

## Our top ten assets by value



New Street Square, EC4



Cardinal Place, SW1



One New Change, EC4



1 & 2 New Ludgate, EC4



Gunwharf Quays, Portsmouth



Queen Anne's Gate, SW1



Nova, SW1



21 Moorfields, EC2



Bluewater, Kent



62 Buckingham Gate, SW1

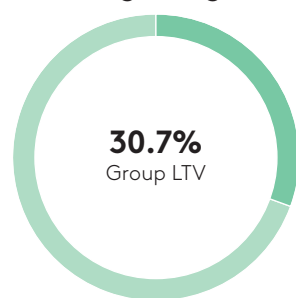


Read more in our  
Portfolio review on pages 24-29

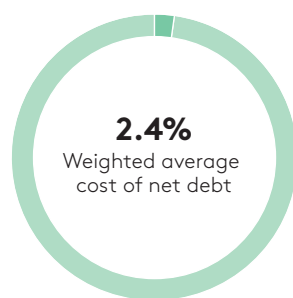


# A strong balance sheet

## Modest gearing level



## Low cost of net debt



## Long duration of debt

Weighted average maturity of debt

**9.6 years**

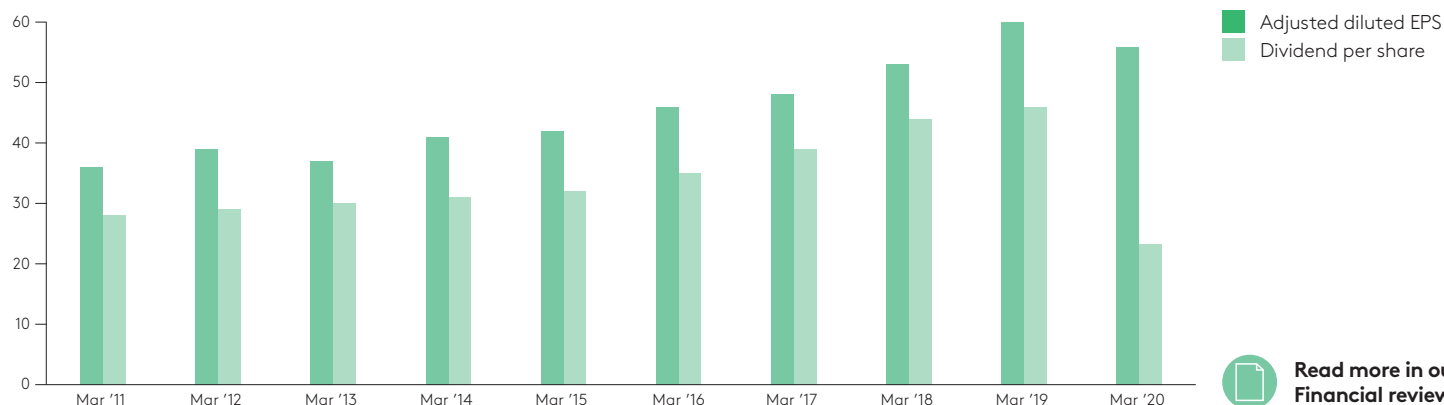
## Significant firepower

Cash and available facilities

**£1.2bn**

## Earnings and dividend growth over the last ten years

Pence per share



Read more in our  
Financial review on pages 30-37

## Our stakeholders

Our stakeholders include our customers, communities, partners, employees and investors. For our business to thrive, we need to have strong relationships with all our stakeholders. We need to understand their short-term needs and longer-term aspirations. The Landsec experience and service we provide to our stakeholders matters to us, as meeting and exceeding their expectations is an essential part of the way we create sustainable economic and social value.



Read more on pages 16-17





# A significant pipeline of development opportunities

We have over 4 million sq ft of development opportunities and are making good progress across our London development programme. Importantly, the pipeline has been designed with flexibility, enabling us to slow down our commitments while still progressing the sites as we deal with the impact of Covid-19.

Our on-site schemes and opportunities in London include:

- 1 21 Moorfields, EC2
- 2 Lucent, W1
- 3 Nova East, SW1
- 4 105 Sumner Street, SE1
- 5 Portland House, SW1
- 6 Lavington Street, SE1
- 7 Red Lion Court, SE1
- 8 Finchley Road, NW3
- 9 Shepherd's Bush, W12



Read more in our Portfolio review on pages 24-29



## Unrelenting customer focus



### Staying close to our customers

We cannot meet our customers' needs and expectations if we don't communicate regularly with them. We engage in many ways. This year, we worked with a group of retail consumers to understand their appetite for using technology when visiting our centres. In our office portfolio, we interviewed a wide range of customers as we develop a 'customer pulse' programme, which will test a new way of measuring experiences, both operationally and strategically.



### Keeping ahead of market trends

To ensure our spaces are addressing the existing and future needs of customers, we anticipate, monitor and respond to trends that affect our buildings and the people who use them. Five themes are particularly important – experience, community, sustainability, flexibility and wellness/safety.



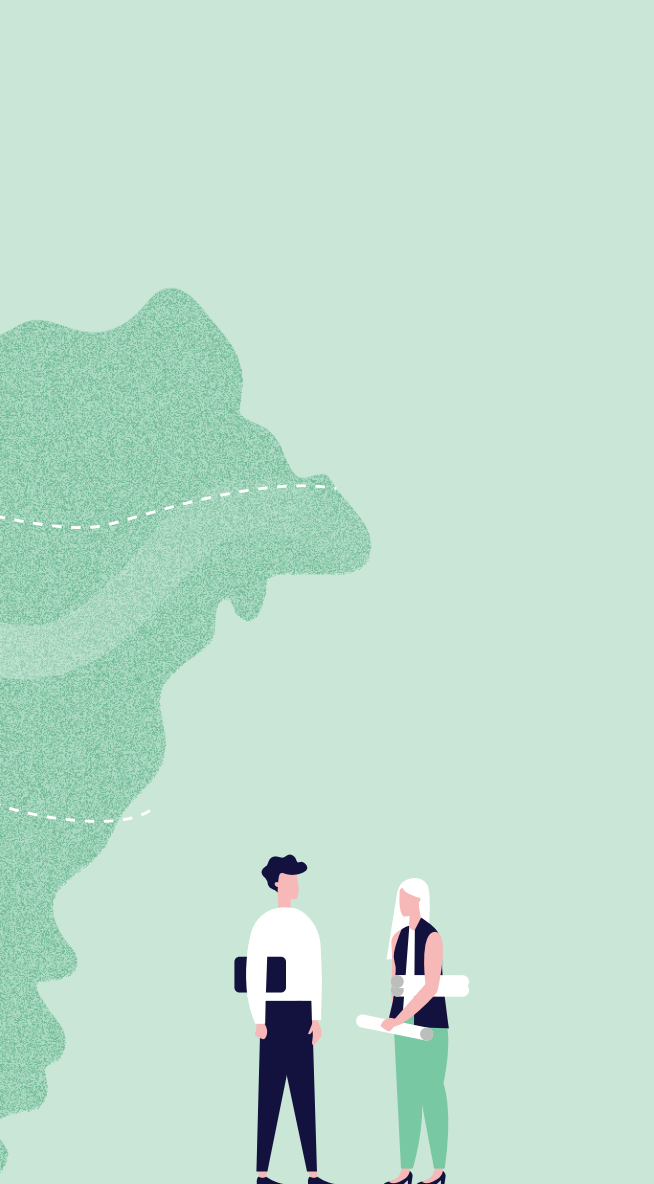
### The future of residential

As we develop our plans for residential and mixed use assets, we are undertaking detailed research to understand customer needs, and how their behaviour and expectations will change over time. This will help us identify the best way to meet their needs and establish a sustainable model which creates value for us at the same time.



Read more in our Social and Physical reviews on pages 38-47





## A growing culture of innovation

We are applying innovative thinking to the way we operate and this, combined with a customer-focused approach and our leadership in sustainability, will influence our activity in the future.

### Designing for health

Employees are increasingly looking to work in healthy workplaces. More companies are implementing wellness programmes for their staff and are seeking WELL Certification, a performance-based certification scheme developed to put occupant health and wellbeing at the centre of building design for their workspace. Credits are awarded across seven categories including air, water, nourishment, light, fitness, comfort and mind. We ensure that the quality of our base-build design enables certification to this standard.

### Technology

We are applying technology to enable us to build faster, more cheaply, with reduced material wastage and a lower environmental impact. From advanced 4D modelling through to using a 'kit of parts' approach to assembly, we are constantly innovating the way we construct the buildings of tomorrow.

### Sustainability

A large proportion of a building's carbon footprint relates to construction and materials. We are working on reducing the environmental impact of our developments through using lower carbon materials, such as cross-laminated timber, and steel and concrete with high recycled content.



Read more in our Social and Physical reviews on pages 38-47



# An expert team

We have a great breadth and depth of experience, with world-class skills from asset management to development, design and technology to finance. This year, combining some functions across our merged London and Retail portfolios has enhanced knowledge sharing, efficiency and innovation, as you'll read in this report.

But we don't know everything. We are constantly striving to improve, learning from our customers, moving our sustainability forwards, and establishing a strong and shared culture. The work we are doing to change the way we build, and to minimise our carbon footprint, are examples of the challenges we set ourselves.



Read more on  
pages 68-69



## Net zero carbon by 2030

We've always taken sustainability seriously and, as a leader in our sector, we have committed to becoming a net zero carbon company by 2030. It is an ambitious target, but we have a clear strategy.

There are five elements to our strategy to achieve net zero carbon:

1. Reduce operational energy use through our new science-based target, aligned with a 1.5°C warming scenario
2. Invest in renewable energy and implement on-site renewables across our assets
3. Use an internal shadow price of carbon to clearly communicate climate-related risks and opportunities in investment decisions
4. Reduce construction impacts through asset retention, efficient design and responsible sourcing
5. Offset remaining emissions through carefully selected projects which actively take carbon out of the atmosphere



Read more in our  
Physical review  
on pages 38-41





## Social value

We don't believe anyone should be defined by their background or by any barriers they face. Our ambition is to create opportunities for people from our communities through our social sustainability programmes. That's why we're measuring the social value we generate through our programmes.

Working with The Social Value Portal and our community partners, we're aiming for an ambitious target of generating £25m of social value through our programmes by 2025. This year, we exceeded our in-year target, creating over £4.8m of social value.

## Economic value

In addition to social value, we also measure our contribution to the UK economy. This may be through our own activities or via the spaces and places we create, which allow others to thrive.

### £11.7bn

Total contribution to the UK economy each year from people based at our assets

### £4.4bn

Our ten-year contribution to the economy through property development

### 128,800

Number of people working across our workplace, retail and leisure destinations

### 44,900

Number of jobs created in construction through our development activities over the last decade



Read more on pages 42-47

## Financial performance

### £414m

Revenue profit, down 6.3%

### £(837)m

Loss before tax  
(2019: £(123)m)

### 55.9p

Adjusted diluted earnings  
per share, down 6.4%

### 23.2p

Dividend, down 49.1%

### £12.8bn

Combined Portfolio, with  
a valuation deficit of 8.8%

### 1,192p

EPRA net tangible assets  
per share, down 11.6%



Read more on pages 30-37