Bringing Hong Kong’s Fresh Markets, a Sunset Industry to Life

June 2019
Fresh Markets: A Sunset Industry?

We need to have a vision!
Community is the starting point – Addressing the need for change...we ask our shoppers

In Hong Kong, fresh produce is sold at different outlets from street stalls to supermarkets and fresh markets.

Out of the 220 fresh markets in the city, 53 are owned and managed by Link.

We ask, “What do our customers want?”

Results from our customer surveys conducted since 2010 have revealed the following CUSTOMER EXPECTATIONS:

**Basic Needs**
- Reasonable prices
- Availability of choices
- Convenient location
- Quality service

**Differentiation Factors**
- Comfortable shopping environment
- Clear zoning
- Marketing activities
- Specialty products

**Community Needs**
- Better service and facilities
- Longer opening hours
- Enhanced management standards

In Hong Kong, fresh produce is sold at different outlets from street stalls to supermarkets and fresh markets.
The Bigger Community – Public Markets Experts & Authorities Around the World

- 2012
  - Asset Enhancement completion of Tai Yuen Market
  - North America Market Study Tour

- 2013
  - Asset Enhancement completion of Oi Man Market
  - Fresh Market Assets Management Team Establishment

- 2014
  - Asset Enhancement completion of Lok Fu Market
  - Europe Market Study Tour

- 2018
  - Link awarded 2015 Hong Kong Awards for Industries: Innovation and Creativity Award
  - Asset Enhancement completion of Butterfly Market

- 2019
  - Asset Enhancement completion of Tin Shui Market
  - Asset Enhancement completion of Wo Che Market

- 2015
  - Tin Shui Market Won Gold Award at World Union of Wholesale Market
  - Asset Enhancement completion of Tin Shing Market, Siu Sai Wan Market, Sau Mau Ping Market, Choi Ming Market, Tai Wo Market, Leung King Market and Lei Tung Market

- 2012
  - Asset Enhancement completion of H.A.N.D.S Market

- 2014
  - Japan Market Study Tour
  - Europe Market Study Tour
The Community is the expert –
Hong Kong Key Market Tenants & The Architects of Borough Market
Link has today created tomorrow’s market – Fresh Market Asset Enhancement

43 Completed projects (as at 2019 Q1):

<table>
<thead>
<tr>
<th>Hong Kong Island</th>
<th>Siu Sai Wan, Lei Tung</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kowloon</td>
<td>Lok Fu, Oi Man, Homantin, Lei Yue Mun, Sau Mau Ping, Choi Wan, Kai Yip, Po Tat</td>
</tr>
</tbody>
</table>

Link’s single-letting market (SLM) operators
Also carry out their own enhancement works
And manage market operations

– Adopts the SLM model initiated by HA in the 1980s

– There are Link’s directly managed markets and SLMs in each district to ensure competition

What are SLM operators?

• Lessee of an entire market
• Responsible for operating the market and improving its quality
• Operated like a good court or department store with their own retail stalls or sub-let stalls
How we do it:
We innovatively re-design the shopping space

Reconfigured layout
• Increased permeability with better zoning

Low-rise stall design
• Higher visibility and more interaction

Enhanced accessibility
• A more inclusive shopping environment

Air-conditioning
• Improved ventilation and comfort
Case 1: Tin Shing Market

District: Tin Shui Wai
Year of re-opening: 2016
Number of stalls: 114

Special features:
• Doubled in size from before AE, (now over 17,000 sq. ft.)
• A designated seafood zone
• A late-night snack street
• A SOHO area offering culinary delights
• BFA facilities & shopping trolleys
Case 2: Butterfly Market

- **District:** Tuen Mun
- **Year of re-opening:** 2017
- **Number of stalls:** 142

**Special features:**
- Redesigned zoning, with a new entrance corridor leading to the centre
- Specialty food products
- Cooked food section on the G/F
- Freshly cooked seafood at stalls
- BFA facilities, new elevator & trolleys
Case 3: Fu Tung Market

District: Tung Chung
Year of re-opening: 2017
Number of stalls: 46

Special features:
• Revamped layout
• Low-rise stalls
• Specialty products: barbecue supplies, eggs from around the world, etc.
• Eateries serving Mexican & Thai food
• BFA facilities
# Case 4: TKO Market

<table>
<thead>
<tr>
<th>District:</th>
<th>Tseung Kwan O</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year of re-opening:</td>
<td>2018</td>
</tr>
<tr>
<td>Number of stalls:</td>
<td>77</td>
</tr>
</tbody>
</table>

**Special features:**

- Sizable, welcoming market entrance
- Energy-efficient LED lighting
- Artistic murals with a European touch
- A “Food Lane” selling a range of snacks
- Upgraded washrooms
Case 5: Heng On Market (SLM)
now named “Food Garden”

District: Ma On Shan
Year of re-opening: 2018
Number of stalls: 77

**Special features:**
- First fresh market equipped with both Octopus card and QR code-based "O! ePay“ payment services
- Green façade
- A snack street for late-night eats
- BFA facilities such as an accessible ramp at the entrance
How we do it: We create a place
By offering a wider range of choices on demand
How we do it: **We retailize market shopping experience**
By introducing innovatively services

**Trolleys**  
**Young Tenant**  
**Keeping up with digital trends**

**Link’s Park & Dine app**  
Enabling E-payment

Over 300,000+ downloads since launch

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**Tenancy Academy**  
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Why we do it:
Drawing crowds through fun events

Little Chef Competition
TV shows
Recipe design competition

Houseware Redemption
Celebrity appearances
We also want to make an impact –
Help tenants with waste management

Reducing organic waste → Benefitting society

7 NGOs
Collecting surplus food across 61 properties

62 markets
With scales installed to collect waste data

All fresh markets
Completed waste separation training

> 340 tonnes
Waste avoided since FY18/19 through donation and composting

339.7 tonnes
Surplus food donated in FY18/19

~667,233 meals
Produced for elderly and low-income families

Figures as of March, 2019
Our tenants take pride –
In improving & serving our community

<table>
<thead>
<tr>
<th>Award</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ICSC Asia Pacific Shopping Center Awards 2016</strong></td>
<td>Silver Award in “Renovations and Expansions” (Tin Shing Market Asset Enhancement)</td>
</tr>
<tr>
<td><strong>2014 World Union of Wholesale Markets Market Awards</strong></td>
<td>Gold Award (Tin Shui Market Asset Enhancement)</td>
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<tr>
<td><strong>HK Awards for Industries:</strong></td>
<td>2015: Innovation and Creativity (Market Revitalisation)</td>
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<td></td>
<td>2014: Customer Service Grand Award (Lok Fu Market)</td>
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<tr>
<td><strong>Quality Property &amp; Facility Management Award 2016</strong></td>
<td>Excellence Award in “Institutional Facility Management” (Lok Fu Market)</td>
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<tr>
<td><strong>RICS Hong Kong Awards 2016</strong></td>
<td>Winner of “Retail Team of the Year” (Link’s Fresh Market Asset Management team)</td>
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<tr>
<td><strong>BCI Asia FuturArc Green Leadership Award 2012</strong></td>
<td>Citation in “Commercial Architecture” (Tai Yuen Market Asset Enhancement)</td>
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</tbody>
</table>
We encourage others – it can be done!
We continue learning through sharing

Stock commentators

HK & Macau government representatives, +Overseas

Local schools

Overseas universities
We serve & improve the lives of those who live around us!

Thank You

Q&A