited**

From: John Darroch [mailto:John.Darroch@bayleys.co.nz]
Sent: Friday, 27 January 2012 9:43 AM

Best wishes AC- you will be missed.
Give yourself a big pat on the back – you achieved great things. You had the mandate and you went out and slayed a few mammoths. In fact your 18 months at the helm will probably be held out in the years ahead as a defining moment in RICS history. Well done and best wishes in the new job – call me for your va's work !

John Darroch
Director of Valuation Services Auckland
FPINZ, FNZIV, MRICS
Bayleys Valuations Limited

From: Keith Maddison [mailto:kmaddison@neilgroup.co.nz]
Sent: Wednesday, 21 December 2011 3:33 PM

Thanks Andrew,
Your presence and industry have certainly made a difference to the RICS in NZ both for members and the Institution. Enjoy your break and no doubt will see you in the New Year.

Keith Maddison

From: Mike Bush [mailto:mike.bush@clear.net.nz]
Sent: Thursday, 26 January 2012 5:26 PM

Dear Andrew,

Many congratulations on your new role with HNZC and I wish you all the best and every success with it. I would also like to personally thank you for your involvement with the RICS in NZ and I am sure the organization has appreciated the effort you have applied to your role and the success you have achieved.
Thanks again and good luck. I am sure our paths will cross at some stage.

Kind regards,

Mike

From: Vijitha Paranagama [mailto:Vijitha.Paranagama@nz.rlb.com]
Sent: Friday, 27 January 2012 10:42 AM

Good morning Andrew
It is sad to say 'bye' to you, but I must congratulate you for the impressive work done during your tenure, though short. I wanted to catch up with you at the beginning of the month without knowing that you are leaving, still we can do that at some point in time when you have some time. We will have a coffee when you have some time.
I wish you all the best in your new role.

Regards

Vijitha Paranagama
Quantity Surveyor
Rider Levett Bucknall

From: Mike Hammer [mailto:mhammer@matchreality.co.nz]
Sent: Friday, 27 January 2012 11:35 AM
To: Andrew Crosby
Subject: Re: RICSNZ: Staff Changes and Marsh Insurance & Risk

Congratulations Andrew on your new role.
You have done a great job for RICS & certainly raised the benchmark .

Regards
Mike Hammer
Director Match Realty

From: Trevor Jones [mailto:Trevor.Jones@hamptonjones.com]
Sent: Thursday, 26 January 2012 4:45 PM

Andrew
I wish you every success in your new role and thank you for all your hard work. Your enthusiasm and dedication were a breath of fresh air.

Yours Faithfully
Trevor A Jones BSc FRICS MNZIBS Chartered Building Surveyor
For and On Behalf of Hampton Jones Property Consultancy Ltd

From: Graham Matthews [mailto:Graham.Matthews@cera.govt.nz]
Sent: Thursday, 26 January 2012 4:47 PM

Andrew
All the best for your new role and I wish you every success. It's been great working with you and you will be sorely missed.

Graham

From: Evan Gamby [mailto:Evan.Gamby@telferyoung.com]
Sent: Thursday, 26 January 2012 5:09 PM

Good afternoon Andrew,
Many thanks for the information you have provided, and both your enthusiasm and dedication to the RICS role you have fulfilled over the past 18 months. I wish you well in your career change.
Kind regards

TelferYoung (Auckland) Limited
Evan Gamby

From: Cameron, John (NZ) [mailto:John.Cameron@ap.jll.com]
Sent: Wednesday, 21 December 2011 3:24 PM

Andrew, Congratulations to you for a very impressive recruitment drive and overall impact on behalf of RICS in NZ this year. I hope you and your family have a wonderful Christmas and holiday.

John Cameron M Prop (Honoris Causa) FRICS FNZPI AREINZ
Chairman - New Zealand, Regional Director - Asia Pacific
Jones Lang LaSalle

From: Gary Noland [mailto:gary.noland@vibeproperties.co.nz]
Sent: Friday, 27 January 2012 8:51 AM

Hi Andrew,
Congratulations on your new role. I am sure you will enjoy being back in a development game.
I also just want to say well done. I think you have done a fantastic job at RICS.
All the best.

Gary Noland
Director Turnberry Group Limited
City Storage Solutions Limited

From: Russell Welsh [mailto:rwelsh@ricsdrs.com.au]
Sent: Saturday, 28 January 2012 3:45 PM

Andrew, I wish you well in the next role and thank you for your very valuable contributions to RICS. You have been a breath of fresh air over the past 18 months and Kaye will be hard pushed to find someone with your vitality and enthusiasm. It's just a pity that we couldn't get Drs off the ground while you were there. I feel it has a big future in NZ.
Good luck

Regards,
Russell Welsh
RICS Dispute Resolution Service

From: Stewart Rix [mailto:s.rix@xtra.co.nz]
Sent: Friday, 27 January 2012 6:02 PM

Dear Andrew
I am sad to see you moving on to new opportunities as you appear to have achieved a great deal in a short time this past year. Good luck with the new appointment! You are getting into the field of development at a low ebb so let's hope it's all upside from here!
Best regards and wishes

Stewart A Rix

John Hulbert
355 Calle Loma Norte
Santa Fe, NM 87501
Ph: 505 490 3360
Email: jahulbert@q.com

June 25, 2010

To Whom It May Concern

Andrew Crosby and I worked together on development projects in Phoenix, Arizona from 2005 until 2010. Andrew represented and was part owner of Redwood Group Inc, the US subsidiary of Redwood Group in New Zealand. I was the US representative of Equinox Group also of New Zealand. These two companies joined together in a 50/50 JV to develop properties in the Phoenix market.

Andrew was the lead on all development projects including sourcing development sites, coordinating architects, consultants, and builders. He analyzed demographic information and sales data to determine best locations and design approaches to meet market conditions. He also worked with the Phoenix City government developing close relationships with the mayor, city councilors, and staff which facilitated zoning approvals and permits.

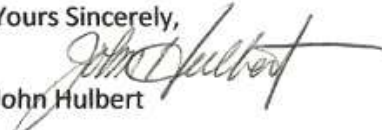
The first project the group worked on was the O4 condominiums which consisted of 84 units in a 4 story structure located on 4th Ave near the central Phoenix business core. He steered the project through a complicated approval process including producing the Public Report all the way to building permits. He set up a display and sales office that was more than impressive. All his work was first class, comprehensive, and successful.

A second project was a 200 unit condominium project including a 27,000 square foot Studio C office building located on an older motel site of 4 acres at Central and Camelback. Andrew took this project through zoning, once again successfully obtaining the required densities and approvals.

Due to the housing downturn in 2007/2008 these 2 projects were never constructed. Andrew continued looking after these 2 sites as well as identifying additional purchase opportunities in the declining real estate market. At all times, his research was impeccable and he identified several opportunities.

I recommend Andrew to any high level real estate development position. I worked closely with Andrew over a 5 year period and can attest to his integrity, diligence, and superior intelligence. He has an amazing analytical mind able to comprehend trends and areas of opportunity. It will be of great benefit to any company or group that has Andrew working with them.

Yours Sincerely,


John Hulbert



The Best Value Under the Sun™



June 25, 2010

To Whom It May Concern

As a principle and asset manager for Seventh Camel, Inc dba Days Inn & Conference Center in Phoenix, Arizona, I wish to provide a reference for Andrew Crosby.

Andrew served as the General Manager of the hotel for eleven months during 2009 and 2010. At the time he took control of the operations, the hotel was suffering a major down turn. Through constant efforts with the 3rd party web sites (Hotels.com, Expedia.com, Orbitz.com etc.) and coordination with the national sales group at the Days Inn head office, Andrew quickly increased the occupancy.

He also took control of the revenue management, adjusting rates on a continuing basis to maximize ADR and RevPar.

In addition to his superb marketing efforts, Andrew also revamped the operation systems improving staff communication and work flow. The hotel began running smoother than ever before.

I have no hesitation in recommending Andrew Crosby for any position in the hospitality industry. He is highly intelligent, highly motivated and an extremely capable manager.

Yours Sincerely,

John Hulbert

Days Inn & Conference Center
502 W. Camelback Rd. Phoenix AZ 85013
602-264-9290 main line, 602-264-3068 fax line

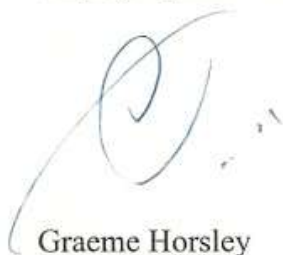
To Whom It May Concern

Andrew Crosby has been employed within the Ernst & Young Real Estate Group since early December 1997 and has chosen to leave us effective 27 March 1998 to embark on a completely different direction in the real estate industry.

Andrew came to us as a graduate straight from Auckland University where he had amassed an excellent academic record which culminated in a senior prize from the university for his final years work.

In the short time that he has been with us we have tended to use him an analytical research role where his credentials are simply superb. I would have to say that in all my years in real estate consulting I have on only two or three occasions run into a graduate with the depth of skill's which Andrew possess. He has an ability to research a matter and to communicate his research in a written report that is near word perfect. His ability to write well is a unique skill and will in the future ensure him of a successful consulting career should he decide to return.

I wish him well in his new endeavours and must add that I would have no hesitation in re-employing him at any time in the future.



Graeme Horsley
National Director
Real Estate Group

16 February 1998

TO WHOM IT MAY CONCERN

ANDREW CROSBY

Andrew Crosby was the inaugural recipient of the Armstrong Jones Property Scholarship, and was based in our offices between July and October 1997, in order to undertake his final year research project.


The topic Andrew chose was 'The use of Property Indices and Performance Methodologies for the Analysis of the Armstrong Jones Direct Property Portfolio'.

During his time in our office, Andrew quickly grasped the important issues of this complex topic and worked rigorously to ensure the underlying database was accurate. He also showed an immense level of commitment and drive as the complexities and size of the project became apparent.

In addition, Andrew fitted in well with members of the Division and other staff and was well known throughout the company.

I have no hesitation in recommending Andrew to any organisation with an appropriate position, knowing that he continually strives for excellence in his chosen work.

I would be happy to expand on any aspect of this reference.



DAVID BLIGHT
GENERAL MANAGER - PROPERTY
ARMSTRONG JONES (NZ) LTD



Department of Property

**School of Architecture
Property and Planning**
The University of Auckland
Private Bag 92019
Auckland, New Zealand

Level 5, Architecture Building
26 Symonds Street, Auckland
Telephone: 64 9 - 373 7599 ext. 8632
Facsimile: 64 9 - 308 2314
email: property@auckland.ac.nz

February 3, 1997

To Whom It May Concern:

It is with great enthusiasm and pleasure that I am writing this letter on behalf of Mr Andrew Crosby, who is completing the final year of the Bachelor of Property (BProp) course in this Department. Mr Crosby commenced the BProp course last year as a graduate student after completing the Bachelor of Architectural Studies degree at the University of Auckland. He quickly demonstrated a considerable aptitude for property studies and earned A+ grades in the majority of his papers, some of which were advanced papers in subjects that he had not had the benefit of studying at an introductory level.

Mr Crosby's extraordinarily high level of performance is unprecedented in the history of this Department. Consequently, it is not surprising that he is the Department's Senior Scholar for 1997, which also means that he will be the first recipient of the new Armstrong-Jones Scholarship. In addition, he is the recipient of the 1997 Paramount Scholarship in Property Management. Mr Crosby's achievements appear even more admirable when one realises that he has maintained a part-time job, working approximately 20 hours a week for a residential design and development firm, while being enrolled as a full-time student. He also found time to enter our contest for the design of the Department's *Student Handbook* and other publicity for 1997, which he won by unanimous decision of the selection panel.

Going beyond his academic capabilities, Mr Crosby has a friendly and pleasant manner, and has well-rounded interests and accomplishments. He is someone that I would feel confident about placing in a position of substantial responsibility and trust. I believe that he will be a highly successful and respected professional in the property industry and I strongly recommend him to prospective employers.

Yours sincerely,

A handwritten signature in blue ink that reads "Steven C. Bourassa".

Steven C. Bourassa
Professor
Head of Department



THE UNIVERSITY OF AUCKLAND

1997 Examination Results

Date Printed: 05 December 1997

ID Number: 9262592

Mr Andrew John Crosby
1 Huntly Ave
Grafton
Auckland 1001

Bachelor of Property

765231FC	Property Management	PASS A+	2.0 pts
765321SC	Advanced Property Marketing	PASS A	2.0 pts
765331FC	Advanced Property Management	PASS A+	2.0 pts
765342FC	Property Development	PASS A+	2.0 pts
765351FC	Advanced Property Finance and Investment	PASS A+	2.0 pts
765362FC	Property Research Methods	PASS A	1.0 pts
765371SC	Property Project	PASS A+	2.0 pts



THE UNIVERSITY OF AUCKLAND

srexsrt:1

1996 Examination Results

Date Printed: 07 December 1996

ID Number: 9262592

Mr Andrew Crosby
1 Huntly Ave
Grafton
Auckland 1001

Bachelor of Property

112.158FC	Finance 1	PASS A+	1.0 pts
112.249SC	Land Use Planning 2	PASS A+	1.0 pts
112.259SC	Finance & Applied Investment 2	PASS A+	1.0 pts
112.369SC	Urban Land Economics	PASS A+	1.0 pts
765111FC	Valuation 1	PASS A+	2.0 pts
765211FC	Valuation 2	PASS A+	2.0 pts
765221FC	Property Marketing	PASS A	2.0 pts
765271SC	Property Law	PASS A-	2.0 pts
765311SC	Valuation 3	PASS A+	2.0 pts