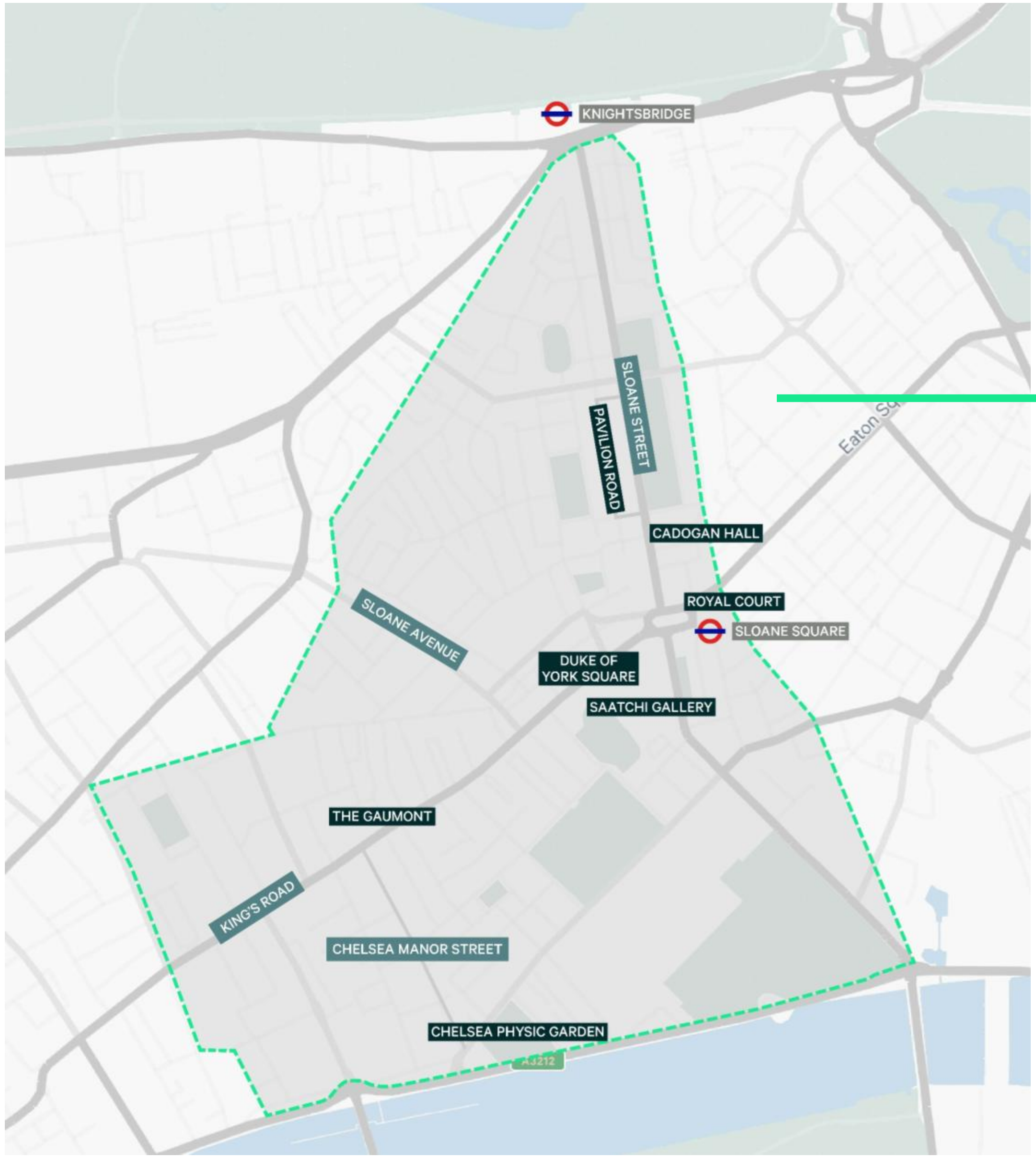
Intelligent Investment

Estate-led Retail: The Cadogan Estate in Focus

REPORT

CBRE RESEARCH
JULY 2026



Introduction

London's retail landscape is defined, in large part, by its great estates. Across the city, a significant proportion of retail assets sit within estate-led schemes, singular in ownership, long-term in vision, and distinctive in character.

Retail performance is increasingly being shaped by place quality, experience, and long-term curation. Estate ownership offers strategic control and greater flexibility in curating tenant mix, responding to evolving consumer needs, and cultivating destinations that generate mutual long-term value with patient and consistent investment.

This report offers a spotlight on one of London's most significant estates, the Cadogan Estate in Chelsea. We examine how its long-term approach, through 300 years of stewardship, has shaped one of the capital's most desirable neighbourhoods. This has delivered benefits for occupiers, visitors, and the wider community. Today, the Estate is home to approximately 300 shops, over 3,000 residential properties, 35 restaurants and cafés, 12 hotels, 500,000 sq ft of office space, and cultural landmarks including Cadogan Hall and the Saatchi Gallery, all set against 15 acres of private gardens.

01

Curation of Tenant Mix

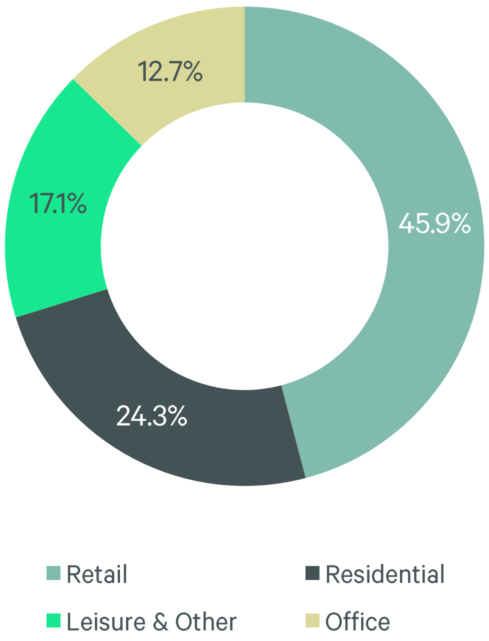
Balance of retail offer

Central to the estate model is the ability to actively curate the tenant mix across an entire district, rather than leasing unit by unit in isolation. This brings measurable benefits with a well-curated mix driving footfall, dwell time, occupier trading performance, and in turn underpins long-term asset value.

The careful curation of a retail destination is central to its success, a point underscored by Walpole, the official sector body for the UK's luxury sector. In its State of London Luxury Report 2025, produced in association with Cadogan, Walpole surveyed UK luxury executives and found that factors linked to the immediate surroundings ranked particularly highly for store success, reinforcing the importance of the broader destination experience.

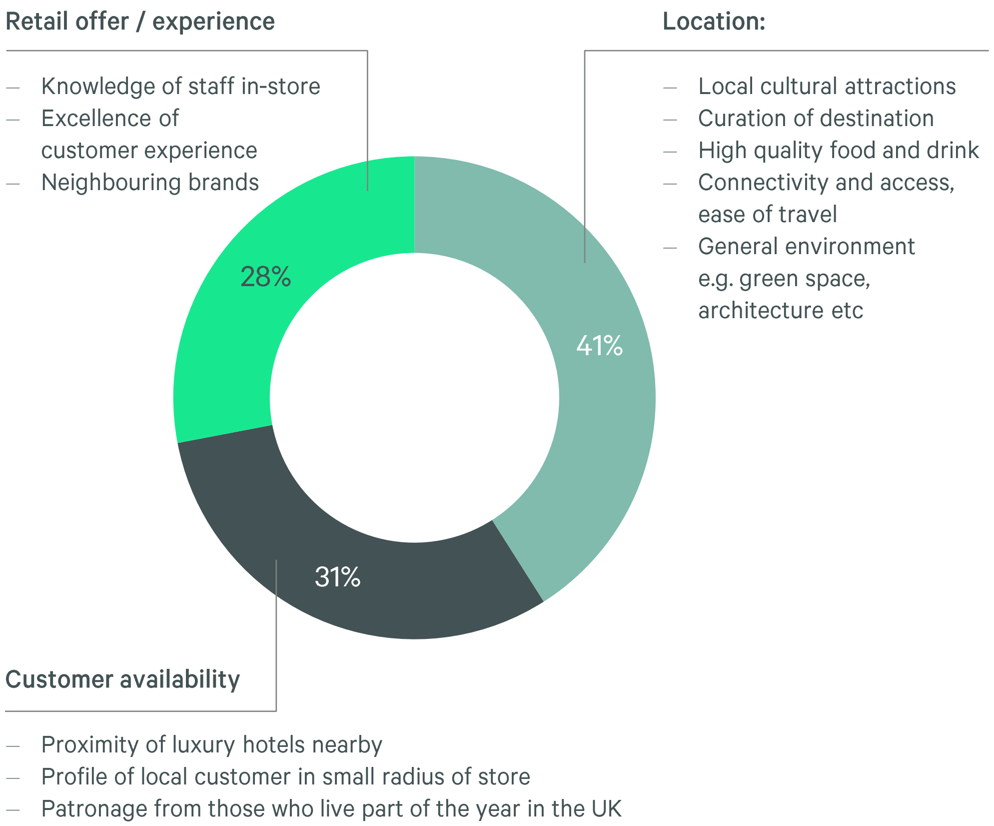
Cadogan has been able to select occupiers that complement each other, diversify the portfolio, and balance uses for the local neighbourhood as well as visitors. As shown in Figure 1, the Estate is curated strategically with retail dominating. Food & Beverage (F&B) and leisure have also increased over the last five years, reflecting broader consumer trends.

FIGURE 1: Cadogan Estate Portfolio Overview



Source: Cadogan

FIGURE 2: Which of the following factors contribute most now to your store/stores' success?



Source: The State of London Luxury Report 2025, Walpole

Making space for independents and first-to-London concepts

A balance between the familiar and the new is the product of deliberate curation and is increasingly what occupiers and consumers alike are seeking. CBRE's latest retail survey found that breadth of retail mix is the most influential factor in consumers' decisions to spend time in a destination, with 71% of respondents expressing a desire to discover new brands.

This is reflected in Cadogan's leasing approach. Cadogan has curated a mix of global flagship stores, first-to-London concepts, and distinctive independents, creating a range that rewards both the first-time visitor and the regular customer.

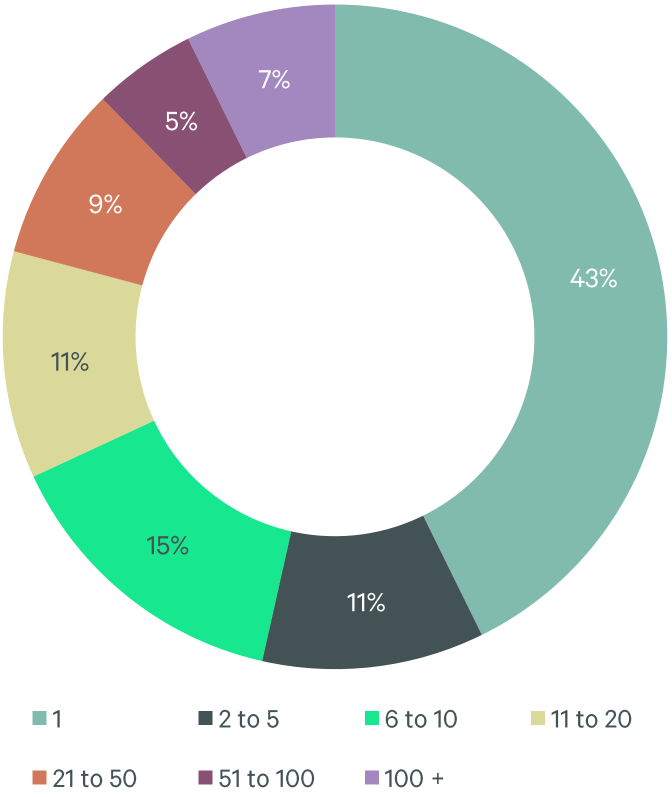
The results of this strategy are measurable. Over the past seven years, 78% of Cadogan's lettings have been first-to-London retail and restaurant operations. Additionally, 20% of current occupiers opened their first standalone UK store on the Estate, with the highest concentration on King's Road. To support this, Cadogan ensures that brand takes precedence, rather than solely focusing on highest achievable rents.

As illustrated in Figure 3, the Estate's occupier base is characterised by compact UK portfolios: 54% of tenants operate five or fewer stores or sites nationally, and 43% are present in the UK exclusively through the Estate.

This concentration of emerging and exclusive occupiers reflects a two-way selection process. International and direct-to-consumer brands continue to choose the Estate as their point of entry into London and, in some cases, into Europe altogether. Recent examples include Varley's first global flagship, Jonak, Mr Marvis, and Needle & Thread on the King's Road. On Sloane Street, LA-based Ulla Johnson is opening its first standalone European store while DeMellier is opening its first global flagship on Sloane Square.

The Estate's gravitational pull for these operators speaks to the strength of its established destination credentials and Cadogan's leasing decisions, in turn, reinforce those credentials by sustaining freshness and variety across the portfolio.

FIGURE 3: **Composition of Estate tenants and their UK-wide portfolio (number of stores/sites)**



Source: GOAD, CBRE Research

78%

Of lettings have been first-to-London retail and restaurant operators over the last seven years

(Source: Cadogan)

Long-standing and heritage brands

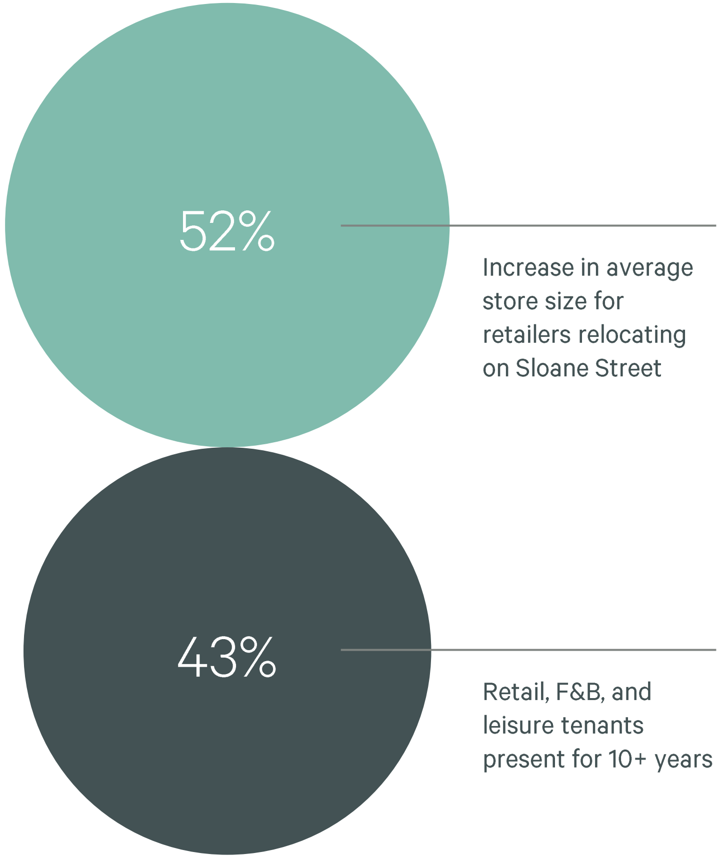
Estate ownership fosters a relationship-driven approach to occupier management, engaging with tenants as long-term partners. There is an ability to facilitate relocations and accommodating upsizing within the portfolio.

Alongside emerging brands, Cadogan retains a strong foundation of long-standing occupiers. Over 40% of retail, F&B, and leisure tenants have been present on the Estate for 10 or more years. This signifies long-term commitment to the destination. On King's Road, this includes established high street names alongside premium labels. Sloane Street and Sloane Square have a higher proportion of long-standing tenants, anchored by heritage luxury brands whose continued presence reinforces the area's exclusive appeal.

Many of these long-standing tenants have committed to the street through relocations and upsizing with average unit sizes on both King's Road and Sloane Street increasing over the past 10 years. This is a common theme in the luxury market, where brands are seeking flagships to enhance aesthetics, house wider ranges, and make space for hospitality services; all to enhance the consumer experience. ME+EM and Sandro doubled their presence on King's Road in 2024. Rixo opened on King's Road in 2021 and upsized two years later, with the flagship store serving coffee and cocktails and home to a repairs and alterations section. On Sloane Street there have been several recent upsizes from Saint Laurent, Brunello Cucinelli, Valentino, and Bottega Veneta.

Cadogan's major ownership of Sloane Street and a significant proportion of King's Road alongside adjacent streets allows for proactive portfolio management and strategic tenant moves to curate the tenant mix. Estate owners can work with brands in a long-term partnership to find the most complementary space for them while increasing the overall estate value.

FIGURE 4: Store size change and long-standing tenants



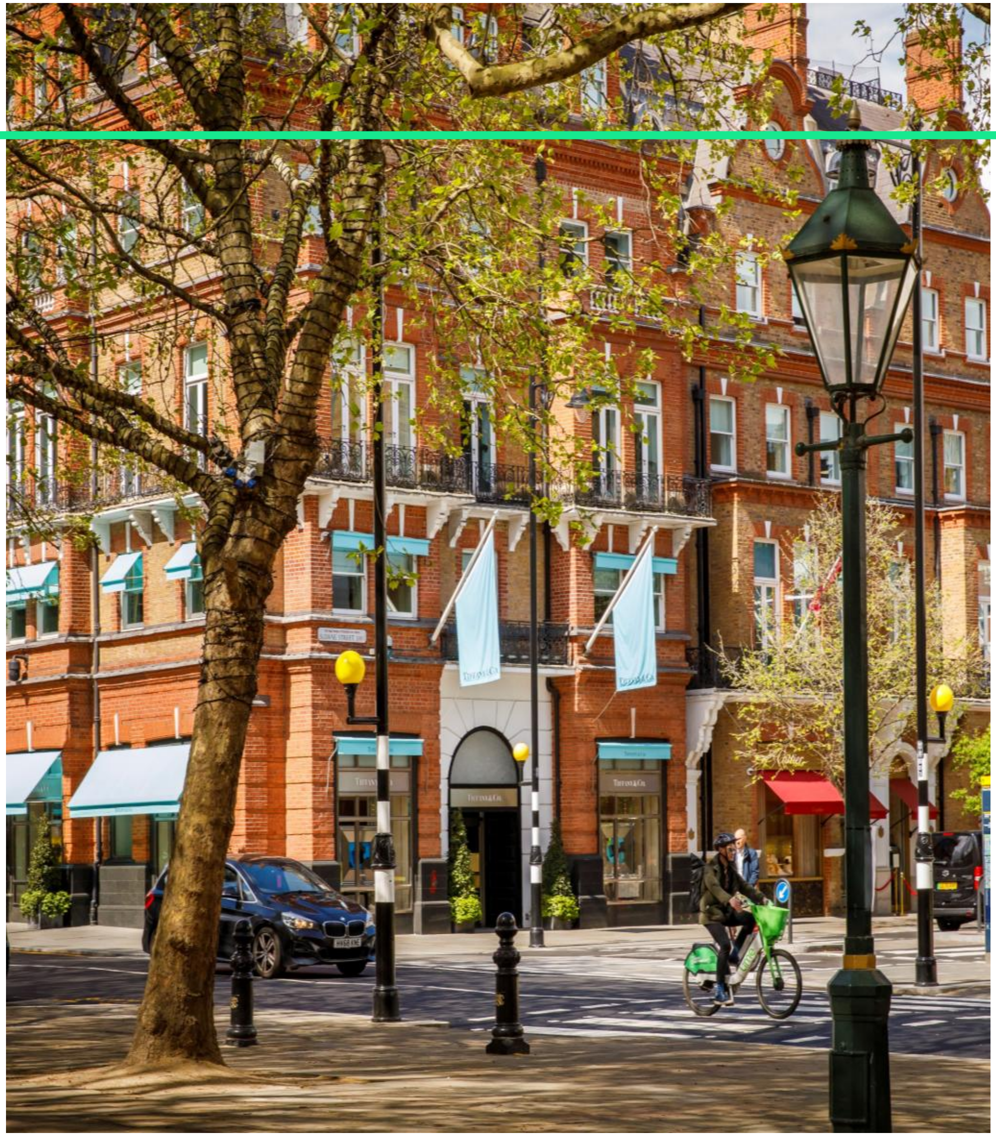
Source: GOAD, CBRE Research

73%

Of Chelsea and Knightsbridge retailers are luxury or premium brands: the highest proportion in the UK (Source: CACI)

Commercial resilience

The curation advantages of estate ownership extend beyond destination appeal to commercial resilience. Through tenant selection across the whole district, estate landlords can apply rigorous due diligence and favour financially robust occupiers alongside complementary uses. This results in a portfolio that is structurally better insulated against tenant failure.



We conducted an analysis of the change in the composition of the Cadogan occupier list between 2016 and 2026 in order to derive an insolvency rate for the last decade. Of the retailer and leisure tenants that occupied space in 2016, c.3% had entered formal insolvency proceedings by 2026. Over the same period, the insolvency rate across all UK retail was 9.6%. The vast majority of the insolvencies on the Estate occurred during 2020. Stripping out this COVID impact, the insolvency rate within the Cadogan Estate falls to less than 1%.

This is largely due to the tenant base. The Cadogan Estate's tenant base skews materially toward luxury, premium, and international brands, which have structurally lower failure rates than mass-market UK retail. Major luxury houses (Kering, LVMH, Richemont) and premium multiples (Astrid & Miyu, Anthropologie, ME+EM) account for a significant proportion of the Estate's occupier base. However, Cadogan has strong due diligence processes for brand selection. This curates a tenant mix made up of commercially strong brands that results in a resilient portfolio.

Additionally, the result of layering complementary uses, from F&B to schools, doctors, and hotels, supports the financial performance of the entire portfolio.

Enhancing the hospitality offering

Alongside a curated retail offering, a diverse mix of F&B shapes areas to become destinations and creates experience-driven spaces. Expanding hospitality and F&B offerings can increase dwell and social time. In our recent survey on what influences time spent in a retail destination, 40% of London respondents cited “eating out options” and 30% “leisure activities” – both higher than the UK-wide sample.

The Cadogan Estate is home to long-standing landmarks such as the Royal Court Theatre and Saatchi Gallery, and over the last five years, Cadogan has increased the number of restaurants, pubs, and cafés across the Estate by 70%. The F&B offering covers a variety of price points and cuisine, driving accessibility. Recent and upcoming openings include the first new pub on the King’s Road in over 100 years, The Trafalgar, Café Linea, Brasserie Olivia, Martino’s, Three Darlings from Jason Atherton, and the revival of 151 as the Rex Rooms with Piers Adam and Marc Jacques Burton. A new neighbourhood pub is also set to open on Sloane Square alongside Guy Ritchie’s new pub on Sloane Street, and two rooftop restaurants are currently under development on Sloane Street and King’s Road. Cadogan also carefully selects hotel partners including Belmond, Beaverbrook, Costes, and Iconic, with seven operational hotels equating to 187 rooms.

70%

Increase in F&B occupiers over the last five years

Pavilion Road

Pavilion Road runs parallel to Sloane Street at its southern end and serves as a clear illustration of Cadogan’s long-term, curated approach to place and tenant mix. Over the past decade, Cadogan has transformed the former back-of-house mews into a pedestrianised neighbourhood destination with a distinct village character. The street was deliberately repositioned to address a local gap in amenities, with a strong emphasis on independent, artisan food retailers (including a butcher, baker, cheesemonger, fishmonger and greengrocer) alongside cafés and restaurants capable of sustaining all-day trade. This offer is complemented by a limited number of carefully selected lifestyle and service uses, reinforcing Pavilion Road’s role as Chelsea’s “village heart” rather than a transient or tourist-led retail pitch.

The Gaumont

On King’s Road, the £235 million redevelopment of The Gaumont has resulted in a new creative cluster and commercial anchor. The building comprises a rooftop bar, Curzon Cinema, retail, office, and residential. There is a new creative quarter on Chelsea Manor Street which includes occupiers BookBar, New Forms Art Play, Comics & Cakes, and studios. These tenants are hosting events and workshops. offering an immersive experience, centred on community engagement similar to the creation of Pavilion Road. Cadogan commits c.£800,000 each year to subsidise these types of developments.

All-day dining activation

Retail destinations that perform across morning, daytime, and evening are structurally stronger. Estate-led control allows careful calibration of trading hours, density, and late-night uses, supporting footfall.

Cadogan's curated F&B mix also demonstrates how concentrated estate ownership can shape not only tenant quality, but also the rhythm of activity across an entire neighbourhood. The Estate has assembled a complementary mix of cafés, restaurants, pubs, and all-day concepts that activate the area from early morning through to late evening based on consumer demand. Cadogan has intentionally curated a balance of utility-led operators, destination dining, and social spaces.

Additionally, operators' price points are reviewed to ensure they are location appropriate, and menus are added to the lease ahead of completion, ensuring a balanced offering.

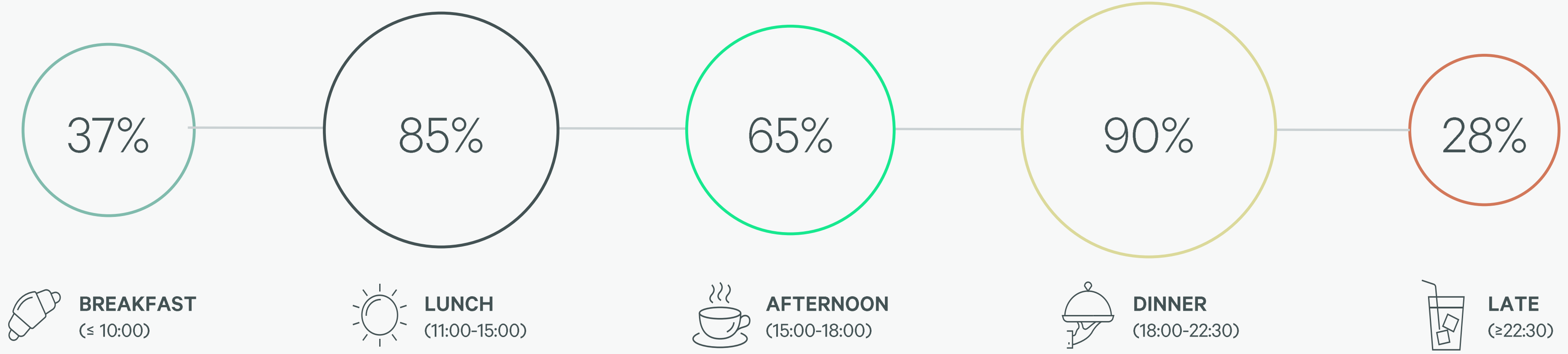
Almost 40% of occupiers are open before 10am consisting of coffee spots, bakeries, wellness-led grab & go, and all-day venues that open early such as Granger & Co. This captures commuters and local resident footfall, thereby increasing weekday footfall while supporting local community usage.

Strong demand is captured during lunchtime hours, with operators from varied price points, ranging from fast casual such as Itsu to pubs and lunch destinations catering to office workers, shoppers, and affluent leisure diners. A second evening peak is anchored by destination restaurants and hospitality venues with varied cuisine.

Approximately a quarter of occupiers operate late, which highlights a controlled late-night economy without compromising Chelsea's residential character. This includes At Sloane's bar and the rebranded Rex Rooms (formerly 151 King's Road nightclub) where Cadogan resisted other commercial applications to ensure the site remained a nightlife venue.

As a result, visitors can engage with the area in multiple ways throughout the day which strengthens overall footfall resilience, extends dwell time, and supports surrounding retail and leisure uses. Visitors who eat or drink within a destination stay longer, often increasing spend across the whole occupier base. It also drives frequency independently of shopping intent. In an area like Chelsea, where there is an affluent consumer catchment base and experiential spend is high, a strong F&B and leisure offering reinforces the Estate's identity as a place to spend time. This benefits the streetscape and the perception of the destination as consistently active.

FIGURE 5: Proportion of Cadogan F&B occupiers* open during parts of the day



Source: GOAD, CBRE Research
*c.60 F&B operators

02

Public Realm

Public realm

The public realm has a significant impact on the experience of retail-led destinations. Over a third of London respondents in our recent survey cite the 'overall environment' as a factor for influencing time spent in a retail destination. Alongside this, luxury retailers acknowledge the direct contribution of the general environment including green space and architecture to their stores' success in Walpole's The State of London Luxury Report 2025 . Estate management allows for cohesive design of the public realm with long-term maintenance. This brings benefits to occupiers and visitors, as well as improving environmental performance.

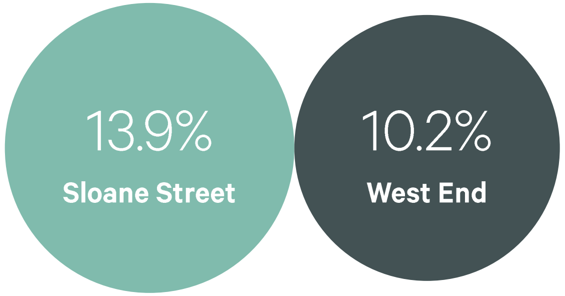
Sloane Street has recently undergone a £46 million transformation with the most significant streetscape improvements in almost 250 years, since it was originally commissioned by the 1st Earl Cadogan in the 18th century. A new green 1km boulevard spanning from Knightsbridge to Sloane Square includes increased connectivity between north and south through widened pavements (+23%), a planting scheme, street furniture, and enhanced lighting. These changes have a measurable environmental return, with a 175% increase in Biodiversity Net Gain and a 33% improvement in pollution removal, which will increase further over the years as the leaf cover increases.

Public realm investment directly improves the retail experience by creating a more welcoming environment for pedestrians and increasing dwell time. On Sloane Street, the upgraded surroundings mirror the luxurious atmosphere of the existing occupiers and directly impacts the aesthetic of store fronts. As previously mentioned, retailers are committing to stores on Sloane Street through opening new UK flagships or upsizing their existing presence.

Since 2022, before the works began, footfall on Sloane Street itself has increased by 13.9% (compared to 10.2% in the West End).

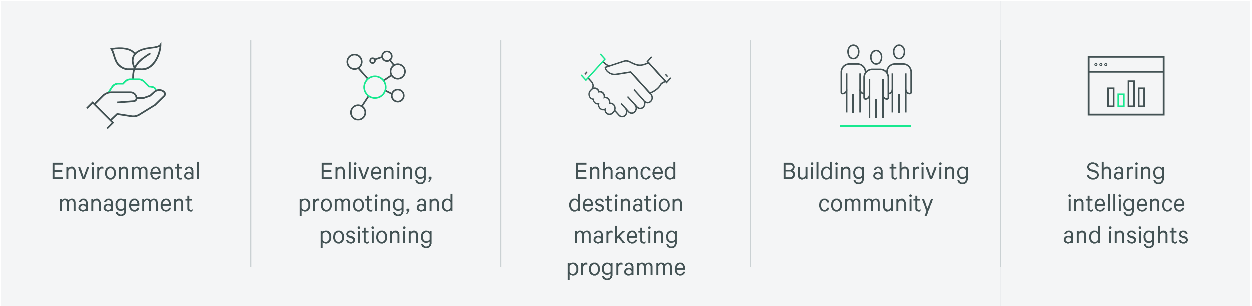
Cadogan's Sloane Street Excellence Programme sustains the public realm through active environmental management, security, marketing events and activations, and performance tracking, ensuring the uplift in environment and dwell time holds over time.

FIGURE 6: **Increase in footfall 2022-2025**



Source: Cadogan, MRI Springboard

FIGURE 7: **Sloane Street Excellence Programme**



Cadogan established the Sloane Street Excellence Programme in 2025 as a platform that reflects the street's exceptional status, heritage, and global prestige.

03

Events

Events

Immersive experiences are becoming increasingly crucial for in-store retail success. Estate management allows for strategic estate-wide activation and tenant collaboration, which deliver measurable benefits for both occupiers and visitors.

Chelsea in Bloom 2026 in numbers

+10-15%

Anecdotal uplift in retailers' sales during the week

1.89m

Weekly visitors (c. 900,000 more than a usual week in May)

+100.9%

Increase in footfall during the event week vs the week before

Source: Cadogan

In our retail survey, 29% of London respondents identified in-store events as a key driver of physical store visitation, with a further 14% citing content creation opportunities. Events reposition retail destinations as experiential hubs, generating uplifts in footfall, dwell time, and consumer loyalty. Beyond the immediate visit, they socialise the shopping experience, creating memorable, shareable moments that foster emotional brand affinity and organic social media amplification, extending a destination's reach well beyond its physical footprint.

The Cadogan Estate exemplifies this approach. A curated programme of annual events drives sustained visitor engagement throughout the year, with a demonstrable impact on footfall. The free floral festival, Chelsea in Bloom (coinciding with the RHS Chelsea Flower Show), recorded its highest footfall this year (1.89 million visitors), representing a 100.9% increase in weekly footfall during the event.

The commercial impact for tenants is significant; anecdotally, retailers saw a 10-15% increase in sales during the week. This is evidence of the halo effect that estate-wide activations generate. In 2025, Cadogan's Chelsea Arts Festival launched for the first time. Furthermore, as London's first official Destination Partner of Frieze, Sloane Street showcased a curated Arts Trail signifying a collaboration across culture, luxury and place. Participating boutiques and restaurants welcomed in-store activations from artists and creatives, reinforcing Sloane Street's position as a world-class cultural and retail destination. Cadogan's event calendar also appeals to the residents within and surrounding the Estate, with ongoing markets, screenings, and Chelsea Dog Day.

Events Calendar 2026

21 February
Chinese New Year Food Market at Duke of York Square

5 April
Easter Food Market

18-24 May
Chelsea in Bloom

11 April
Salon Privé Sloane Street Concours

26 April & 4 June
Chelsea Art Market

10 – 12 July
Strawberries & Screen

17 – 20 September
Chelsea Arts Festival

1 – 4 October
Chelsea History Festival

October
Chelsea Dog Day

October
Chelsea Awards

November
Christmas Lights Switch-On

Conclusion

London’s retail-led estate ownership allows for a long-term vision in decision making. Tenant mix choices can be strategic, and the holistic benefits of investment in public realm and events can be delivered.

This ensures that destinations remain relevant to their target audiences and aligned with wider consumer trends. As retail continues to polarise toward the best-performing locations, these characteristics will increasingly define which streets and districts outperform.

The Cadogan Estate’s active portfolio management, rigorous tenant selection and a long-term partnership approach with occupiers has sustained destination quality. For investors and occupiers alike, London's estate-led destinations offer something that cannot be manufactured in fragmented markets: a coherent, curated, and commercially resilient place to trade.

Contacts

Research

Tasos Vezyridis
Head of Research,
UK&I and Continental Europe
tasos.vezyridis@cbre.com

Simon Brown
Senior Director
simond.brown@cbre.com

Miranda Botcherby
Director
miranda.botcherby@cbre.com

Gemma Parfitt
Senior Analyst
gemma.parfitt@cbre.com

Retail

Graham Barr
Head of UK Retail
graham.barr@cbre.com

Shirin Elghanayan
Executive Director
shirin.elghanayan@cbre.com

Claudine Marshall
Senior Director
claudine.marshall@cbre.com