




Link Together
Grow Together 領匯 The Link





Link Together Grow Together



The Link REIT's properties are at the doorstep to 40% of Hong Kong population, linking everyone together.

As our business grows, we aspire to add value and support our tenants, our customers, our communities and our Hong Kong. We continue to strive to enhance customer satisfaction, contributing to the development of our neighbourhood and society at large.

In this brochure, you will see how our work enhances other people's lives and adds value to many of our stakeholders — from shoppers to business partners, from tenants to the community, and from the youth to the elderly. We're all linked, and together we grow.



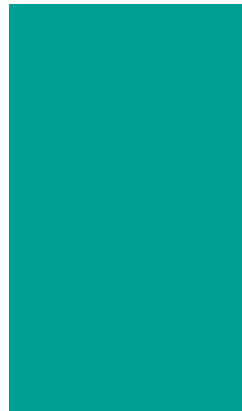
Growing Hand in Hand with Tenants to Boost Business Opportunities

With an aim to grasp new business opportunities coming into the shopping centres as a result of our enhancement work, tenants improve their shops' layout, product display and service quality to attract more customers and businesses. "Nutcracker", a Taiwanese drink and snack shop in Fu Tung Shopping Centre, grasps the business opportunities by expanding its business and is well received by customers.

Fly High Together

"The enhancement work of the shopping centre can never be done successfully without the co-operation of tenants. We have helped keep our tenants abreast of the latest retail and catering information by organising seminars and workshops under 'The Link Tenant Academy'. It is very encouraging to see their transformation and expansion."

*Ms Stella Li
Senior Portfolio Manager
The Link*





Dreams Come True

"I used to run my stall in the fresh market. With the encouragement from The Link staff, I expanded my business into the shopping centre. Running businesses in fresh market and shopping centre are totally different things. I really didn't know how to start with at the beginning. The help and advice from The Link have made my dreams come true!"

*From fresh market stall to shopping centre —
Owner of Nutcracker
Ms Grace Liu (right) and her daughter
Miss Yuki Leung*



Before running "Nutcracker", Ms Liu has been operating a cooked food stall in the fresh market (above). With her first attempt to run a shop in the shopping centre (left), shop front design, operating strategy and potential clients of her shop had all experienced substantial breakthrough.

Enhancement of shopping centres benefits tenants



Travel Expenses Saved

"The shopping arcade is beautified and many new catering brands have opened. We get more choices. We stay longer and shop more at Fu Tung and save a lot of travel expenses from going elsewhere."

*Ms Kwan Yin Chow (right) and
her little granddaughter Uen Ching Lam
Residents of Fu Tung*

Building Your Own Niche

"No matter what you are trying to do, the most important thing is to have your own characteristics. Customers will come back because of your uniqueness."

*Mr Lam Chua
Guest Speaker
"The Link Tenant Academy"*





A Resilient Portfolio

Serving Daily Needs

The Link's properties are places for customers to shop for their daily necessities. The relatively stable demand makes its portfolio resilient to the challenges posed by the economic downturn. Since 2008, many tenants like the Chinese bun retailer "Bao Dim Sin Seng" grasped the opportunities arising from economic changes and expanded their businesses in the shopping centres. This has made The Link's shopping centres more prosperous and exemplifies the potential of its portfolio.





Stable Customer Flow

"The reason for choosing The Link's shopping centres for expansion is that we have the same group of target customers. We sell buns, which are daily food for people, and economic environment doesn't affect our business much. Furthermore, stable customer flow of these shopping centres has translated into good turnover for us. In general, branches with the highest turnover are situated in The Link's shopping centres."

*Mr Jackie Ling
Consultant
"Bao Dim Sin Seng"*



From Customers' Point of View

"In determining the trade mix of our shopping centres, we need to stay close with the market and think from the customers' point of view, with an aim to satisfy customers' needs and wants. We also help tenants start their businesses with flexible arrangements. Our greatest satisfaction comes from the popularity of our tenants in the eyes of customers, and also from the successful delivery of goods and services that cater to the customers' needs. For example, the increased number of banks and ATM machines in our shopping centres benefits our customers in terms of convenience."

*Ms Helen Lau
District Assistant General Manager – Leasing
The Link*



Resilient
Portfolio

Huge
Potential



I Come Here Almost Every Day

"I come to buy buns almost every day. They are fresh, healthy and value-for-money!"

*Miss Wai Ling Ko
Resident of Tsz Wan Shan*



Modern Dai Pai Dong Brisk Business that Creates Employment

Eating at cooked food stalls is an exotic dining experience in Hong Kong and many people simply love it. Since 2008, The Link has been rejuvenating its cooked food stalls by enhancing power supply, installing air-conditioning, re-laying drainage pipes and building additional facilities such as restrooms. The once phasing out cooked food stalls regain their past glory as a result. From the Wong Tai Sin stalls to the one at Fu Shin, Tai Po, we have been making the best use of the advantages of cooked food stalls, offering quality and popular dining options to residents and creating new jobs.



Convenient and Time-saving

"I live in Fu Shin Estate and now my work place is just downstairs. It's convenient and saves me an hour's commuting to downtown everyday. Now I spend more time with my family and earn an income at the same time. About 80% of my colleagues live in Tai Po."

*Ms Kent Lam,
Staff, Wing Fat Kitchen*



Better Environment

"When I dined at cooked food stalls before, smoke puffed out from the kitchen and we sweated a lot while eating. With air-conditioning installed, now my customers can enjoy their food comfortably. If possible, I wish to run another rejuvenated stall."

*Mr Jeff Ko,
General Manager, Wing Fat Kitchen*



Cooked Food Stalls Revitalised



Where Residents Gather

"I grew up in a public housing estate and have always been a fan of cooked food stalls. It pleases my heart to see more and more rejuvenated cooked food stalls coming up and becoming a favourite spot for residents to gather."

*Mr Webster Tam,
Assistant Portfolio Manager, The Link*





Create Value and Enhance Tenants' Capability

Every month, "The Link Tenant Academy" invites leading industry figures or experienced lecturers to hold seminars or workshops, bringing to tenants the most up-to-date and practical business information covering topics such as management concepts, industry trends, retail techniques, quality of catering, energy saving, etc. The Academy has been well-received as over 1,100 tenants have participated in the seminars and workshops since its establishment in mid 2008. Those who have attended praise its practicality, encouraging us to continue to grow with our tenants.

Customers as Neighbours

"A characteristic of The Link's shopping centres is that many customers are just a doorstep away. A lot of customers live nearby and there comes a neighbour relationship between shops and their customers. In addition to quality products and reasonable prices, tenants should treat customers with sincerity in order to build a close connection."

*Mr Alfred Cheung, Guest Speaker,
"The Link Tenant Academy"*





More Business

"‘The Link Tenant Academy’ has better equipped me and I’ve learnt a great deal from it. I’ve applied what I’ve learnt to the daily operation of my pharmacy. Besides improving the decorations, I’ve also upgraded the staff’s customer service. My business has substantially increased by about 30%."

*Registered Chinese Medicine Practitioner
Tai Chung Cheung, Tai Cheong Medicine Co.,
Living+, Lok Fu Plaza*



Before



Over 1,100 Tenants Attended "The Link Tenant Academy" Seminars



Noticeable Improvement

"I've been a customer of Dr Cheung's pharmacy for more than 5 years and we've become friends. The improvement to both the pharmacy and the general environment of the shopping centre is highly noticeable."

*Mr Hon Lung Ma, Deputy Chairman,
Federation of Hong Kong Kowloon New Territories
Hawker Association and Chairman,
Lok Fu Plaza Tenants Association*

Advance with Time

"Environmental protection is a hot issue these days. Tenants, large and small, can practise environmental preservation in daily operation and learn the latest green information from the Academy. Operate in a green manner and advance with time. That will be a crucial factor to a successful business."

*Mr Chung-tak Chan, Guest Speaker,
"The Link Tenant Academy" and
Consultant, Environmental Management
Division,
Hong Kong Productivity Council*





Encourage Consumption Serve the Needy with Our Tenants

Launched in the end of 2008, "The Spending Rewards Trio" and "The Triple Win Shopping Incentive Campaign" covering shopping centres, fresh markets and carparks stimulate customers to come and spend, and thus, increase the turnover of our tenants. In addition, The Link is committed to make matching donation to People's Food Bank of St James' Settlement based on customers' expenses. Now, customers, tenants, charitable organisations and the local community can all benefit.





Very Meaningful

"I am very happy to win a food coupon in the fresh market lucky draw. I feel good to find out that The Link will donate rice and milk powder for me to People's Food Bank. This is something very meaningful!"

*Mrs Chung
Winner of Spending Rewards Trio*



Deeply Touched

"I would like to show my gratitude to The Link for their continuous support to People's Food Bank and for using The Link's territory-wide network to set up food donation stations at its 34 shopping centres. We're deeply touched to see the enthusiastic support and donation from the public."

*Mr Michael Lai (left)
Chief Executive Officer
St James' Settlement*



Highest individual spending recorded in nine weeks reached HK\$1.5 million

Turnover is What Matters

"As a tenant, the most important thing is turnover. I am pleased to know that The Link pioneers in launching promotion programmes to encourage customer consumption. This can bring in more customers and businesses from outside the local district."

*Mr Simon Wong
Executive Director, LH Group*



A Socially Responsible Corporation

"During the course of holding promotional programmes, The Link has voluntarily carried out many meaningful charity moves for People's Food Bank. This is what a socially responsible corporation should do and it means a lot to society."

*The Hon Vincent Fang
Member of Legislative Council*



Charity lunch with the elderly



Memorable Time for All to Enjoy

No matter rain or shine, we provide a variety of promotional activities to celebrate festivals with our customers all year round. We invite famous local and international groups and talents to stage spectacular performances, hold lucky draws with fabulous prizes, and set up shimmering decorations for the occasions in our shopping centres that generate the right atmosphere. On top of the delightful shopping experience, customers can also bring home happy memories. Our promotional activities boost customer flow and benefit tenants in return, thus creating a win-win situation for all.

Attracting Customers from Other Districts

"Lung Cheung Mall's promotional activities attract customers from other districts and make good use of our proximity to Wong Tai Sin Temple. The activities attract tourists and increase customer flow which is a boost to our business."

*Mr Lee, Person-in-charge of
Dai Yuk Fook Jewellery Co. Lung Cheung Mall*





We Benefit

"The many different promotional activities help to retain shoppers to spend more time in the shopping centre. My restaurant benefits from that."

*Ms Amy Cheung, Person-in-charge
of "Sunrise Restaurant",
Tsz Wan Shan Shopping Centre*



I'm Going to Spend More

"My family often goes to Lek Yuen Shopping Centre for dim-sum, but I never thought I could win a flat in the Mainland worthing nearly \$500,000 in a lucky draw! With the shopping centres now having been renovated, my family is going to spend more at The Link's shopping centres and we are looking forward to more lucky draws!"

*Mr Yunm Choy Yiu (middle),
Winner of "The Link's Five Million
Supreme Award Games" Lucky Draw*



Tenants Benefiting from Increased Customer Flow



Introducing an Amazing Craft

"I'm extremely glad to be invited to perform in Hong Kong, and to have the opportunity to show this amazing craft to the Hong Kong audience. Thank you very much, The Link!"

*Mr Hong Kai Li, Guest Performer of
Sichuan noodle craft at
Chinese New Year Promotion*





Shopping Centres — Children's Beloved Learning Platform

For the past two years, "The Link Fun Academy" has held activities of different themes at our large shopping centre network and they are free for the community. A good number of cultural, arts organisations and celebrities deliver a wide array of learning opportunities ranging from mosaic art creations to percussion, Hawaiian dancing to Chinese painting, drama performance to football training, etc. Residents treasure these extraordinary learning opportunities that have greatly enriched their lives.



I'm Creating Art

Cheuk Yiu Chan: "My Mother's Day was fantastic as I drew whatever I wanted and I was very happy and excited. I've never had the chance to make masks. I was all ears when the instructor taught. I learnt the importance of working quietly because when I was noisy, I disturbed other children and could easily make mistakes."

I'm Equally Joyful!

Kit Lo: "This was my first time taking part in artistic creation with kids and it is a brand new experience to me! Children tasted 'satisfaction' for themselves and we as parents were equally joyful and satisfied when we saw the big grins on their faces. Whether the end products look good or not does not really matter at all!"

Our little friend Cheuk Yiu Chan (first from right) and her mother Kit Lo (middle), residents of Lai Chi Kok

名領匯非常學堂
The Link FUN Academy





Becoming the Leading Character Has Boosted my Confidence

"This is my first drama performance and I have learnt a lot of new English expressions the techniques of making eye contacts and so much more. It has aroused my interest in drama and boosted my confidence. Later, I was chosen to play the leading character in the show 'Rainbow Egg' and I was overjoyed! Thank you, 'The Link Fun Academy'!"

Our little friend Wei Lam Lee (middle in left picture), resident of Grand Del Sol, Yuen Long

Around 10,000 people have joined the Academy's activities



Contributing to Tin Shui Wai

"We've never seen mosaic art in Tin Shui Wai before. Attending this event has not only broadened our horizon, but also trained up our patience and spirit to cooperate with other people. I was deeply moved to see that our art piece is shown in Tin Shui Joy Square on a permanent basis. I feel that I have done something good for Tin Shui Wai."

Our little friend Chi Ching Chan (right), resident of Tin Shui Wai



It Means a Lot

"Most of the activities we co-organised with The Link focus on the themes of caring for children and family union. They mean a lot to low-income and single-parent families. They may not be able to afford a day's out and The Link's activities fit right in there — allowing family members to visit different places of Hong Kong together. In addition to the fun they had, they enjoyed the fine food provided by The Link. Many families that joined these activities just loved them!"

Ms Lai Shan Sze, Community Organiser, Society for Community Organisation





Caring for the Elderly on Every Lunar 15th

For the benefit of the next generation, our senior citizens worked hard while they were young. At an old age, they need our love and care in addition to “a full meal and warm clothing”. On the 15th day of every lunar month, we organise trips for the elderly and show them around Hong Kong. They seem no different from kids and are always full of questions and smiles. As a token of respect, we also stage a “dim sum treat to the elderly” across our portfolio. Respecting our senior citizens can be as easy as making them smile.



My Back Pain Gone

“I love Cantonese opera and I’ve been to the Sunbeam Theatre many times. But this is my first time visiting the backstage and getting so close to the famous actors. I am so happy that my wish came true. I’ve even forgotten my back pain!”

*Sister Ying,
a fan of Cantonese opera*



Darlings

"The elderly are curious about new things just like kids and all of them are darlings. It takes no more than showing them our care to warm their hearts."

*Ms Angela Chiu,
District General Manager-
Asset Management, The Link
(left)*



I'm the "Treasure"

"The saying goes that 'an elderly at home is a treasure' and I was really treated as a treasure today. I went to Stanley to have fun and a good meal. I am proud that I've got a taste of German cuisine and even my granddaughter has not tasted it before."

*Ms Lai-kuen Ho,
resident of Shek Kip Mei (right)*



**Show them around
Hong Kong**



Set the Trend to Care for the Elderly

"The elderly are our buddies and we, together with The Link, organise activities to treat them on every 15th day of the lunar month. We hope that the initiatives we've taken to respect our senior citizens can set the trend in Hong Kong."

*Mr Vincent Wong, Partner of The Link's elderly activities and
Director of Strategic Planning, Commercial Radio (left)*



Creating a Better Community Champion Arts Creation

Through organising a wide range of arts activities, The Link turns its shopping centres into an arts-performing platform and brings arts into the community. "Stanley Artsmart" in Stanley Plaza serves as a platform for enthusiastic artists to exhibit their art pieces. Outdoor live performances, street entertainments and free workshops encourage people to gather, create and have fun.



It's a Lot of Fun

"I like bouncing balls and drawing. It's a lot of fun to get my face painted together with many other children!"

*A three-year-old artist in Stanley Artsmart workshop
Miss Akina Chan*

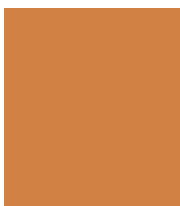


Good for the Whole Family

"We live in Stanley and go to 'Stanley Artsmart' every month. We adults enjoy shows and exhibitions while the kids play games and draw pictures. Or we can enjoy the sunshine and the beach. It's a good place for the whole family to spend a weekend."

*Mrs Penny Chan
Mum of Akina*





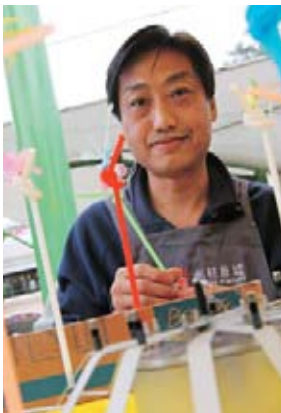
**Under the sun,
we can all be artists**



Promote Arts Development

"It is my honour to stage my art pieces in the international arts event 'Cow Parade Hong Kong' at Stanley Plaza. I hope there will be more and more organisations doing the same for local artists to promote arts development and cultivate arts exchange."

*Mr Craig Au Yeung
Artist participating in "Cow Parade Hong Kong"
at Stanley Plaza*



Creative Platform

"I've been involved in creative arts for many years, but it is hard to find an open platform to exhibit my works. It is great that my art pieces can exhibit for public enjoyment at 'Stanley Artsmart'. I'm pleased to see others admiring my works."

*Mr Chun Wah Ho
Artist of "Stanley Artsmart"*



Treasure Our Resources Promote Green Shopping

Every year, 8.6 billion plastic bags are dumped in Hong Kong's landfills and it has become a very heavy load. To promote "green shopping", The Link has partnered with Greeners Action in launching two green campaigns. Since 2008, we have run a plastic bags recycling campaign for two years in a row. From 2009 onwards, we have extended the campaign to about 50 shopping centres, and have further introduced a shopping bag borrowing service that was the first-of-its-kind in local shopping centres. It is our vision that we would help foster the sense of recycling and reduce the use of plastic bags, building a greener future for Hong Kong.

Supporting Eco Conservation

"There're more customers who care about environmental protection these days. Once they found out that a shopping bag borrowing service was available in Lung Cheung Mall, they came to shop more willingly, without worrying about wasting plastic bags. Of course we're happy with the additional patronage."

*Ms Chau Kwan Wong,
Staff of Hoi Kiu Gifts Shop,
Lung Cheung Mall*





Igniting Eco Conservation for All

"The roll-out of the Plastic Bags Levy Scheme and plastic bag reduction programme signifies an important step in the advancement of environmental protection and changes Hong Kong people's consumption pattern. The impressive results of the first plastic bags recycling campaign has encouraged us to work with The Link again. With their shopping centres all over Hong Kong, we surely can ignite people's concern on environmental protection issues."

*Ms Ying-ying Kwok,
Project Officer, Greeners Action*

**More than 110,000
bags collected in
mere 6 months**



Join in to Protect the Environment

"Environmental conservation should start with our daily living. As The Link's shopping centres are territory-wide, we can help to reduce the use of plastic bags if we manage to develop a green shopping habit for our customers. We will continue to work with both green groups and our tenants to let customers enjoy 'plastic bag-free shopping'."

*Mr Ronald Leung, Senior Portfolio Manager,
The Link (first from right)*



I've Played my Part

"We're pleasantly surprised to see the public's fervent response to the plastic bags recycling campaign. We got taster barriers out to help to keep the waiting people in order. Looking back, that's my part played in contributing to a greener Hong Kong."

*Mr Yuk Kei Chow,
Security Officer-in-Charge,
Lung Cheung Mall*





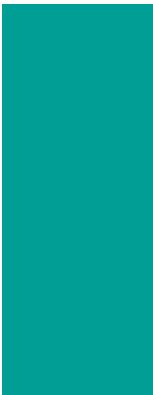
Extensive Carpark Network that Supports Our Retail Business

Leveraging our territory-wide carpark network, The Link has introduced various privileged carparking schemes, one of which is the "One-Link Pass". It not only makes the most out of the geographical advantage of an extensive network, but also exemplifies the synergy among shopping centres and carparks, bringing convenience and benefits to the public and attracting customers to the increasingly diversified shopping experience at our shopping centres.

Enhance Footfall

"Launched in the end of 2008, 'One-Link Pass' users can drive and park in The Link's 161 carparks, enjoying easy access to their shopping hot spots, locations of their workplaces and residence, as well as scenic attractions. We believe the 'One-Link Pass' scheme can enhance the footfall of our shopping centres and have a positive impact on tenants' businesses."

*Mr Charles Hui (right)
Deputy General Manager -
Carpark & Management Support
The Link*





Enjoy Family Time Carefree

"My family lives in Sheung Tak while my parents-in-law live in Tsz Wan Shan. With the 'One-Link Pass', I can visit them and enjoy our family reunions without worrying about parking fees. Besides, my family can go anywhere we like on holidays and visit many shopping centres that we would not go to in the past."

Mr Kin Sang Cheung
"One-Link Pass" user



Drivers with
"One-Link Pass"
can park in more than
160 car parks

Attract Patronage from Other Districts

"The 'One-Link Pass' scheme helps to attract customer traffic from other districts to come and spend at our shopping centre. This, in turn, can boost up our business."

Mr William Cheng
The Links Vision Care
Tenant of The Link

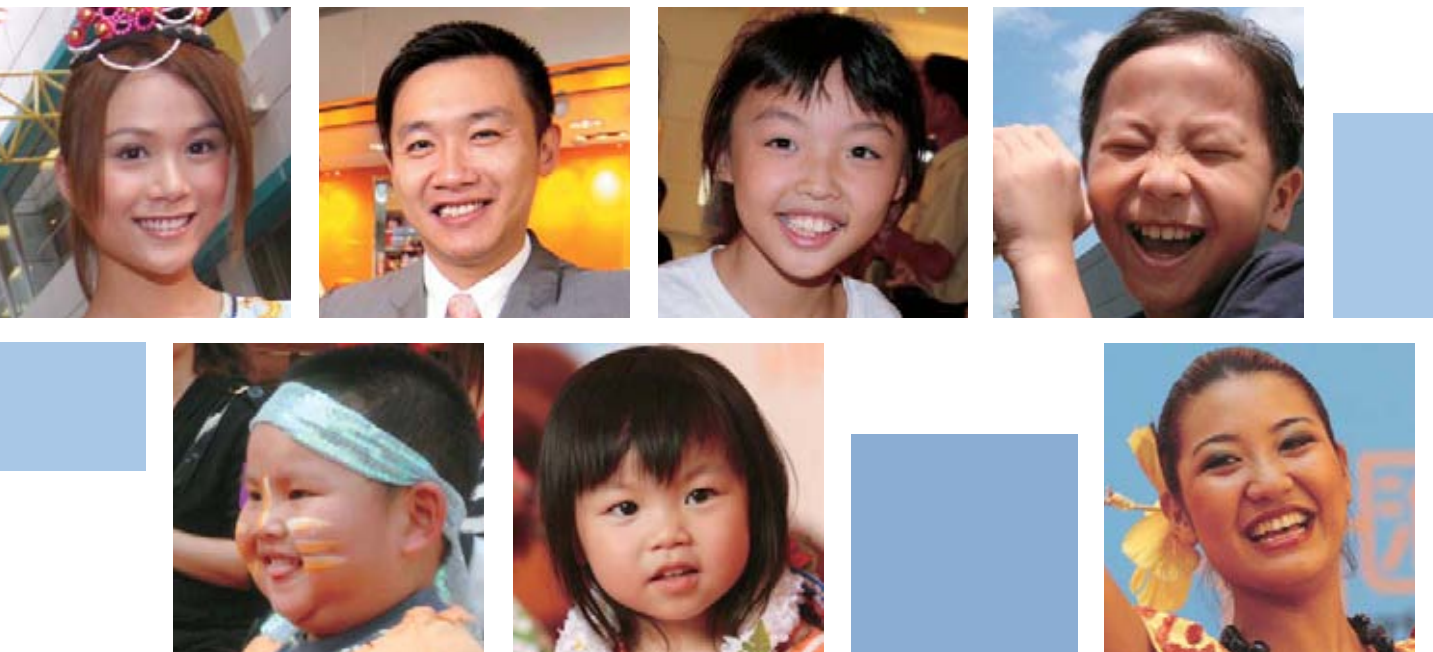


In Harmony

"I am a disabled person and cannot drive. My family members drive me around but unlike other disabled drivers, they can't enjoy any benefits. It is a huge breakthrough for The Link to take the initiative to offer a 50% discount on parking fee to relatives of the disabled. Moreover, the 'One-Link Pass' also enables my relatives to enjoy hassle-free car parking. It can broaden our social life and promote harmony between the physically healthy and the disabled."

Dr Christine Leung (right)
Vice Chairman, Direction Association
for the Handicapped



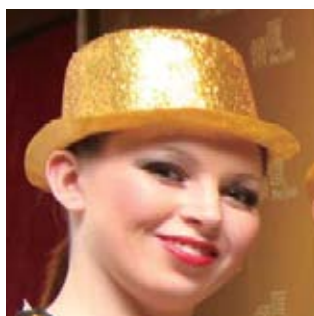


The Link REIT is Hong Kong's first and largest REIT. The portfolio has 180 properties, with an internal floor area of approximately 11 million square feet of retail space and approximately 80,000 carpark spaces.

The portfolio's retail facilities, located on the doorstep of 40% of Hong Kong's population, primarily serve customers' daily needs. The carparks mainly serve tenants and customers of the retail facilities and residents of the surrounding neighbourhoods.

The current investment strategy of The Link REIT's manager, The Link Management Limited, is to invest in sustainable income producing properties in Hong Kong that are mainly for retail and carpark use and to maximise their value through asset enhancement works encompassing physical structure, trade-mix, customer service and promotional activities. As these enhancement projects progress, it can offer customers a better shopping experience with more choices at reasonable prices, whilst improving returns for unitholders of The Link REIT.





The FSC logo identifies products which contain wood and virgin fibre from well-managed forests certified in accordance with the rules of the Forest Stewardship Council.

The Link Real Estate Investment Trust

www.thelinkreit.com

The Link Customer Service Hotline: (852) 3168-0080