

# Our business model

We apply our asset management and regeneration skills to the Group’s 5.6m sq ft property portfolio using our people, relationships and financial resources to add value and grow income while benefiting the communities in which we operate and the wider environment beyond.

## Driven by

### Our purpose

To help improve and upgrade the stock of office space in central London, providing above average long-term returns to our shareholders while bringing social and economic benefits to all our stakeholders.

By promoting **values** that include building long-term relationships and setting an open and progressive corporate **culture**, our design-led ethos has created a brand of well-designed, flexible and efficient buildings at affordable rents.

## Impacted by

### Our environment

The London office market and its wider context

p.18

### Our assets and resources

Properties

p.22

Financial resources

p.74

People and relationships

p.50

### The views of our stakeholders

Understanding their key issues through effective engagement

p.26

## How we add value

### Our core activities

#### Asset management

Understanding our occupiers helps us tailor buildings and leases to their needs thereby growing our income streams and adding value

p.68

#### Development & refurbishment

Our focus on design, innovation and value for money creates sustainable and adaptable buildings characterised by generous volumes, good natural light and class-leading amenities and wellness facilities

p.71

#### Investment activity

We recycle capital, acquiring properties with future regeneration opportunities to build a pipeline of projects and disposing of those which no longer meet our investment criteria

p.68

### Strong governance and risk management

p.84

p.101

## Value created for our stakeholders

### Driven by our five strategic objectives

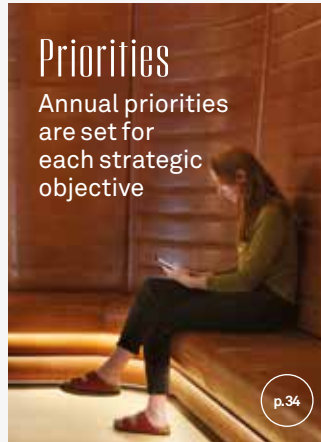
1. To optimise returns and create value from a balanced portfolio p.36

2. To grow recurring earnings and cash flow p.38

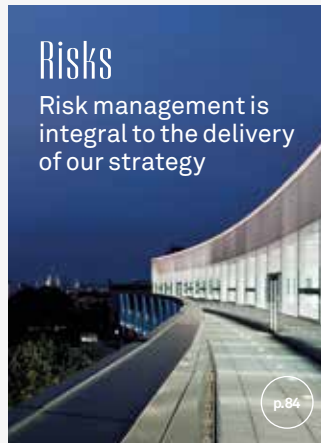
3. To attract, retain and develop talented employees p.39

4. To design, deliver and operate our buildings responsibly p.40

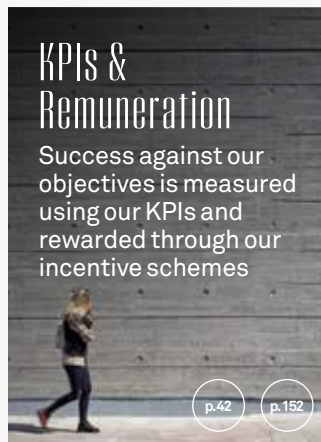
5. To maintain strong and flexible financing p.41



**Priorities**  
Annual priorities are set for each strategic objective p.34



**Risks**  
Risk management is integral to the delivery of our strategy p.84



**KPIs & Remuneration**  
Success against our objectives is measured using our KPIs and rewarded through our incentive schemes p.42 p.152

724,000 sq ft

Rent reviews, lease renewals and lease regears agreed in 2020 at a rent of £38.9m pa

480,000 sq ft

On-site projects, 52% pre-let

+9.9%

Average annual ordinary dividend growth over 10 years

+11.6%

Average annual total return over 10 years

+179%

Increase in community and sponsorship donations to £1.1m from £0.4m in 2019

Measured via our KPIs

p.42