

2023 Annual Results

29 February 2024

*Investing to create thriving destinations in
London's West End where people enjoy
visiting, working and living*





Clear
purpose,
strategy and
priorities

Delivering
financial
performance

Excellent
operating
performance

Well-
positioned to
drive total
returns



Clear purpose, strategy and priorities

A year of significant progress

Strong performance across the business

- High footfall, customer sales +10% year-on-year
- Significant growth in ERV and annualised rents
- Recurring cost savings well ahead of target
- Asset disposals ahead of valuation
- Early refinancing completed
- Progressive dividend; +10% vs H1 2023

Excellent progress on integration

- Renewed purpose, culture and values

Medium-term targets¹

- 5-7% rental growth
- 7-9% total property return
- 8-10% total accounting return

1. Annualised growth rates over 3 to 5 years, assuming stable cap rates



Our strategy

To deliver long-term income and value growth from our unique portfolio of properties through investment, curation and responsible stewardship

Creative and active approach

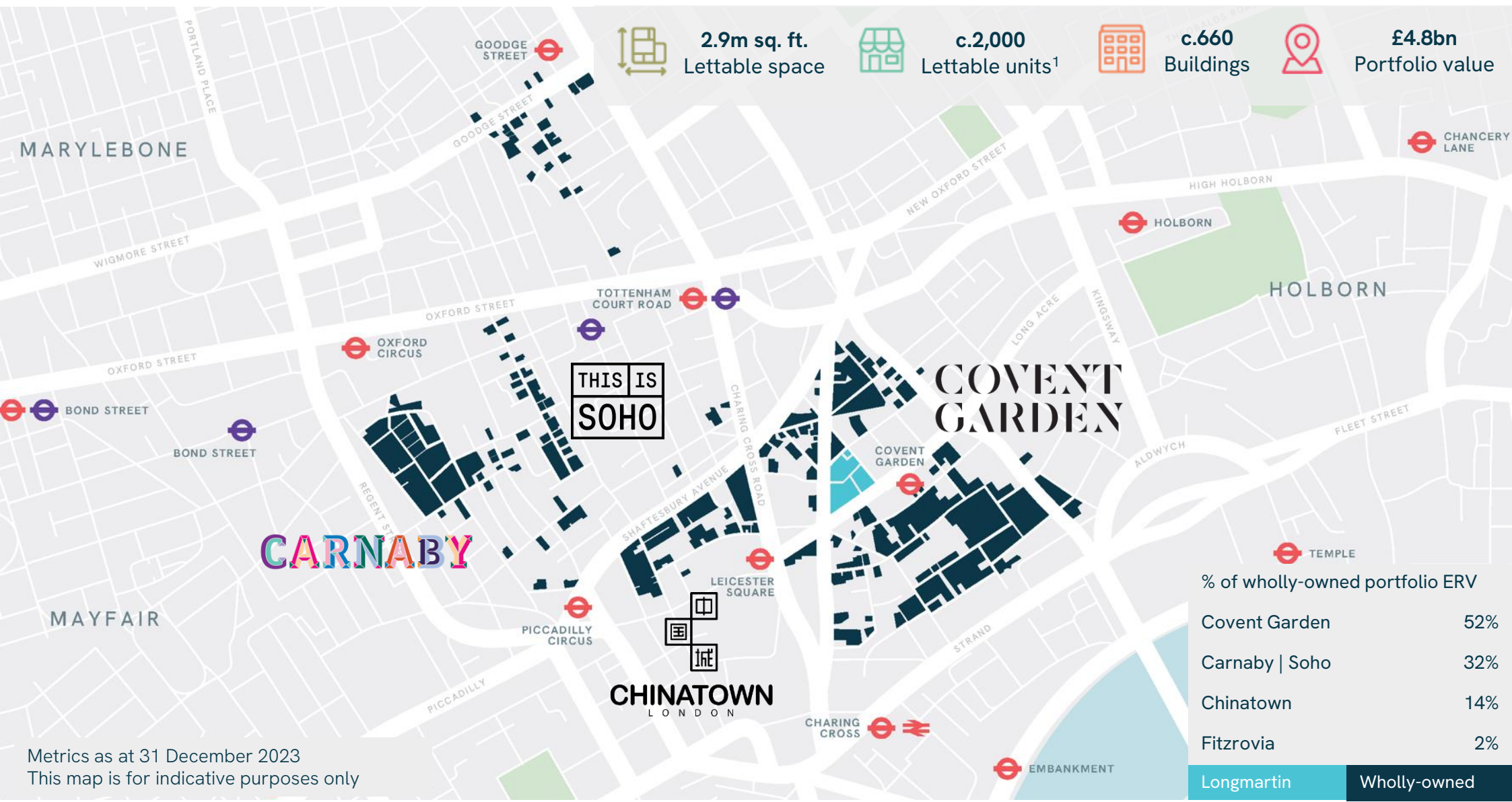
Place our customers at the heart of the business

Disciplined financial management

Sustainable and community minded

Benefitting all stakeholders and contributing to the success of the West End

Investing in and managing iconic destinations located in the heart of the West End



1. Excludes long-leasehold residential interests

London, a leading global city

Unrivalled appeal and features

Attractive growth prospects

- Leading European city for foreign direct investment
- Continued international visitor growth projected

West End has an unrivalled concentration of entertainment and cultural attractions

- Wide variety of retail, hospitality and leisure experiences in high footfall locations
- Seven-days-a-week trading environment

Excellent connectivity

- Elizabeth Line enhancing footfall into the West End

Resilient, stable yields through cycles

- Adaptable mixed-use portfolio with low capital requirements
- Long history of sustained demand

>200 million¹

Annual visits to the West End

c. 700,000²

Working population in the City of Westminster

1. NWECC
2. City of Westminster

Group headline financials

A year of performance and progress

Strong leasing activity delivering rental growth

- Significant evidence (526 leasing transactions; 10% ahead of Dec 22 ERV)

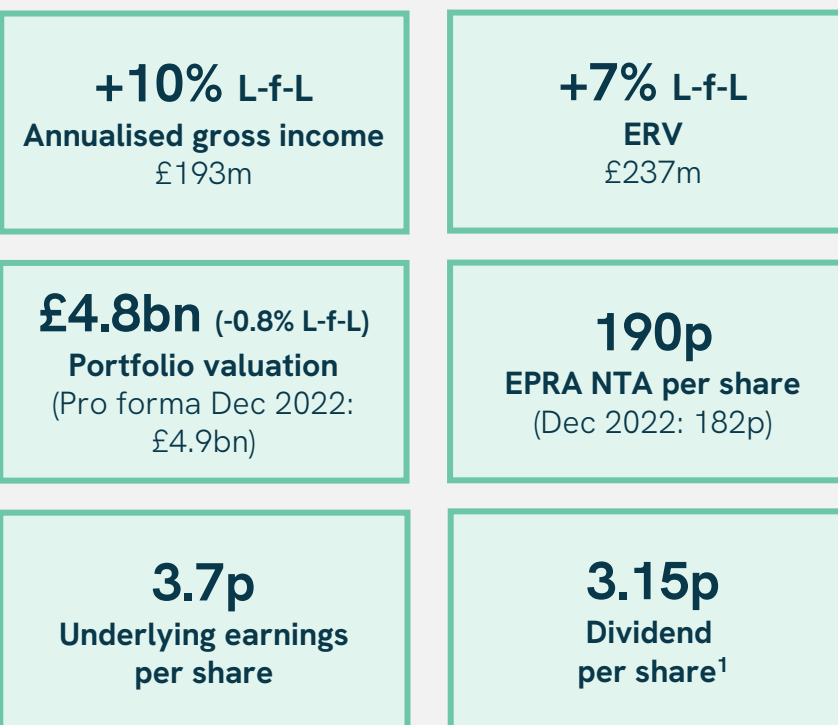
Progression in underlying and cash earnings

Robust balance sheet

- Low leverage; EPRA LTV **31%**
- High liquidity **£486m**

Active asset rotation

- £145m disposals to date, 8% ahead of valuation
- Target acquisition opportunities identified



1. Interim dividend 1.5p and final dividend 1.65p per share



Delivering financial performance

Growth in underlying earnings

	H1 2023 £m ¹	H2 2023 £m	2023 £m
Rental income	78.0	101.9	179.9
Property costs	(14.6)	(18.3)	(32.9)
Net rental income	63.4	83.6	147.0
Other income	2.6	0.1	2.7
Administration costs	(17.9)	(21.4)	(39.3)
Net finance costs	(21.5)	(30.4)	(51.9)
Share of associate profit	0.9	1.2	2.1
Taxation	-	(0.2)	(0.2)
Underlying earnings	27.5	32.9	60.4

Underlying earnings per share

3.7p

Dividend per share

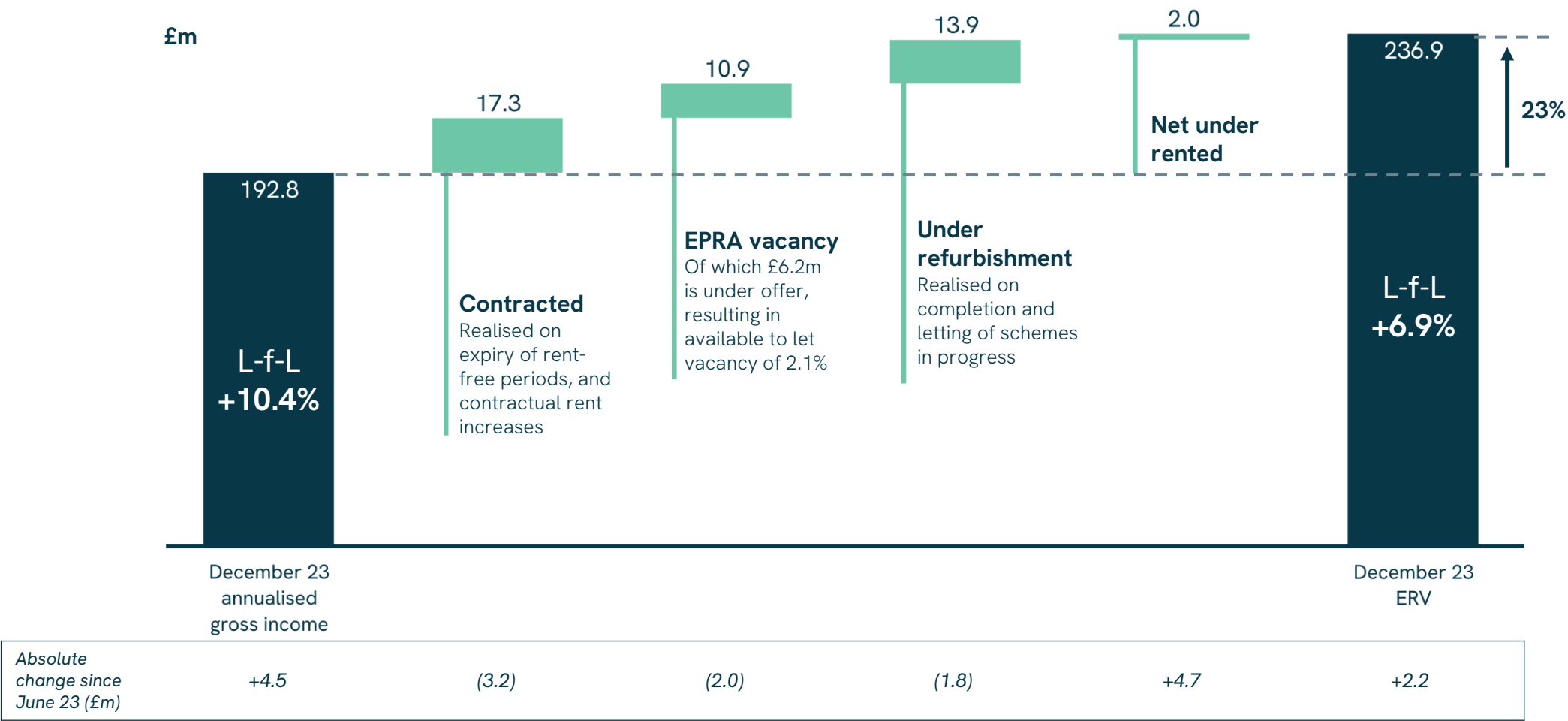
3.15p

The pro forma combined full year underlying rental income for 2023 was £200.6 million.

The pro forma combined full year underlying earnings was £62.8 million (3.4 pence per Shaftesbury Capital share).

1. H1 2023 figures include legacy Shaftesbury PLC from 6 March 2023 and legacy Capco for the 6-month period to 30 June 2023. It includes the Shaftesbury PLC dividend of £2.6m received in February 2023 prior to merger completion

Significant reversionary potential



Relates to the wholly-owned portfolio only
£5.8 million of ERV was disposed of during the year

Clear focus on enhancing margin

Growing rental income

- Significant reversionary potential as well as the opportunity to grow rents in line with our medium-term targets

Enhancing gross margin

- Further opportunities from scale, more holistic approach and being a partner of choice

Reducing administration costs

- Cost inflation more than offset by operating efficiencies
- Expected total synergies of £16m, well ahead of initial guidance of £12m

EPRA cost ratio¹ of 40% and targeted to improve towards 30%

1. Adjusted Company cost ratio



EPRA balance sheet

	2023 £m 31 Dec	2023 £m 30 Jun	2022 ¹ £m 31 Dec Pro forma	2022 £m 31 Dec
Property portfolio	4,760	4,865	4,829	1,715
Investment in joint ventures and associates	83	84	87	-
Financial assets at fair value ²	-	-	-	357
Net debt	(1,499)	(1,554)	(1,488)	(634)
Other ³	136	159	98	124
Net assets	3,480	3,554	3,526	1,562
EPRA net tangible assets	3,479	3,541	3,526	1,552
EPRA net tangible assets per share (pence)⁴	190	194	193	182

1. Pro forma reflects 31 December 2022 reported metrics with completion adjustments. Refer to the 2023 Annual Results Press Release for further information

2. Relates to Capco's investment in Shaftesbury PLC shares pre-merger

3. Includes fair value assessment of Shaftesbury PLC debt on completion of the merger, which resulted in a 2.6 pence uplift in EPRA NTA

4. Refer to page 44 for the EPRA NTA per share movement

Valuation driven by strong ERV growth and some yield movement

Valuation	£4.8bn
L-f-L valuation movement	-0.8%
H1	+0.2%
H2	-1.0%
ERV	£236.9m
L-f-L ERV growth	+6.9%
H1	+3.3%
H2	+3.6%
Equivalent yield	4.34%¹ (+26 bps)
H1	+10 bps
H2	+16 bps

1. Commercial equivalent yield 4.58% (excluding the residential portfolio)

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ERV growth by use



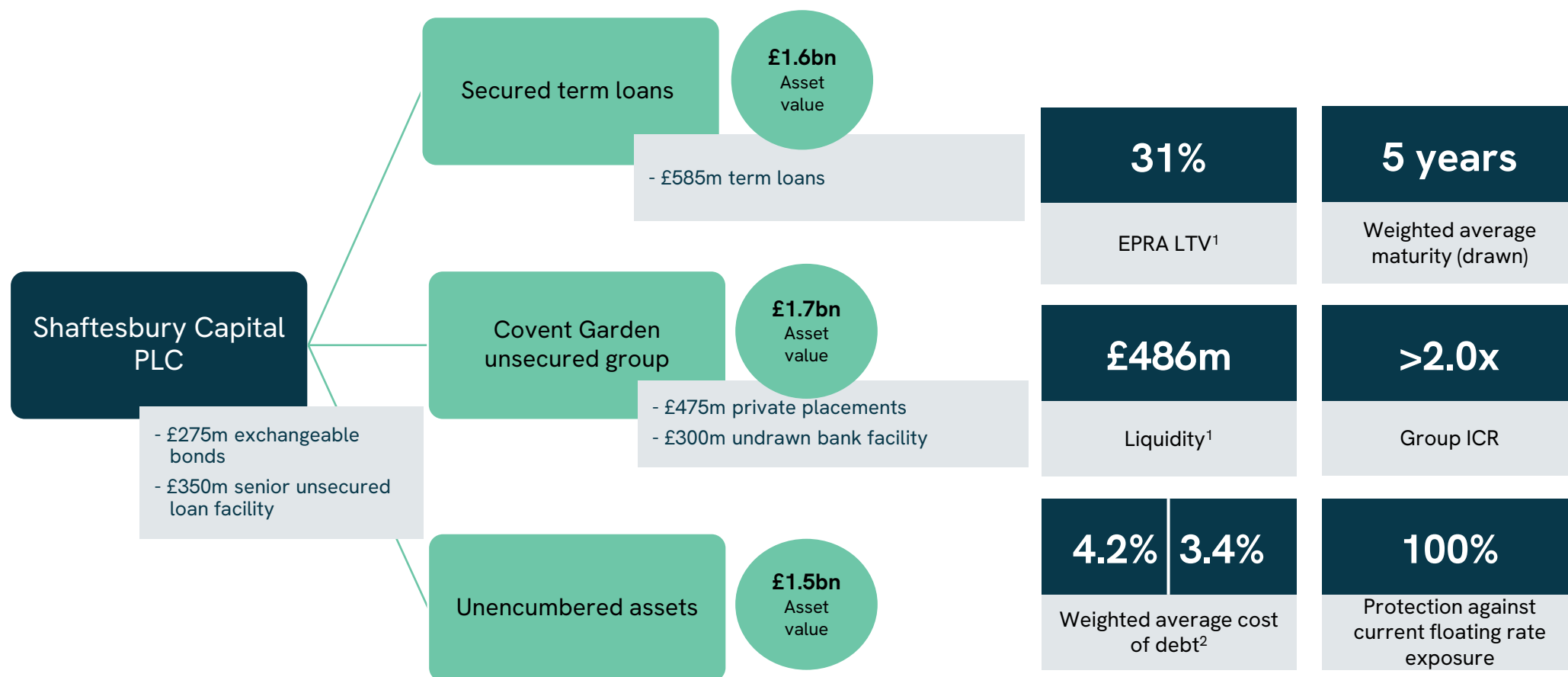
Equivalent yield by use



Valuation movement by use



Strong balance sheet and debt metrics

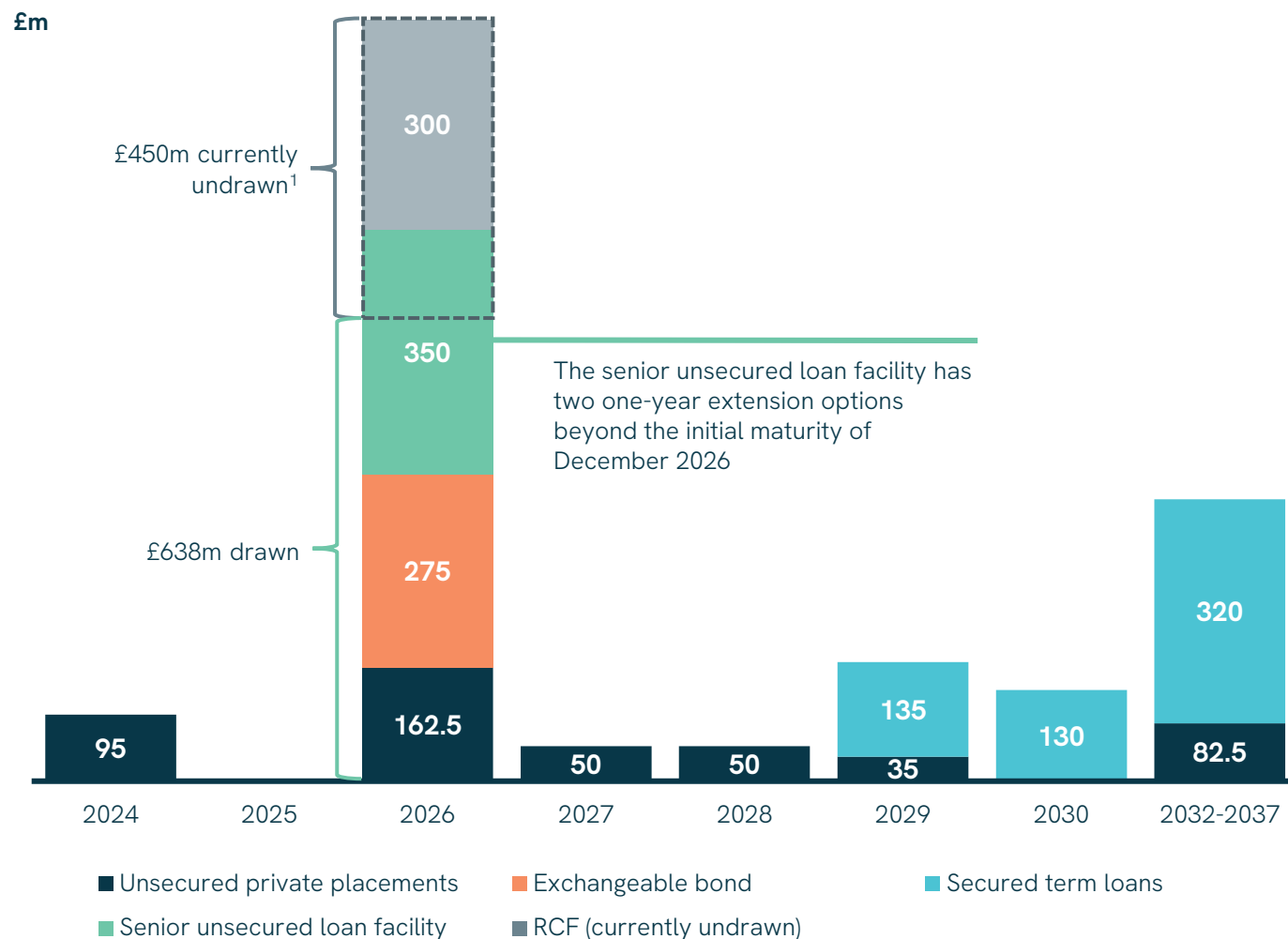


Note: Excludes Longmartin (which has £60 million of term debt, our share) and Lillie Square JV (£7.9 million net cash)

1. Including year-end cash of £185.7 million
2. Current weighted average cash cost of debt is 4.2 per cent and 3.4 per cent after taking account of interest income on cash deposits and the benefit of interest rate caps and collars

Diversified sources of funding

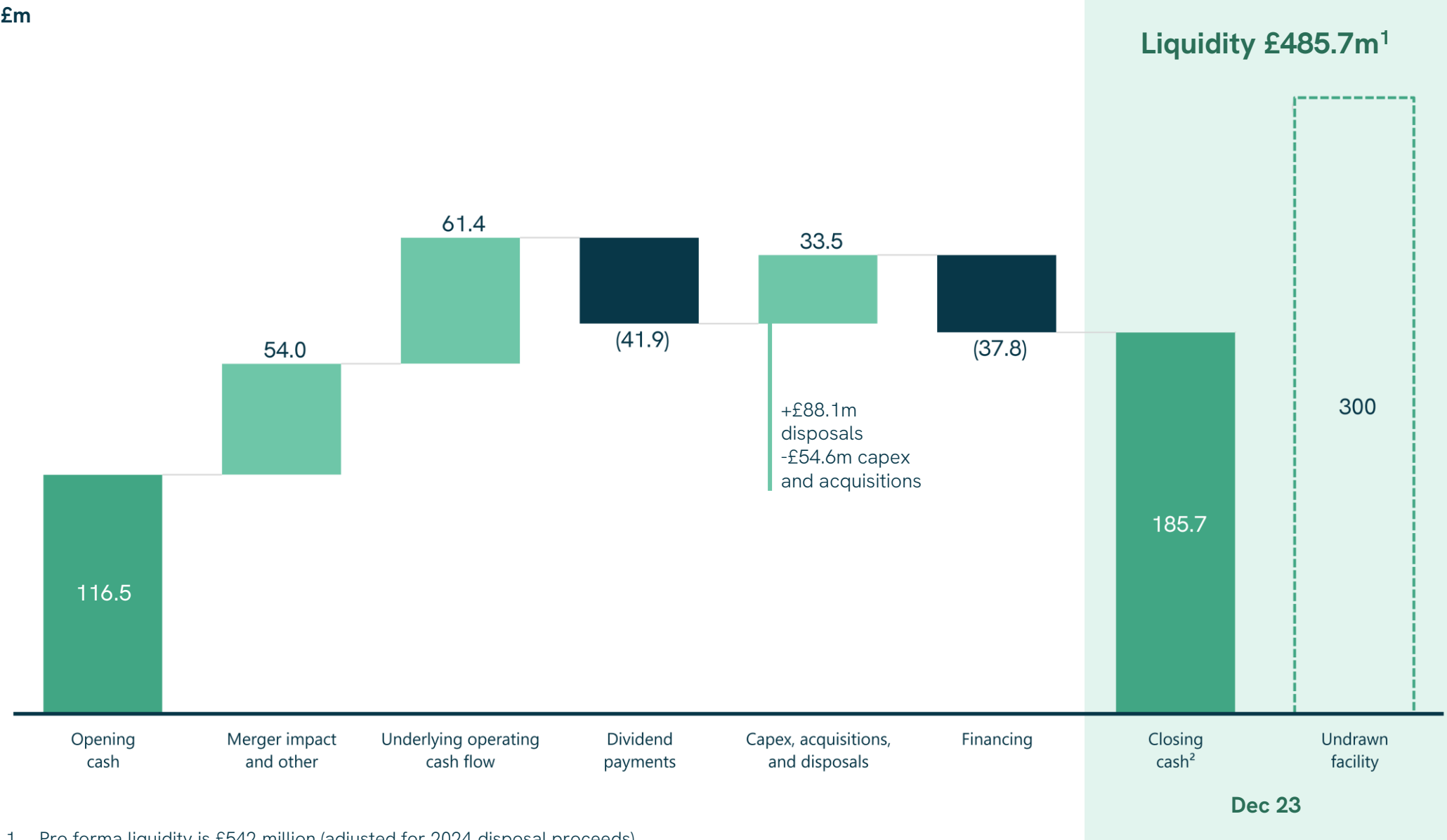
Debt maturity profile



1. £150 million of revolving debt paid down in Feb-24 using disposal proceeds and Group cash reserves

2. £350m of SONIA exposure capped at 2.3% (2024) and £250m capped at 3.0% (2025)

Access to significant liquidity



1. Pro forma liquidity is £542 million (adjusted for 2024 disposal proceeds)

2. Closing cash excludes £14.5 million of tenant deposits

Key financial priorities and metrics

Rental growth prospects

- Medium-term rental growth target of 5-7% p.a.
- Capturing reversion and growing NRI at least in line with ERV

Operating efficiencies

- Rigorous management of irrecoverable property costs and admin costs, to reduce EPRA cost ratio towards 30%

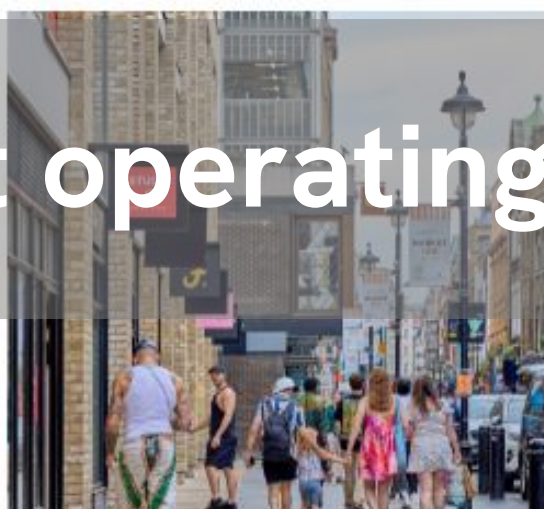
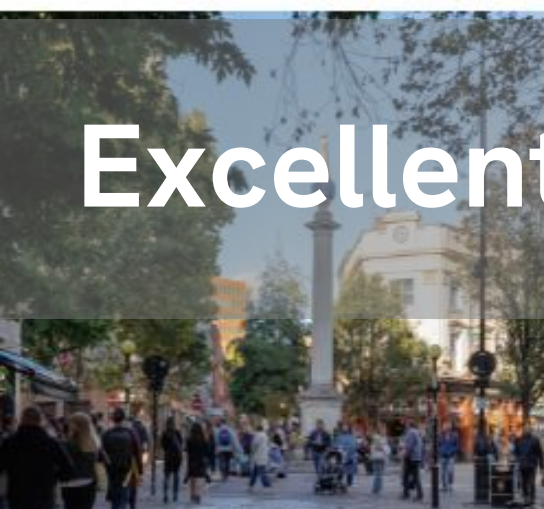
Investment activity

- Average annual capex of c.1% of portfolio value
- Capital recycling of 5% of portfolio value initially
- Positioned for acquisition opportunities

Capital management

- Evolving the capital structure and maintaining a strong balance sheet
- Access to significant liquidity
- Target enhanced leverage metrics





Excellent operating performance

Strong leasing momentum throughout 2023

Strategy translating into performance

188 Commercial lettings/renewals

£24.2m

+11.2% vs Dec-22 ERV

+13.0% vs previous rent

338 Residential lettings/renewals

£12.8m

+7.9% vs Dec-22 ERV

+11.7% vs previous rent

High occupancy

2.1%

ERV available to let

NOTTO
PASTA BAR

GRAMICCI

HOLLISTER
CALIFORNIA

ARC'TERYX

Story
CELLAR

DOLCE & GABBANA

The
Breakfast
Club
locally world famous

HOKA

WOLF &
BADGER

Darjeeling
Express

HUBLOT

NESPRESSO®

Ω
OMEGA

YIOI
PAN ASIAN CUISINE

oddmuse
LONDON

OAKLEY

สปีดโบ๊ทบาร์
SPEEDBOAT BAR

Retail

Continued polarisation of demand to vibrant locations with high amenity value

- Strong leasing activity and pipeline
- Customer sales on average 10% ahead of 2022 levels

Emphasis on brand selection to generate higher productivity

Progress on cross locational signings

84 new lettings and renewals: £11.6m; +9.3% vs Dec-22 ERV

- Rent reviews: £2.7m; +7.9% vs previous passing rents

£78.4m

ERV
+6.7% L-f-L

33%

of total ERV

£108

ERV per
sq.ft.

415

Units
0.7m sq .ft.

Selection of 2023 signings and openings

AXEL ARIGATO

TISSOT

Loake
SHOEMAKERS

SCULPTED
AIMEE CONNOLLY

MISSOMA

**WOLF &
BADGER**

SKICKS

HORACE

oddmuse
LONDON

H
HUBLOT

2024 signings

NESPRESSO®

DIPTYQUE
PARIS

TRVDON
.1643.

DOLCE & GABBANA

SHAFTESBURY
CAPITAL

Significant opportunity to grow rents

Retail ITZA rental tones by street

- Average SHC Zone A retail rents significantly below West End average
- Broad range of price points
- Affordable rent to sales across portfolio

- A. James Street
- B. Royal Opera House Arcade
- C. Covent Garden Market
- D. King Street
- E. Floral Street
- F. Long Acre
- G. Neal Street
- H. Monmouth Street
- I. Berwick Street
- J. Foubert's Place West
- K. Carnaby Street



Hospitality & leisure

Robust customer and consumer demand across a range of price points

- High occupancy, 0.6% of ERV available to let

Strong trading prospects

- 13 new concepts introduced in Covent Garden from casual to luxury dining
- Evolving Kingly Court, introducing new concepts including Donia and Liu Xiaomian
- Strong demand across our increasingly popular Chinatown portfolio; high rate of renewals

37 new lettings and renewals: £4.7m; +14.1% vs Dec-22 ERV

- Rent reviews: £11.6m; +9.8% vs previous passing rents



Donia, Kingly Court



ERGON House, pre-let on King St

£82.0m
ERV
+8.4% L-f-L

35%
of total ERV

423
Units
1m sq .ft.

£82
ERV per sq.ft.



Notto, Henrietta St

Offices

Good demand for high quality space in vibrant locations

- Increasing number of occupiers moving from other London locations
- Attracted to high amenity value and excellent environment credentials
- >£100 psf rents established on new prime space
- High occupancy, 0.8% of ERV available to let

67 new lettings and renewals: £7.9m; +12.4% vs Dec-22 ERV

- Rent reviews: £1.5m; +5.8% vs previous passing rents

Strong pipeline to create prime space

- Well-positioned to capture demand (£12m of ERV)
- Delivering fully-furnished options and flexible leasing packages using our “Assemble” product

£50.2m

ERV
+5.1% L-f-L

21%

of total ERV

£74

ERV per
sq.ft.

418

Units
0.7m sq .ft.

Selection of upcoming completions



*27b Floral Street, completion
H2 2024*



*The Hyde @ 2-4 Kingly St, completion
H2 2024*

Residential

Sustained demand across our West End portfolio

- Apartments typically go under offer within days
- Interest from a broad range of customers

338 new lettings and renewals completed

- £12.8m new contracted income over the year
- Rents achieved +11.7% vs previous rents

High occupancy

- 6 units available at December 2023 (ERV: £0.2m)

£26.3m
ERV
+6.1% L-f-L

11%
of total ERV

£59
ERV per
sq.ft.

709
Units
0.5m sq .ft.



Active portfolio management

Accelerating value creation

Investment opportunities across the portfolio

- Refurbishments which enhance our assets
- 185k sq. ft. (5.8% of ERV) under refurbishment
- Improving sustainability profile of our assets
- Average annual capex of c.1% of portfolio value

Capital recycling

- £250m initially identified to be recycled, primarily peripheral assets
- Disposals proceeds of £145m completed to date c.8% ahead of valuation
- Target acquisitions identified

Selection of current refurbishments



26 King Street, flagship townhouse

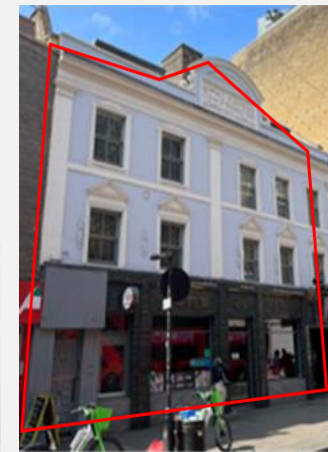


39-40 Bedford Street, hospitality led refurbishment

Active asset rotation



19-25 Long Acre & 28-29 Floral Street



103 Charing Cross Road



Tower House, Southampton Street

Creating sustainable and healthy places

Where people enjoy visiting, working and living

Commitment to become Net Zero Carbon by 2030

- Combined Pathway published in Nov 2023

Future proofing our heritage buildings

- Reuse, renew, improve
- 80% of units have an EPC grade of A-C
- Enhancing environmental performance is part of our regular capex programme

Creative team with strong track record of delivering long-term value across the West End

Ongoing stakeholder and community engagement

- Value the communities that make our places thrive



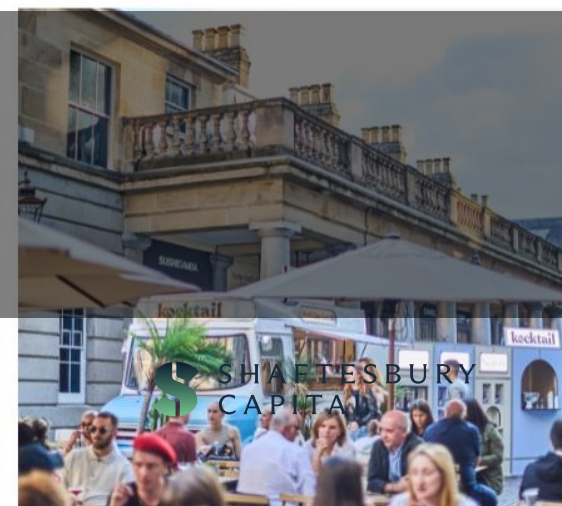


Well-positioned to drive total returns

Our priorities over the next 3-5 years

1. Deliver growth in rents, earnings and dividends
2. Realise long-term potential of our assets
3. Accelerate cost savings and operating efficiencies
4. Accretive investment into our portfolio
5. Active asset rotation through capital recycling
6. Maintain a strong balance sheet with access to liquidity
7. Deliver on our environmental commitments and support our local communities and stakeholders
8. Be a good partner for our people, customers and stakeholders







Appendices

Well balanced, diverse mixed-use portfolio



14%

Residential

709

Apartments



34%

Retail

415

Shops



18%

Offices

418

Offices

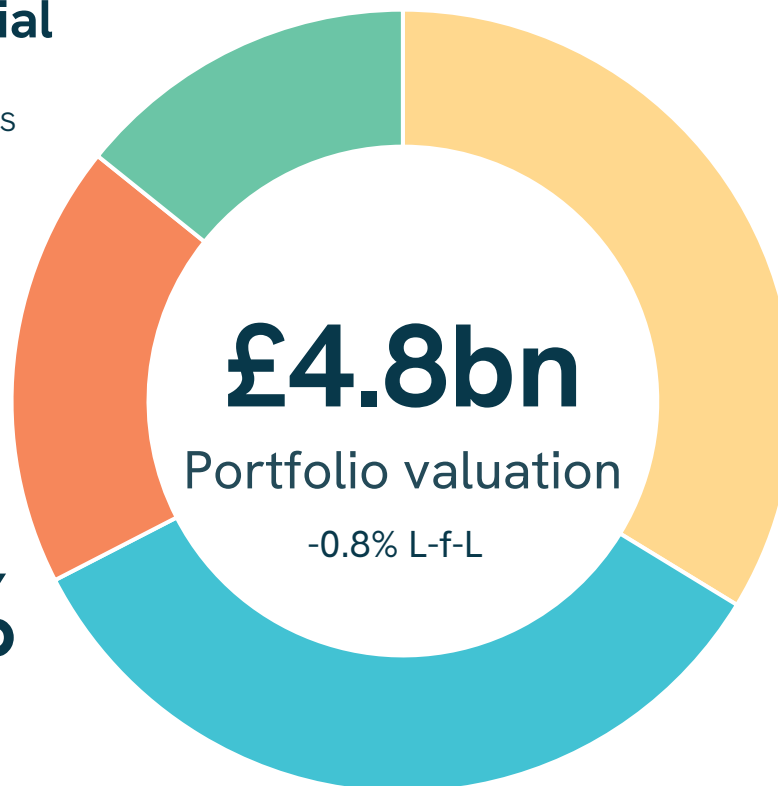


34%

**Hospitality
& leisure**

423

Units

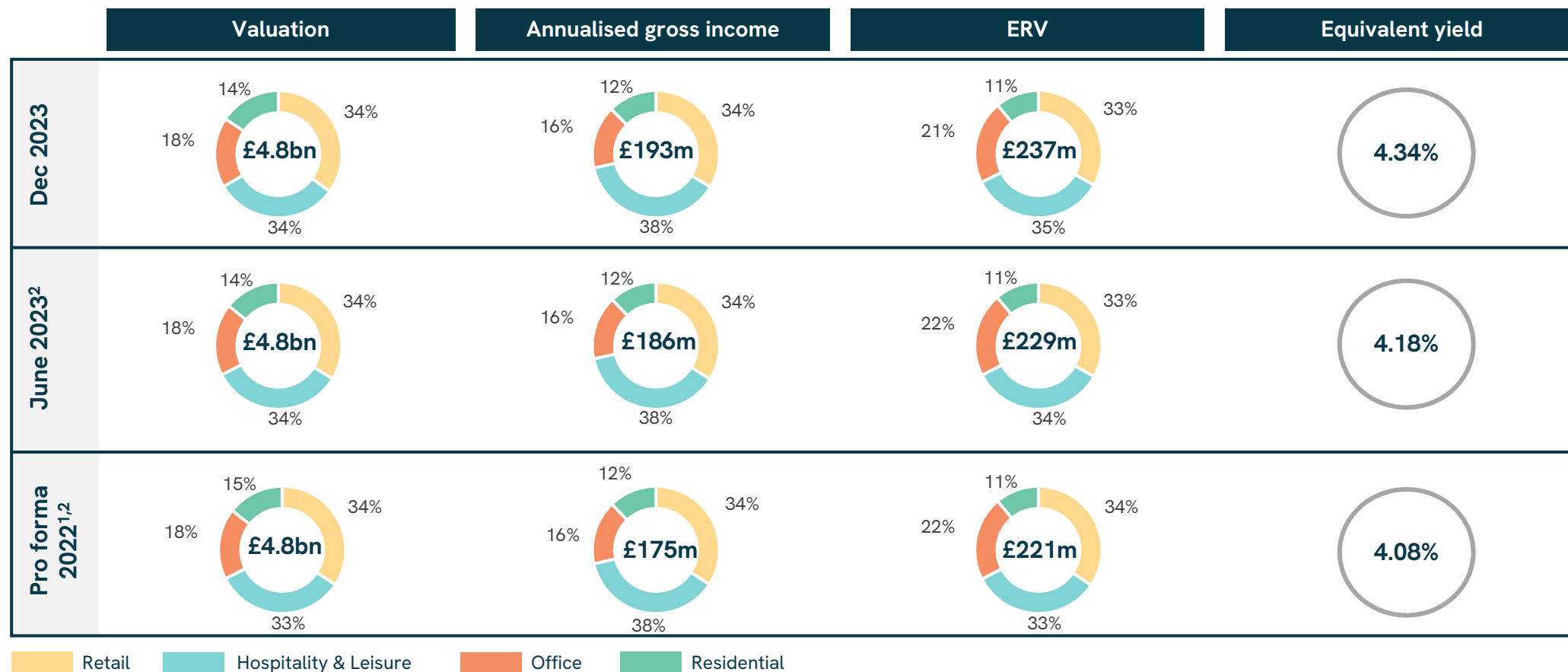


Percentage of wholly-owned portfolio valuation as at 31 December 2023

Units and area have been amended to include c.17,000 square foot previously classified as 'Other'

Mixed-use portfolio

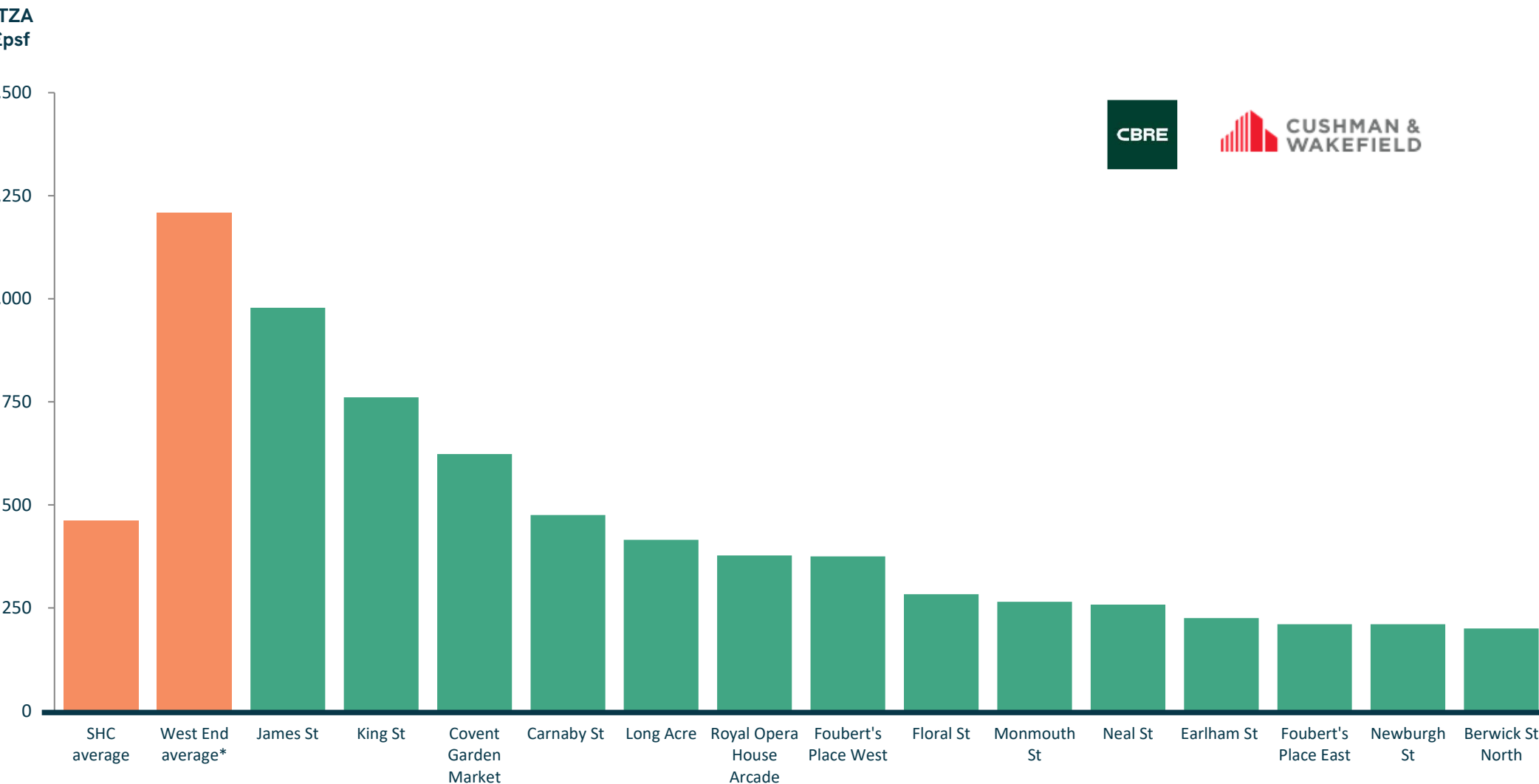
Well balanced, diverse income streams



- 1) ERV and annualised gross income as at 31 December 2022 for legacy Capco and 30 September 2022 for legacy Shaftesbury PLC
- 2) Adjusted for disposals as announced on 27 November 2023 as well as Tower House, Southampton Street and two Fitzrovia properties

Retail ITZA rental tones by street

Significant opportunity to grow rents

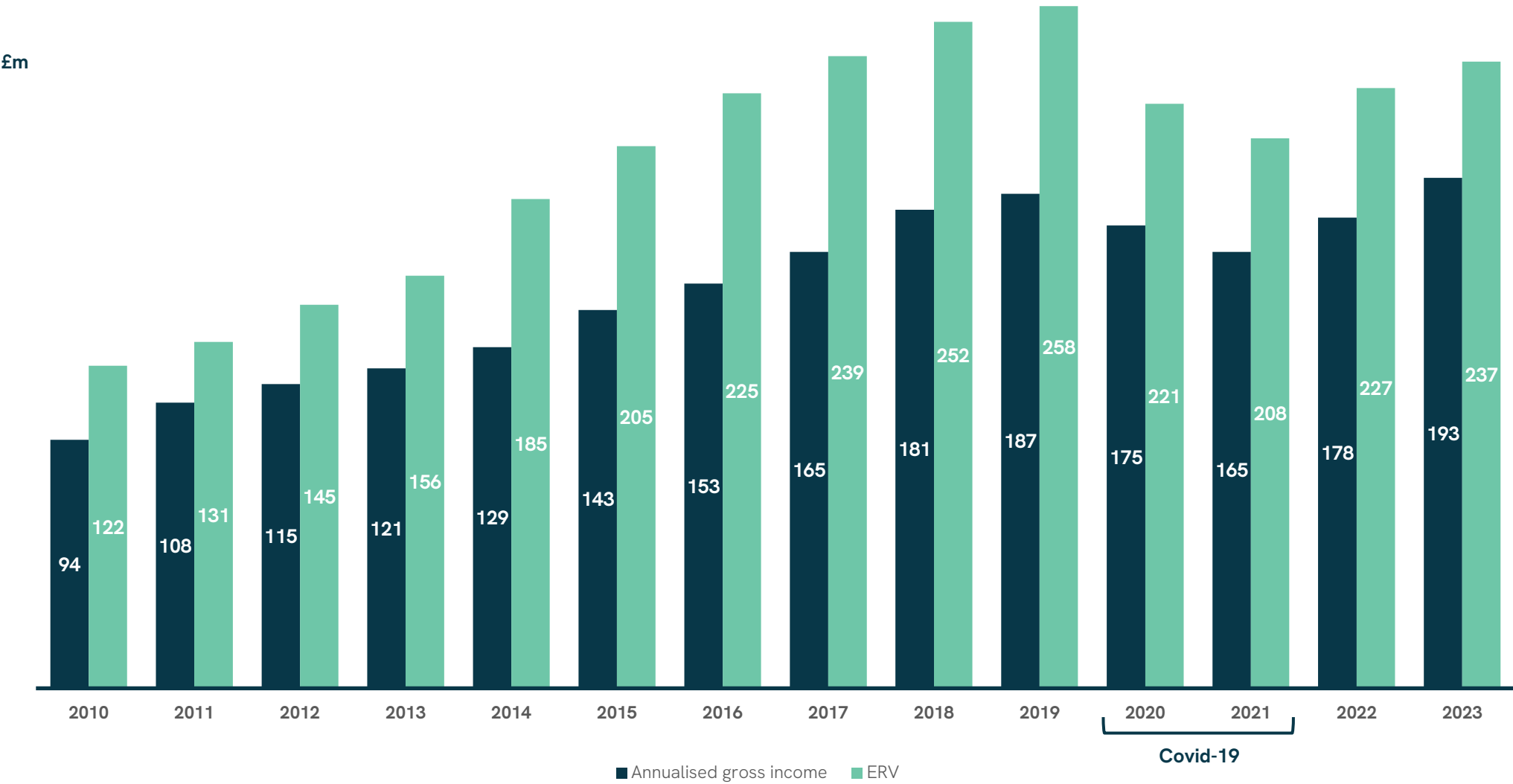


Shaftesbury Capital ownership; streets are based on 20ft Zone A

Average Zone A rents






*Average prime West End Zone A rent relates to Bond Street, Regent Street and Oxford Street, based on 30ft Zone A

Historical reversionary potential and ERV growth



Numbers reflect the combined reported figures of Capco and Shaftesbury PLC from 2010 to 2022

Portfolio summary by use

	Retail  34%	Hospitality & leisure  34%	Offices  18%	Residential  14%	Total  100% ¹
Valuation (£m) ²	1,605.0	1,621.7	879.1	687.4	4,793.2
Annualised gross income (£m)	64.8	72.7	31.5	23.8	192.8
ERV (£m)	78.4	82.0	50.2	26.3	236.9
ERV psf (£)	108	82	74	59	83
Net initial yield	3.6%	4.2%	3.1%	2.2%	3.5%
Topped up net initial yield	4.0%	4.4%	3.6%	n/a	3.8%
Equivalent yield	4.4%	4.7%	4.8%	2.8%	4.3%
L-f-L valuation movement (H2 23)	-0.8%	-1.1%	-0.8%	-1.6%	-1.0%
L-f-L valuation movement (FY)	-0.5%	-0.8%	-0.5%	-1.8%	-0.8%
L-f-L ERV movement (H2 23)	+3.8%	+4.4%	+2.3%	+1.7%	+3.6%
L-f-L ERV movement (FY)	+6.7%	+8.4%	+5.1%	+6.1%	+6.9%
WAULT (years) ³	3.3	8.3	2.7	1.3	4.6
Area (sq. ft. m) ⁴	0.7	1.0	0.7	0.5	2.9
Units ⁴	415	423	418	709	1,965

1. Percentage of wholly-owned valuation

2. Excludes £2.1 million of Group properties primarily held in Lillie Square Holdings (a wholly-owned subsidiary)

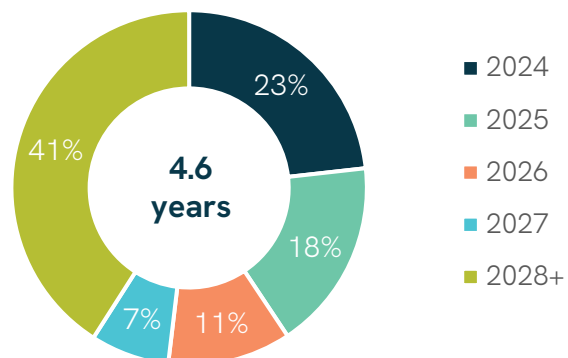
3. Lease expiry profile based on the earlier of lease break and lease expiry

4. Excludes long-leasehold residential interests. Units and area have been amended to include c.17,000 square foot previously classified as 'Other'

Portfolio valuation summary by destination






	Covent Garden 53%	Carnaby Soho 31%	Chinatown 14%	Fitzrovia 2%	Total 100% ¹
Valuation (£m)	2,521.6	1,482.2	689.5	99.9	4,793.2
Annualised gross income (£m)	97.4	59.0	31.2	5.2	192.8
ERV (£m)	122.3	76.1	33.0	5.5	236.9
Net initial yield	3.4%	3.4%	4.0%	4.5%	3.5%
Topped up net initial yield	3.7%	3.9%	4.1%	4.7%	3.8%
Equivalent yield	4.3%	4.5%	4.2%	4.7%	4.3%
L-f-L valuation movement (H2 23)	+0.0%	-2.0%	-0.7%	-11.8%	-1.0%
L-f-L valuation movement (FY)	+0.3%	-1.6%	-0.2%	-17.4%	-0.8%
L-f-L ERV movement (H2 23)	+4.2%	+1.9%	+5.1%	+0.0%	+3.6%
L-f-L ERV movement (FY)	+8.7%	+4.2%	+7.6%	+0.7%	+6.9%
WAULT (years) ²	4.9	3.9	5.5	4.9	4.6
Area (sq. ft. m) ³	1.5	0.9	0.4	0.1	2.9

WAULT profile



1. Percentage of wholly-owned valuation
2. Lease expiry profile based on the earlier of lease break and lease expiry
3. Excludes long-leasehold residential interests

Portfolio leasing summary by use

	Retail  34%	Hospitality & leisure  34%	Offices  18%	Residential  14%	Total  100% ¹
2023 transactions ²	84	37	67	338	526
New contracted rent (£m)	11.6	4.7	7.9	12.8	37.0
% above Dec 22 ERV	9.3%	14.1%	12.4%	7.9%	10.0%
% above previous passing rent	15.9%	7.4%	11.7%	11.7%	12.5%
H2 2023 transactions	47	19	33	207	306
New contracted rent (£m)	6.5	3.0	4.2	8.2	21.9
% above Jun 23 ERV	6.4%	12.8%	12.8%	7.7%	8.9%
% above previous passing rent	19.3%	9.8%	13.9%	13.3%	14.7%
H1 2023 transactions	37	18	34	131	220
New contracted rent (£m)	5.1	1.7	3.7	4.6	15.1
% above Dec 22 ERV	6.0%	4.3%	6.8%	4.7%	5.3%
% above previous passing rent	11.9%	4.7%	9.8%	8.9%	9.5%

1. Percentage of portfolio valuation

2. In addition, 69 commercial rent reviews, rental value of £15.8 million +9.1 per cent ahead of previous passing rents

Portfolio leasing summary by destination

	Covent Garden	Carnaby Soho	Chinatown	Fitzrovia	Total
	53%	31%	14%	2%	100% ¹
2023 transactions ²	227	151	106	42	526
New contracted rent (£m)	17.4	13.3	4.6	1.7	37.0
% above Dec 22 ERV	8.7%	11.6%	11.9%	7.0%	10.0%
% above previous passing rent	15.4%	8.6%	14.0%	10.6%	12.5%
H2 2023 transactions	131	84	59	32	306
New contracted rent (£m)	10.1	7.6	3.0	1.2	21.9
% above Jun 23 ERV	7.2%	11.0%	10.5%	7.3%	8.9%
% above previous passing rent	15.2%	12.1%	16.0%	20.0%	14.7%
H1 2023 transactions	96	67	47	10	220
New contracted rent (£m)	7.3	5.7	1.6	0.5	15.1
% above Dec 22 ERV	3.9%	7.2%	6.2%	0.9%	5.3%
% above previous passing rent	15.5%	5.4%	10.4%	(7.5)%	9.5%

1. Percentage of portfolio valuation

2. In addition, 69 commercial rent reviews, rental value of £15.8 million +9.1 per cent ahead of previous passing rents

Available to let

	Retail ¹	Hospitality & leisure	Offices	Residential	Total
ERV (£m)	1.3	1.4	1.8	0.2	4.7
% of portfolio	0.6%	0.6%	0.8%	0.1%	2.1%
Area ('000 sq. ft.)	17.9	20.6	25.1	4.0	67.6

1. Includes 5 units let on a temporary basis (ERV £0.7m)

Under offer

	Retail	Hospitality & leisure	Offices	Residential	Total
ERV (£m)	0.7	2.0	3.3	0.2	6.2
% of portfolio	0.3%	0.9%	1.5%	0.1%	2.8%
Area ('000 sq. ft.)	5.6	18.2	35.3	4.2	63.3

Under refurbishment

	Retail	Hospitality & leisure	Offices	Residential	Total
ERV (£m)	2.4	3.6	6.9	1.0	13.9
% of portfolio	1.0%	1.5%	2.9%	0.4%	5.8%
Area ('000 sq. ft.)	17.8	61.4	86.7	18.9	184.8

Future proofing our heritage buildings

Enhancing energy efficiency at low capex

Simple interventions delivering efficiency improvements:

- Energy efficient equipment (heating, cooling, LED lighting)
- Remove fossil fuels, generate on-site renewable electricity
- Smart technology, improved building management
- Insulation and glazing

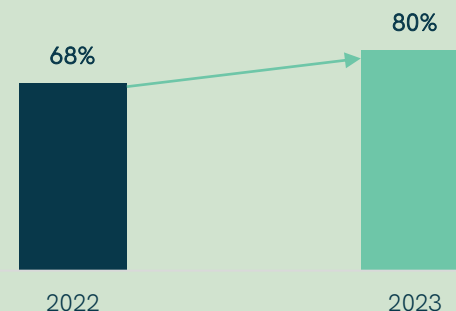
Benefits

- Increased demand; enhanced long-term income and valuation prospects
- Operational cost efficiency

Opportunities

- Influence customer behaviours
- Technology and innovation to improve energy performance
- Data insights

EPC Status (by ERV)
A-C



Target B on new refurbishments

Cost estimate

- Up to 10% of annual capex (**0.1% of portfolio value**)
- CRREM analysis underway (Carbon Risk Real Estate Monitor)

A sustainable and responsible business

Benchmarks¹



EPRA sustainability reporting awards
Gold



Standing Investments Assessment
74/100 with 2 Green Stars



Carbon Disclosure Project



FTSE4Good



ISS ESG Corporate Rating: 1st Decile



Memberships²



1. Benchmark scores primarily based on legacy Capco data. This will be updated for Shaftesbury Capital as part of forthcoming index reporting cycle
2. All memberships are current

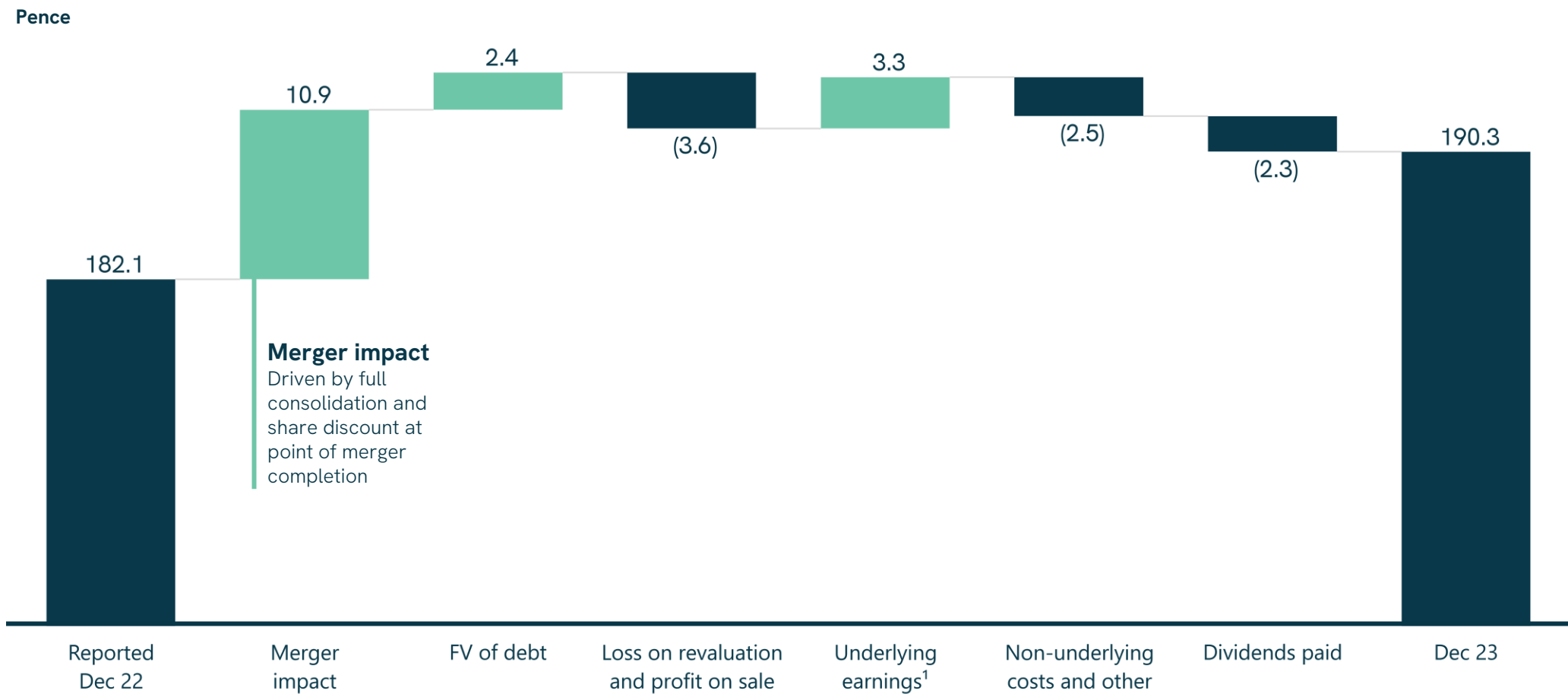
Primary accounting implications of merger

Accounting implications:	Impact:
Fair value of property resulting in derecognition of Shaftesbury PLC tenant lease incentives and letting fees	-£42m (NTA neutral) NTA reflects market value rather than carrying value. Results in lower amortisation through underlying income, which will increase over time in line with leasing activity
Fair value of debt	+£47.6m (NTA impact +2.6p) Results in unwind through non-underlying finance costs over life of debt LTV calculated using nominal value of debt
Gain on bargain purchase	+£806m (NTA neutral) Recognised in the income statement (non-underlying)
	★
Alignment of accounting policies:	Impact:
Amortisation of tenant lease incentives	-£5.1m (Non-underlying NRI reduction) (NTA neutral) Alignment of methodology to amortise to the earlier of break date or lease expiry
Deferred letting fees adjusted from market value of investment property	-£4.1m (NTA impact -0.2p) Valuation movement in the period
	★

From an accounting perspective Capco was the deemed acquirer. The carrying value of Shaftesbury PLC net assets has been fair valued on completion
 Refer to the 2023 Annual Results Press Release for further information

★ One-off 2023 adjustment

EPRA NTA per share movement



1. Underlying earnings 3.3 pence per share based on 1.8 billion shares, equivalent to 3.7 pence based on 1.6 billion weighted average number of shares

Per share metrics

Number of shares

Per share metric	No. of shares (million)
H1 23 Underlying earnings (Jan - June 2023) <i>Weighted average number of shares</i>	1,473
H2 23 Underlying earnings (July - Dec 2023) <i>Weighted average number of shares</i>	1,822
FY 23 Underlying earnings (Dec 2023) <i>Weighted average number of shares</i>	1,649
Dividends <i>Total ordinary shares in issue¹</i>	1,822
EPRA NTA, NDV, NRV <i>Adjusted, diluted number of shares²</i>	1,829

1. Total ordinary shares in issue net of 128 million shares held as security under the terms of the exchangeable bond and 3 million shares held by the approved employee benefit trust

2. Includes the dilutive effect of 6.5 million contingently issuable share option awards and 0.6 million contingently issuable deferred share awards

Debt covenants summary

	Nominal Value	Average interest rate	Maturity	Test Frequency	ICR Covenant	LTV Covenant
Aviva term loan	£450m	4.7%	2030: £130m 2033: £200m 2035: £120m	Half yearly	1.35x	65%
Canada Life term loan	£135m	4.5%	2029	Quarterly	1.4x	60%
Exchangeable bond ¹	£275m	2.0%	2026	-	-	-
Senior unsecured loan ^{2,3}	£200m (Term) £150m (RCF)	SONIA plus margin	2026	Half yearly	1.2x	60%
Private placements	£475m	2.7%	2024: £95m 2026: £163m 2027-2037: £217m	Half yearly	1.2x	60%
CG revolving credit facility ³	£300m	Undrawn	2026	Half yearly	1.2x	60%

1. Exchangeable bond has no financial covenants

2. Senior unsecured facility has an additional requirement that Group unencumbered assets are equal to or exceed 1.5x Group unsecured debt

3. Interest rate protection in place until the end of 2025. £350m capped at 2.3% (2024) and £250m collared between 3.0% and 2.0% (2025)

Joint ventures and associates

We own a 50 per cent interest in Lillie Square and Longmartin; all figures represent our 50 per cent share

Lillie Square (Joint venture)

Continuing to progress sales

- 4 units sold during the year representing £3.4m

Valuation

- 10.3% decline (like-for-like) to £65.3m

Funding

- Cash position £7.9m

Longmartin (Associate)

1.3% (like-for-like) capital value decline to £159m

- ERV growth +9.4% to £9.5m
- Equivalent yield (+38 bps) to 4.86%
- Annualised gross income £8.1m
- Net debt £57m and loan to value of 37%



Lillie Square



Longmartin

Principal risks

Economic and political risk	<ul style="list-style-type: none"> • Impact of 'higher for longer' interest rates and lack of availability or increased cost of debt or equity funding • Inflationary pressures on operating costs, including energy and the cost-of-living crisis • Adverse impact on business and consumer confidence, increased material costs, prolonged supply chains and reduced labour supply • Decline in real estate valuations due to macroeconomic conditions • Persistent significant discount in the share price relative to EPRA NTA • Uncertain political climate and/or changes to legislation and policies
Portfolio risk	<ul style="list-style-type: none"> • Inability of the Group to adopt the appropriate strategy or to react to changing market conditions or changing consumer behaviour (including, but not limited to, structural changes in the office and retail sectors) • Portfolio concentration • Volatility in the investment market
Operational resilience	<ul style="list-style-type: none"> • Misconduct or poor operational or sustainability standards • Poor performance from one of the Group's third-party advisers • Inability to effectively integrate people, systems and processes • Catastrophic event such as a terrorist attack, natural disaster, health pandemic or cyber security crime
Leasing and asset management	<ul style="list-style-type: none"> • Inability to achieve target rents or to attract target customers due to market conditions • Competition from other locations/formats • Unfavourable planning/licensing policy, legislation or action impacting on the ability to secure approvals or consents
People	<ul style="list-style-type: none"> • Inability to retain, integrate and recruit the right people and develop leadership skills within the business • Key person risk as the Group has a relatively limited headcount
Climate change	<ul style="list-style-type: none"> • Physical impact on our assets from rising temperatures or other extreme climate-related event such as flooding • Transitional challenge of increasing and more onerous compliance and reporting requirements, as well as retrofitting, insuring or leasing our assets in a heritage environment on an appropriate whole life carbon basis • Inability to keep pace with customer and consumer demand for proactive action to manage and mitigate climate-related risk
Compliance with law and regulations	<ul style="list-style-type: none"> • Breach of legislation, regulation or contract • Inability to monitor or anticipate legal or regulatory changes, including potential changes to the Landlord and Tenant Act or other associated reforms • Accidents causing loss of life or very serious injury to employees, contractors, customers and visitors to the Group's properties; or near misses of the same • Exit from REIT regime due to non-compliance with REIT requirements

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