



2019/2020
Annual Results
Analyst Presentation

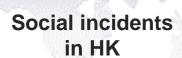
June 2020

Unprecedented Challenges

Operating Challenges

Immediate Responses

COVID-19 outbreak



Sino-US tension / Oil war / **Liquidity crisis**









Strengthened tenant support scheme

Stepped up community support

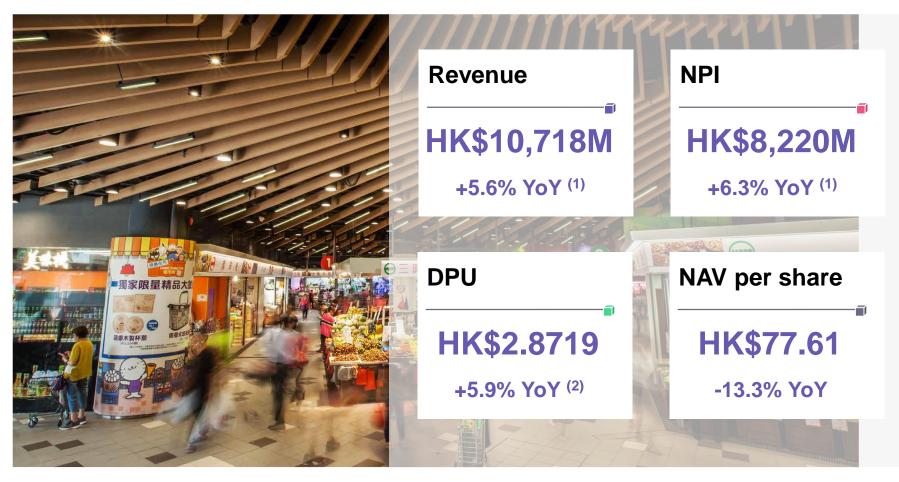
Ensured staff well-being

Strengthened liquidity position

- HK\$300M to support our tenants in Hong Kong, plus separate programme in Mainland China
- Other support measures including lease extension and restructuring and rental concessions etc
- Relief for school bus operators, antiseptic kit redemption for shoppers, free fruits for elderly, enhanced cleaning and disinfection measures, etc.
- Flexible work arrangements, shift duty, psychological support and training
- Sufficient liquidity and access to capital



Financial Results



Notes:

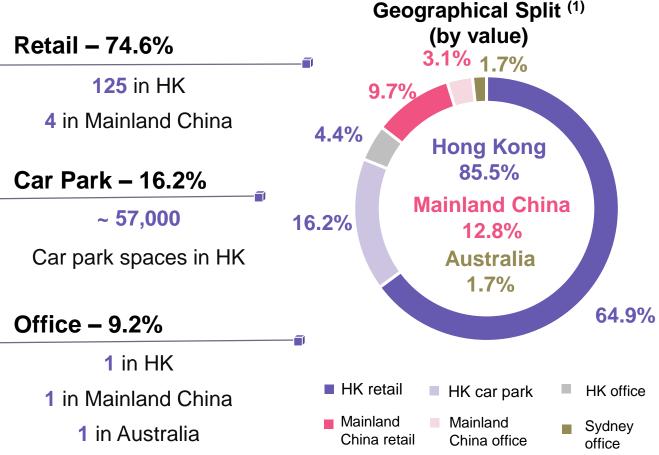
(1) On a like-for-like basis, excluding any properties acquired, divested and/or newly operational (as applicable) during the years under analysis. 領展

(2) Includes discretionary distribution of HK14.00 cents per unit.

Current Portfolio

Portfolio Value HK\$196B (1)





Note:



Delivering on Vision 2025





Portfolio Growth

96.5%(1)

97.8%

Hong Kong occupancy

Mainland China occupancy

1

Completed development

Acquisition outside Greater China

Culture of Excellence

Group headquarters & regional centres

Set up in Feb 2020 to align management practices

Flexible workplace

Since moving to new headquarter in Jul 2019

LinkEDGE

Mobile learning launched in 3Q2019

Visionary Creativity

750 scholarships

Granted since inauguration in 2015

FMIT (2)

Launched in 2019 to facilitate repair and maintenance works

TCFD (3)

Active participation to spearhead climate risk management

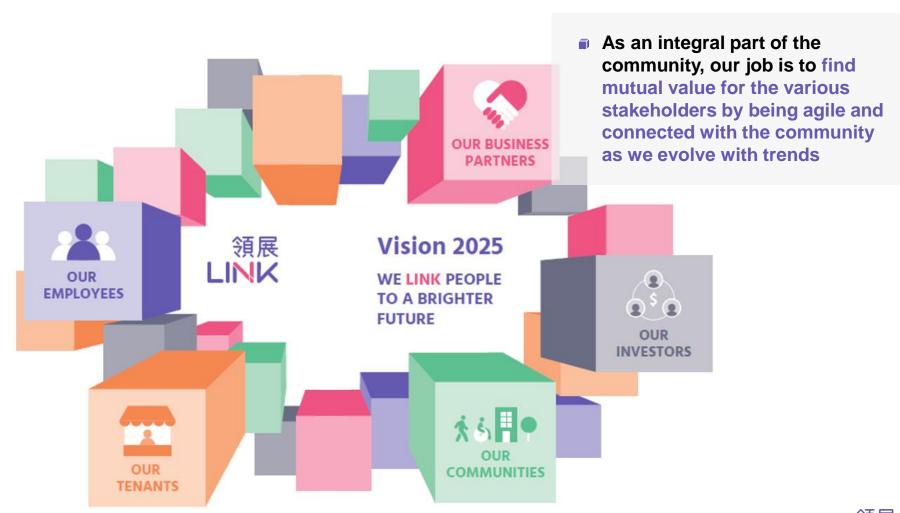
Risk management 360

Integrated approach factoring both internal and external inputs



- (1) Refers to retail portfolio only
- (2) Facilities Management Information Technology
- (3) Task Force on Climate-related Financial Disclosures

Business As Mutual





Results Overview



Hong Kong Portfolio A Challenging Year



Retail	
Revenue growth	7.0% (2)
Reversion rate	12.6%
Occupancy	96.5% ⁽³⁾
Average unit rate	нк\$ 70.3 psf ⁽³⁾

Car Park

Revenue growth нк\$2,827 Car park income per space per month

Average valuation per space

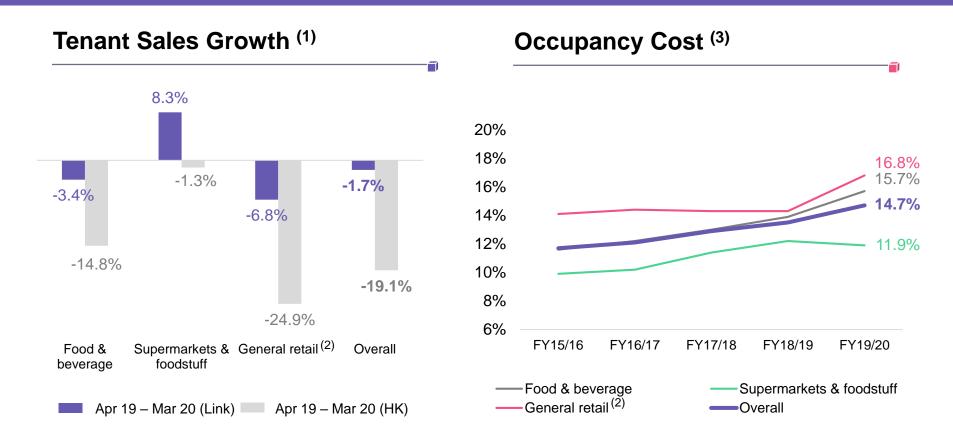
нк\$561К

4.2%

All figures for the year ended 31 March 2020.
On a like-for-like basis, excluding any properties acquired, divested and/or newly operational (as applicable) during the years under analysis. As at 31 March 2020.



Hong Kong Portfolio Versus Overall Hong Kong Retail Market



Notes:

Percentage figures represent year-on-year change in tenants' average monthly sales per square foot of the respective years.

Including clothing, department store, electrical and household products, personal care/medicine, optical, books and stationery, newspaper, valuable goods, services, leisure and entertainment, and retail others.

(3) A ratio of base rent plus management fee to tenants' gross sales.

Hong Kong Portfolio Update on The Quayside



~80% Office

Occupancy (1)

Three new tenants, Manulife, a local finance firm and Adidas, have committed over 2 floors

~72%
Retail
Occupancy (1)

√ 15 F&B and takeaway outlets
to serve surrounding catchment

Mainland China Portfolio Stable Performance



(1) As at 31 March 2020 (2) For the year ended 31 March 2020. (3) Marketing event held in 2019 before social distancing rules.

Retail

97.8%

Retail Occupancy (1)

29.6%

Retail Reversion (2)

- Full year results remained intact despite business disruption in February 2020
- **Gradual recovery** since April with only about 60% of previous years footfall

Office

97.4%

Office Occupancy (1)

7.1%

Office Reversion (2) Tenants have gradually resumed normal operations since March 2020



Asset Enhancement Completed 7 Projects in 2019/2020

Projects completed in 2H 2019/2020 ROIs were impacted by softened sentiment

2H 2019/2020	CAPEX	ROI
Tsz Wan Shan	157M	10.2%
TKO Spot (2)	183M	12.0%
Fung Tak ⁽²⁾	60M	15.8%
Hin Keng Market ⁽²⁾	76M	15.6%
Yiu On	35M	6.1%
1H 2019/2020	278M	
Total	789M	

4 Underway

CAPEX HK\$411M to be completed by early 2021

>19 Under Planning

CAPEX >HK\$1,300M extending to 2025/2026



Notes:

(2) Enhancement included fresh market.



⁽¹⁾ Estimated return on investment ("ROI") is calculated based on projected annualised net property income post-project minus net property income pre-project divided by estimated project capital expenditures and loss of rental.

Asset Enhancement Planning to Revamp CentralWalk in Shenzhen

Goal	Strengthen its appeal as the "go-to" destination for Shenzhen shoppers
Timing	Expect to commence in Q3 2020
CAPEX	~RMB400M
Duration	~12 months in five phases
Scope	Shop repartitioning, interior renovation, façade facelift and revamp of outdoor areas



100 Market Street First Outside Greater China

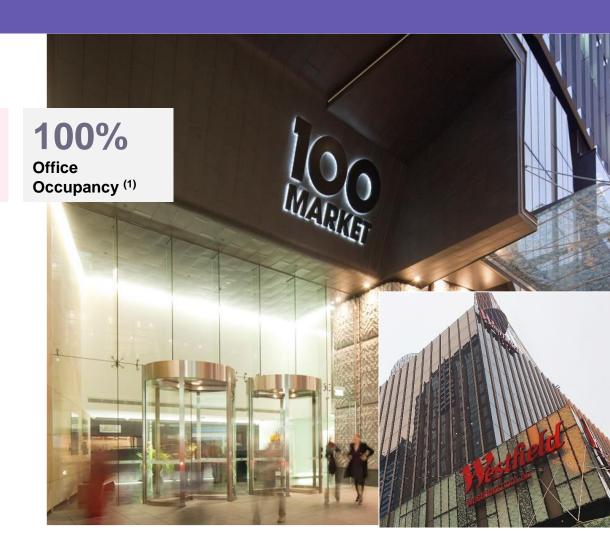
A\$683M

Acquisition Price

Apr 20

Transaction Completed

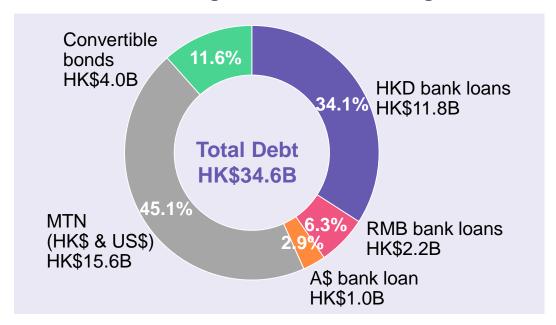
- ✓ Acquisition completed on 7April 2020 with 100%A\$ financing secured
- ✓ Fully let to three high quality tenants with WALE of over 8 years and annual rental escalation of ~4%



Capital Management Sound Capital Position



Diversified Funding Sources with Strong Credit Ratings



Credit Ratings	
S&P	A/Stable
Moody's	A2/Stable
Fitch	A/Stable

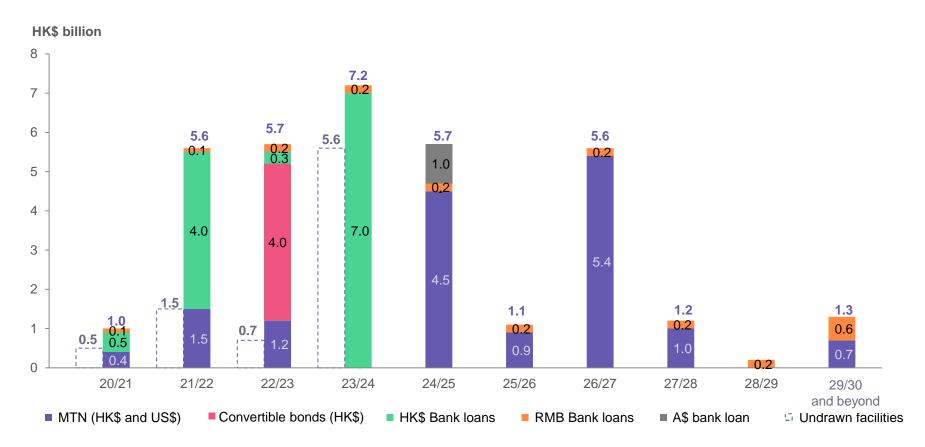
Capital Management Well-prepared with Ample Liquidity

Recent Transactions Sealed with Favourable Terms

Apr 19 First green convertible bonds Launched globally in the real estate sector and for Hong Kong issuers HK\$4B guaranteed convertible bonds due 2024 at 1.6% p.a. Jul-Aug 19 Issued 5Y and 7Y notes HK\$716M 5-year notes at 2.28% p.a. and HK\$1B 7-year notes at 2.50% p.a. **Sep 19** Closed 4Y club loan facility HK\$12B 4-year club loan at an all-in interest cost of 0.8% over HIBOR p.a. with overwhelming responses from 18 banks Mar 20 Launched maiden sustainability-linked loan A\$212M with 5-year maturity from DBS Bank Apr 20 Issued 5Y notes HK\$1.01B 5-year notes at 2.35% p.a. Raised 5Y term loan to fund 100 Market Street A\$414M 5-year term loan was raised from ANZ Bank domestically May 20 2nd sustainability-linked loan HK\$1B with 5-year maturity from OCBC Bank

Capital Management Maturity Profile Staggered Evenly

As at 31 March 2020 (1)



Notes:

(1) All amounts are at face value.



⁽²⁾ HK\$4 billion convertible bond has a maturity of 5 years with a 3-year put option exercisable in 2022/2023.

March 2020 Valuation Review Reflecting Dampened Economic Environment

As at 31 March 2020 HK\$'M 127,515 31,732 9,914 (2)	As at 31 March 2019 HK\$'M 144,096 35,059	3.10% - 5.30%	As at 31 March 2019 3.00% - 4.20% 3.50% - 4.80%
2020 HK\$'M 127,515 31,732	2019 HK\$'M 144,096	31 March 2020 3.10% - 4.50% 3.10% - 5.30%	31 March 2019 3.00% - 4.20%
31,732	,	3.10% - 5.30%	
31,732	,	3.10% - 5.30%	
	35,059 -		3.50% - 4.80%
9,914 (2)	-	0.000/	
		3.00%	N.A.
-	10,548 (1)	N.A.	N.A.
169,161	189,703		
19,146	21,264	4.25% - 4.75%	4.25% - 4.75%
6,171	7,529	4.25%	4.25%
25,317 ⁽³⁾	28,793		
194,478	218,496		
193,224 ⁽⁴⁾	218,496		
	19,146 6,171 25,317 ⁽³⁾ 194,478	169,161 189,703 19,146 21,264 6,171 7,529 25,317 (3) 28,793 194,478 218,496	169,161 189,703 19,146 21,264 4.25% - 4.75% 6,171 7,529 4.25% 25,317 (3) 28,793 194,478 218,496

Notes:

- (1) The commercial property under development The Quayside was completed in May 2019.
- (2) The amount represents the office portion only of The Quayside.
- (3) The decrease in valuation of HK\$3,476 million was attributable to the decrease in valuer's estimated market rent and the exchange loss on translation of HK\$1,791 million as a result of the depreciation of Renminbi.
- (4) The amount has excluded two floors of The Quayside which Link has occupied for self-used office and was classified as property, plant and equipment.





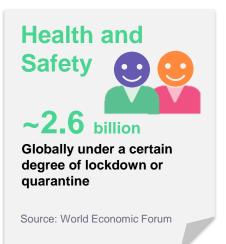
Outlook and Challenges

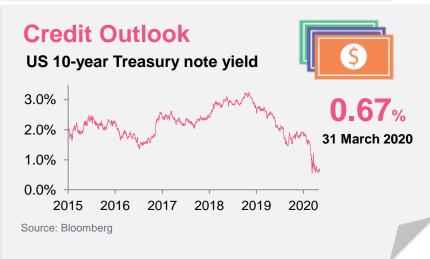


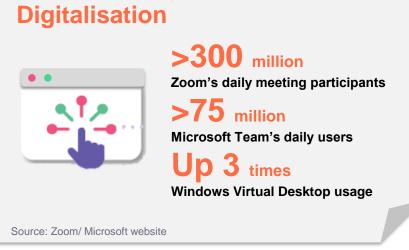
Market Trends and Behavioral Changes What will be the "New Normal"?



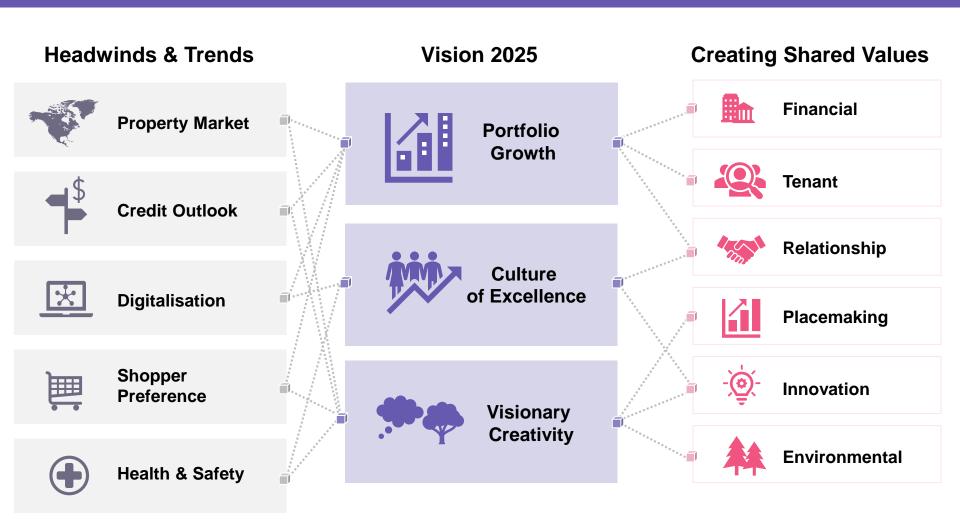








Business as Mutual



Vision 2025 Portfolio Growth



- Consider support measures for tenants and community
- Extracting more potential from organic portfolio with new tenants and AE
- Review trade mix in consideration of the new shopper behaviour



Portfolio Management

- Continue to look for opportunities in Hong Kong, Mainland China and overseas
- Remain prudent in capturing displacement opportunities



- Maintain agility as we face an increasingly uncertain market
- ✓ Shore up cash reserves

Recent New Tenant Acquisitions





Marketing Events to Drive Sales



Vision 2025 Culture of Excellence and Visionary Creativity

Culture of Excellence



- ✓ Board to provide guidance for Link's long-term strategy
- ✓ Strengthen Mainland China platform
- ✓ Align management across regions
- ✓ Linkers' Panel to collect employees' feedback

Visionary Creativity



Innovation & Sustainability

- ✓ Facility Management Information Technology to improve operational efficiency
- Rooftop solar panel installation to generate environmental and commercial benefits
- ✓ Link Together Initiatives for active community engagement



Updates and Outlook Asset Management

Asset Management

Tenant Sales

 April sales were impacted by social distancing measures except supermarket which maintained its resilience

Tenant Support

- Offered rental concessions to around 1/3 of our HK portfolio with most of them are SMEs, in particular education centres
- More concessions are still under consideration
- Overall \$300M budgeted under the support scheme should be sufficient at this stage

Forward Guidance

- Expect slower lease negotiations with more cases of negative reversions
- Focus to maintain a steady occupancy level
- Expect 2020/2021 HK retail rent to remain stable, and Mainland China retail rent to maintain positive reversion, barring any drastic changes

Updates and Outlook Portfolio and Capital Management

Portfolio Management

- Continue to explore prudent growth opportunities in selected markets including Hong Kong, Mainland China and overseas
- Seek to unlock the best assets during market displacement

Capital Management

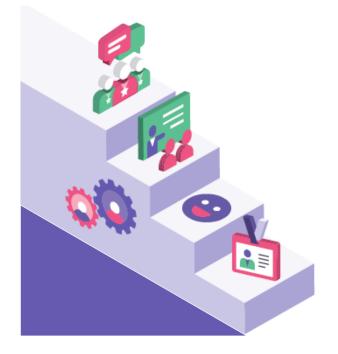
- Maintain strong balance sheet to weather both downside and upside
- Resume distribution reinvestment plan to preserve capital
- Remain committed to discretionary distribution of HK14 cents per unit per annum up to 2021/22
- Will consider further buyback under the right market conditions

Distribution Calendar

Distribution period	October 2019 – March 2020
Last day of trading on a "cum" basis	11 June 2020
Ex-distribution date	12 June 2020
Distribution book close	16 June – 18 June 2020 (both days inclusive)
Record date for entitlement to distribution	18 June 2020
Five trading days to determine unit price for scrip in lieu of final cash distribution	30 June – 7 July 2020 (both days inclusive)
Final date for scrip election	15 July 2020 (no later than 4:30 pm)
Payment of distribution	30 July 2020



Appendix



Appendix 1 Like-for-like⁽¹⁾ Figures – Key Financial Data

onsolidated	FY19/20 HK\$'M	FY18/19 HK\$'M	YoY %
Revenue	10,096	9,564	+5.6
Net property income	7,814	7,348	+6.3
ong Kong portfolio			
Retail rental	6,807	6,381	+6.7
Car park rental	1,909	1,835	+4.0
Other revenue	411	365	+12.6
Total revenue	9,127	8,581	+6.4
Total property expenses	2,079	2,007	+3.6

Note

⁽¹⁾ Excluding any properties acquired, divested and/or newly operational (as applicable) during the years under analysis.

Appendix 2 Financials – Income Statement Summary

	Year ended 31 Mar 2020 (HK\$'M)	Year ended 31 Mar 2019 (HK\$'M)	YoY %
Revenue (1)	10,718	10,037	+6.8
Property operating expenses	(2,498)	(2,348)	+6.4
Net property income	8,220	7,689	+6.9
General and administrative expenses	(416)	(405)	+2.7
Interest income	183	85	+115.3
Finance costs	(630)	(598)	+5.4
Gain on disposals of investment properties	=	2,761	N/A
Profit before taxation, change in fair values of investment properties and transactions with Unitholders	7,357	9,532	-22.8
Change in fair values of investment properties	(23,948)	12,269	-295.2
Taxation	(712)	(1,359)	-47.6
Non-controlling interest	181	(113)	-260.2
(Loss) / profit for the year, before transactions with Unitholders attributable to Unitholders	(17,122)	20,329	-184.2

Note:

⁽¹⁾ Revenue recognised during the year comprise Hong Kong retail properties rentals of HK\$6,815M, Hong Kong car parks rentals of HK\$1,912M, Mainland China retail properties rentals of HK\$1,073M, other rentals of HK\$443M and other revenue of HK\$475M.

Appendix 3 Financials – Distribution Statement Summary

	Year ended 31 Mar 2020 (HK\$'M)	Year ended 31 Mar 2019 (HK\$'M)	YoY %
(Loss) / profit for the year, before transactions with Unitholders	(17,122)	20,329	-184.2
Change in fair values of investment properties attributable to Unitholders	23,831	(12,151)	-296.1
Deferred taxation on change in fair values of investment properties attributable to Unitholders	(454)	250	-281.6
Change in fair values of derivative components of convertible bonds	(157)	-	N/A
Change in fair values of financial instruments	(276)	90	-406.7
Gains on disposal of investment properties, net of transaction costs	-	(2,761)	N/A
Depreciation and amortisation of real estate and related assets	41	-	N/A
Other non-cash income	(189)	(87)	+117.2
Discretionary distribution	291	53	+449.1
Total distributable amount	5,965	5,723	+4.2
Distribution per unit (HK cents)	287.19	271.17	+5.9

Appendix 4 Financials – Financial Position & Investment Properties

Financial Position Summary

HK\$'M	As at 31 Mar 2020	As at 30 Sep 2019	As at 31 Mar 2019
Total assets	207,619	231,902	226,937
Total liabilities	47,502	41,414	37,611
Non-controlling interest	406	562	587
Net assets attributable to Unitholders	159,711	189,926	188,739
Units in Issue (M)	2,057.9	2,096.8	2,109.3
Net asset value Per Unit (HK\$)	77.61	90.58	89.48

Fair Value of Investment Properties

HK\$'M	As at 31 Mar 2020	As at 30 Sep 2019	As at 31 Mar 2019
At beginning of period / year	218,496	218,496	203,091
Acquisition	-	-	10,663 ⁽¹⁾
Exchange adjustments	(1,791)	(1,598)	(1,270)
Additions	1,583	990	2,833
Transfer to property, plant and equipment	(1,116)	(1,116)	-
Disposals	=	=	(9,090)
Change in fair values of investment properties	(23,948)	3,662	12,269
At end of period / year	193,224	220,434	218,496

⁽¹⁾ Represents acquisition of Roosevelt Plaza in Beijing and CentralWalk in Shenzhen.

Appendix 5 Financials – Capital Management

Committed Debt Facilities	HK\$ B		%	
	Mar-20	Sep-19	Mar-20	Sep-19
HK\$ Bank loans	11.8	5.4	34.1	19.4
A\$ Bank loan	1.0	-	2.9	-
Medium Term Notes	15.6	16.2	45.1	58.3
Convertible bonds	4.0	4.0	11.6	14.4
RMB Bank loans	2.2	2.2	6.3	7.9
Total debt	34.6	27.8	100.0	100.0
Cash	7.9	6.3	48.8	25.2
Undrawn facilities	8.3	18.7	51.2	74.8
Total liquidity	16.2	25.0	100.0	100.0

Key Credit Metrics by Rating Agencies

			S&P	Moody's	Fitch
	As at ⁽¹⁾	As at	requirement	requirement	requirement
	31 Mar 2020	30 Sep 2019	(A / Stable)	(A2 / Stable)	(A / Stable)
Net debt / IP	13.9%	9.7%	N/A	N/A	< 30%
FFO (2) / debt	17.7%	22.6%	> 12%	N/A	N/A
EBITDA interest coverage	7.8 x	8.4 x	N/A	> 3.5x - 4.0x	> 3.5x
Net debt / EBITDA	3.3 x	2.7 x	N/A	< 6.5x	N/A

Notes:

(1) Preliminary figures to be confirmed by rating agencies.

⁽²⁾ Funds from operations is net cash generated from operating activities adjusted by operating lease expenses, interest expenses and income.



Appendix 6 HK Portfolio – Retail Revenue Analysis

		Year ended 31 Mar 2019 (HK\$'M)	Lil YoY %	ke-for-like basis YoY ⁽²⁾ %	Percentage contribution Year ended 31 Mar 2020 %
Retail rentals:					
Shops ⁽¹⁾	5,592	-,	+3.2	+7.6	77.4
Markets / cooked food stalls	916	925	-1.0	+2.8	12.7
Education / welfare and ancillary	139	137	+1.5	+6.9	1.9
Mall merchandising	168	178	-5.6	-1.8	2.3
Expenses recovery and other m	iscellaneous rev				
Property related revenue	407	369	+10.3	+11.8	5.7
Total	7,222	7,029	+2.7	+7.0	100.0

Notes:

⁽¹⁾ Rental from shops includes turnover rent of HK\$67 million (2019: HK\$ 98 million).

⁽²⁾ Excluding any properties acquired, divested and/or newly operational (as applicable) during the years under analysis.

Appendix 7 HK Portfolio – Car Park Revenue Analysis

	Year ended 31 Mar 2020 (HK\$'M)	rear ended 31 Mar 2019 (HK\$'M)	YoY %	like basis	Percentage contribution Year ended 31 Mar 2020
Car park rentals:					
Monthly	1,494	1,496	-0.1	+8.0	77.9
Hourly	418	483	-13.5	-8.2	21.8
Expenses recovery and other miscellaneous revenue	5	3	+66.7	+150.0	0.3
Total	1,917	1,982	-3.3	+4.2	100.0

Note:

⁽¹⁾ Excluding any properties acquired, divested and/or newly operational (as applicable) during the years under analysis.

Appendix 8 HK Portfolio – Expenses Analysis

	Year ended 31 Mar 2020 (HK\$'M)	Year ended 31 Mar 2019 (HK\$'M)	YoY (%)	Like-for- like basis YoY ⁽²⁾ (%)	Percentage contribution Year ended 31 Mar 2020 (%)
Property managers' fees, security and cleaning (1)	578	542	+6.6	+7.9	26.7
Staff costs (2)	380	484	-21.5	-17.0	17.5
Repair and maintenance	207	203	+2.0	+8.9	9.6
Utilities	263	249	+5.6	+4.6	12.1
Government rent and rates (3)	313	274	+14.2	+13.5	14.4
Promotion and marketing expenses	113	131	-13.7	-17.7	5.2
Estate common area costs	85	87	-2.3	+7.6	3.9
Other property operating expenses (4)	229	159	+44.0	+42.9	10.6
Total property expenses	2,168	2,129	+1.8	+3.6	100.0

Notes:

⁽¹⁾ Property managers' fees, security and cleaning expenses grew 7.9% year-on-year on a like-for-like basis as statutory minimum wage was revised up by 8.7% since May 2019.

⁽²⁾ The decrease in staff cost was mainly due to decrease in long-term incentive schemes awards as a result of drop in unit price.

 ⁽³⁾ Increment in government rent and rates was partly due to increase in rateable value of our properties.
 (4) Increase in other property operating expenses was mainly due to bad debt provision since the COVID-19 outbreak and increase in depreciation of the new self-use office.

Appendix 9 HK Portfolio – Retail Portfolio Data

	No. of properties	Total area ('000 sq. ft.)	Retail properties Valuation (HK\$'M)	Retail rentals (HK\$'M)	Average r unit r (HK\$	ent	Occupan (%)	
	properties	As at 31 Mar 2020	As at 31 Mar 2020	As at 31 Mar 2020	As at 31 Mar 2020	As at 31 Mar 2019	As at 31 Mar 2020	As at 31 Mar 2019
Destination	6	1,290	27,599	1,381	91.1	86.7	93.3	95.4
Community	35	4,061	69,948	3,815	77.5	75.2	96.9	97.7
Neighbourhood	57	2,723	29,968	1,619	50.1	48.4	97.4	97.0
Overall	98	8,074	127,515	6,815	70.3	68.0	96.5	97.1

Appendix 10 HK Portfolio – Retail and Car Park Portfolio Data

	As at 31 Mar 2020	As at 31 Mar 2019	Change
Average monthly unit rent (psf pm)			<u> </u>
Shops	HK\$70.6	HK\$68.2	+3.5%
Overall (ex self use office)	HK\$70.3	HK\$68.0	+3.4%
Occupancy rate			
Shops	96.4%	97.4%	-1.0%
Markets/cooked food stalls	95.0%	92.2%	+2.8%
Education/welfare and ancillary	99.4%	99.5%	-0.1%
Overall	96.5%	97.1%	-0.6%
	Year ended 31 Mar 2020	Year ended 31 Mar 2019	YoY Change
Composite reversion rate			
Shops	12.1%	21.0%	-8.9%
Markets/cooked food stalls	18.1%	28.7%	-10.6%
Education/welfare and ancillary	12.2%	9.6%	+2.6%
Overall	12.6%	22.5%	-9.9%
Net property income margin	77.1%	76.4%	+0.7%
Car park income per space per month	HK\$ 2,827	HK\$ 2,719	+4.0%

Appendix 11 HK Portfolio – Retail Lease Expiry Profile

	As % of total area	As % of monthly rent
As at 31 March 2020	%	%
FY20/21	23.1	25.5
FY21/22	28.8	26.9
FY22/23 and beyond	41.3	44.0
Short-term lease and vacancy	6.8	3.6
Total	100.0	100.0

Appendix 12 HK Portfolio – Retail Trade Mix



Food related trades

64.1%

Retail	Mar-20	Sep-19
1. Food and beverage	28.9%	28.9%
2. Supermarket and foodstuff	20.6%	20.7%
3. Markets/ cooked food stalls	14.6%	13.6%
4. Services	11.1%	11.2%
5. Personal care/ medicine	5.7%	5.8%
6. Education/ welfare and ancillary	0.9%	0.9%
7. Valuable goods ⁽¹⁾	0.9%	0.9%
8. Others ⁽²⁾	17.3%	18.0%
Total	100%	100%

Notes:

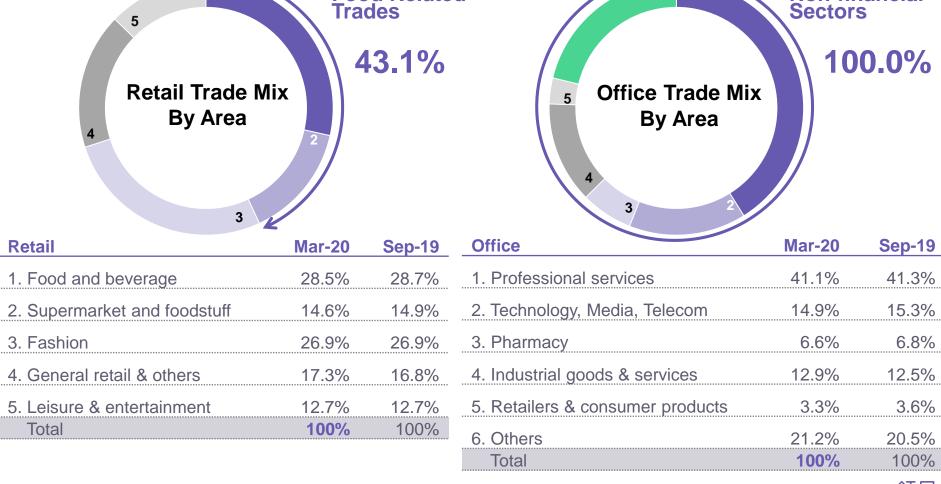
⁽²⁾ Include clothing, department store, electrical and household products, optical, books and stationery, newspaper, leisure and entertainment.



⁽¹⁾ Include jewellery, watches and clocks.

Appendix 13 Mainland China Portfolio –Trade Mix

Food Related



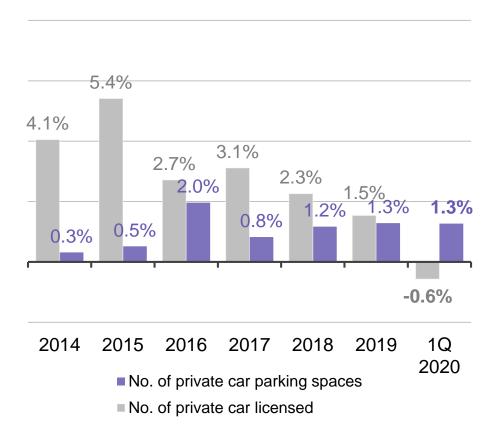
Non-financial

Appendix 14 Mainland China Portfolio – Lease Expiry Profile

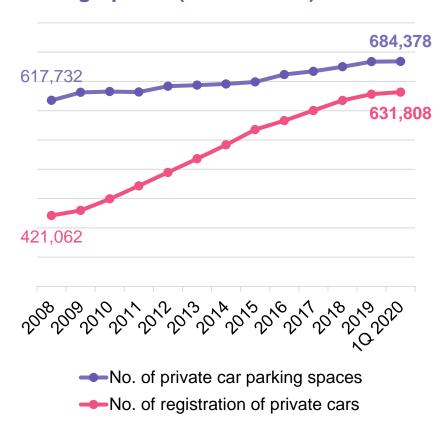
	Re	tail	Off	ice
As at 31 March 2020	As % of total area (%)	As % of monthly rent (%)	As % of total area (%)	As % of monthly rent (%)
FY20/21	17.8	24.4	20.8	21.7
FY21/22	26.6	23.9	33.4	33.6
FY22/23 and beyond	53.4	51.7	43.2	44.7
Vacancy	2.2	-	2.6	-
Total	100.0	100.0	100.0	100.0

Appendix 15 Hong Kong Car Park Demand and Supply

Private Car Demand and Supply (YoY)



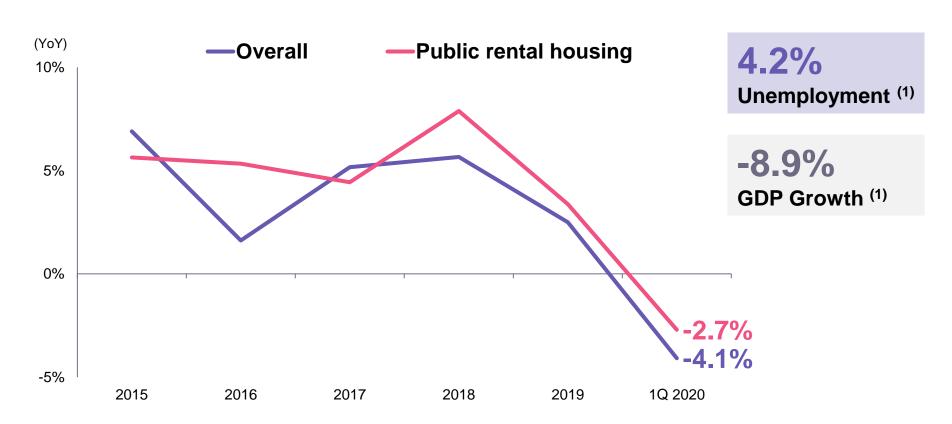
No. of Registration of Vehicles and Parking Spaces (Private Cars)



Source: Transport Department

Appendix 16 Hong Kong Operating Environment

Median Monthly Household Income (1)

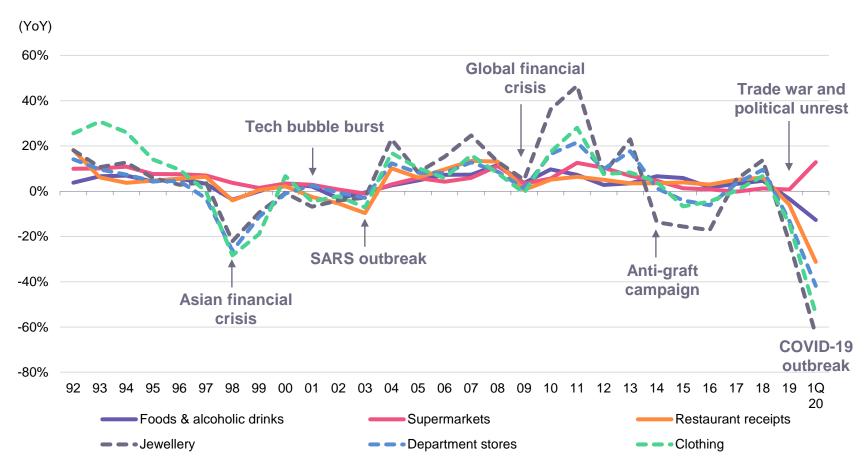


Note:

(1) Figures for 1Q 2020. Source: Census & Statistics Department

Appendix 17 Hong Kong Retail Sales

Retail Sales Year-on-year Change



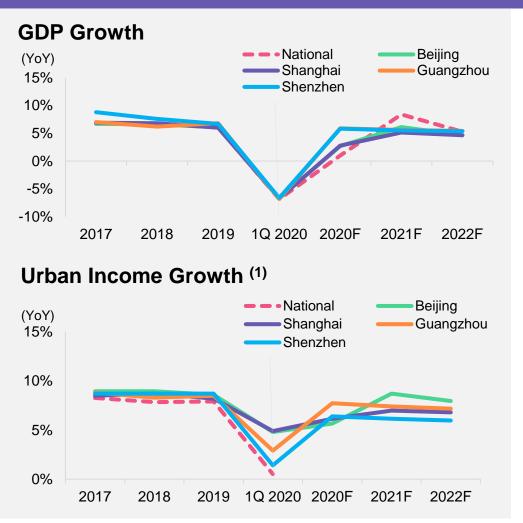
Note:

(1) Figures for 1Q 2020.

Source: Census & Statistics Department



Appendix 18 Mainland China Operating Environment



Retail Sales 1Q 2020 YoY change Beijing -21.5% Guangzhou -15.0% Shenzhen -22.9%

Office Rental

1Q 2020 Grade A office rental in core CBD YoY change

Pudong	-11.9%
Puxi	-1.8%

Note:



⁽¹⁾ Urban income growth forecast only available at city level.

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