



UNIBAIL-RODAMCO-WESTFIELD

THE PREMIER
GLOBAL
DEVELOPER AND
OPERATOR OF
**FLAGSHIP
SHOPPING
DESTINATIONS**



June 2018: Unibail-Rodamco-Westfield is born.

Our ambition: to lead the industry as the premier global developer and operator of flagship shopping destinations.

Unibail-Rodamco-Westfield brings together two leaders in the retail property industry, Unibail-Rodamco and Westfield. Thanks to their combined strengths, Unibail-Rodamco-Westfield offers the best platform for retailers in the most dynamic cities in Europe and in the United States.

With the largest development pipeline and its best-in-class management, Unibail-Rodamco-Westfield will deploy its vision for the future of retail in shopping centres and airports, for offices and for convention & exhibition venues in 13 countries. —

KEY DATES

1959: John Saunders and Frank Lowy open their first shopping centre, Westfield Plaza, in Blacktown, in the outer suburbs of Sydney, Australia.

1966: Burwood, the first shopping centre branded with the Westfield logo, opens in Australia.

1968: Unibail is created. The first iconic shopping centre in France, Parly 2, is inaugurated the following year.

1977: Westfield enters America.

1999: Rodamco Europe is formed, present in 14 countries.

2000: Westfield enters the United Kingdom.

2007: Unibail and Rodamco merge to create Unibail-Rodamco, the European leader.

2008: Westfield London, the UK's largest shopping centre, opens.

2011: Europe's largest shopping centre of its time, Westfield Stratford City, opens.

2012: Unibail-Rodamco acquires MFI and expands its footprint in Germany.

2016: Westfield's most ambitious project in the United States to date, the \$1.5 billion World Trade Center, opens.

2017: Unibail-Rodamco inaugurates Wroclavia (Poland), the extensions and renovations of Parly 2 (France), Carré Sénart (France), Centrum Chodov (Czech Republic) and the redevelopment of Gloriès (Spain). In Los Angeles, Westfield opens the new Century City.

2018: Unibail-Rodamco-Westfield is born.

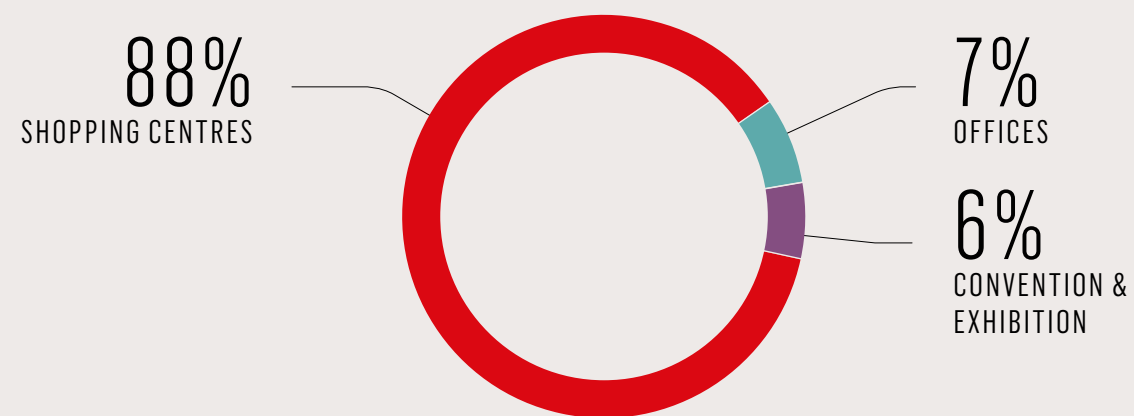
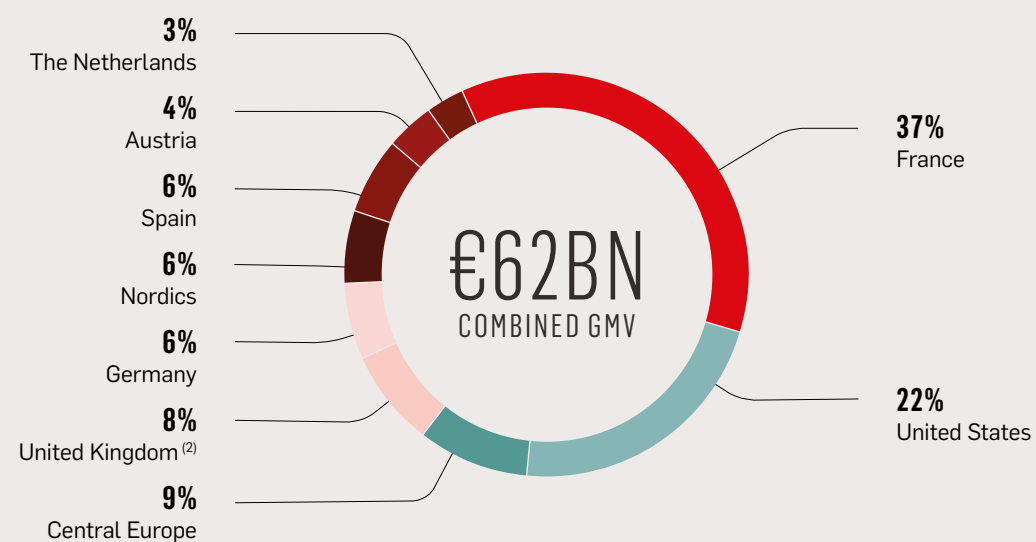


CHRISTOPHE CUVILLIER, GROUP CHIEF EXECUTIVE OFFICER

“Unibail-Rodamco-Westfield builds on Unibail-Rodamco's established leadership in Europe and operational excellence and on Westfield's development and investment expertise and its famous brand. **As the world's premier developer and operator of flagship shopping destinations,** Unibail-Rodamco-Westfield is the must have partner for international retailers and brands across Europe and select markets in the United States. With an unparalleled track-record and know-how in retail, offices and convention & exhibition, Unibail-Rodamco-Westfield is ideally positioned to develop world-class projects. As one Group, our ambition is to create better places together and deliver superior performance.” —

- **We concentrate** on the best assets in the world's most dynamic cities. Our shopping centres are true lifestyle destinations, hosted in the most desirable catchment areas. We operate the retail in some of the best airport terminals. We develop state of the art office buildings with exceptional work environments. We add prime residential programmes to our best assets. We own and operate major convention and exhibition venues in the Paris region.
- **We participate** in shaping and improving the cities in which we are present and have a major influence on how people live, work, shop, connect and are entertained. We intend to make positive contributions to the social, environmental and economic well-being of our communities.

- **We offer** the best customer experience through outstanding services, bold digital marketing, unique design, differentiating premium retailers and inspiring events. Our shopping centres are places where visitors can enjoy a constantly renewed experience. With an exceptional dining and entertainment offer, they make each visit a truly memorable moment.
- **We anticipate** trends before anyone else to live up to customer expectations. Innovation is the backbone of our agility.
- **We expand** the world famous Westfield brand across Europe's iconic shopping destinations.
- **We generate** value through operational excellence, an ambitious development pipeline and our ideal position as a unique platform for international retailers and brand ventures.

PORTFOLIO BY SEGMENT ⁽¹⁾PORTFOLIO BY REGION ⁽¹⁾

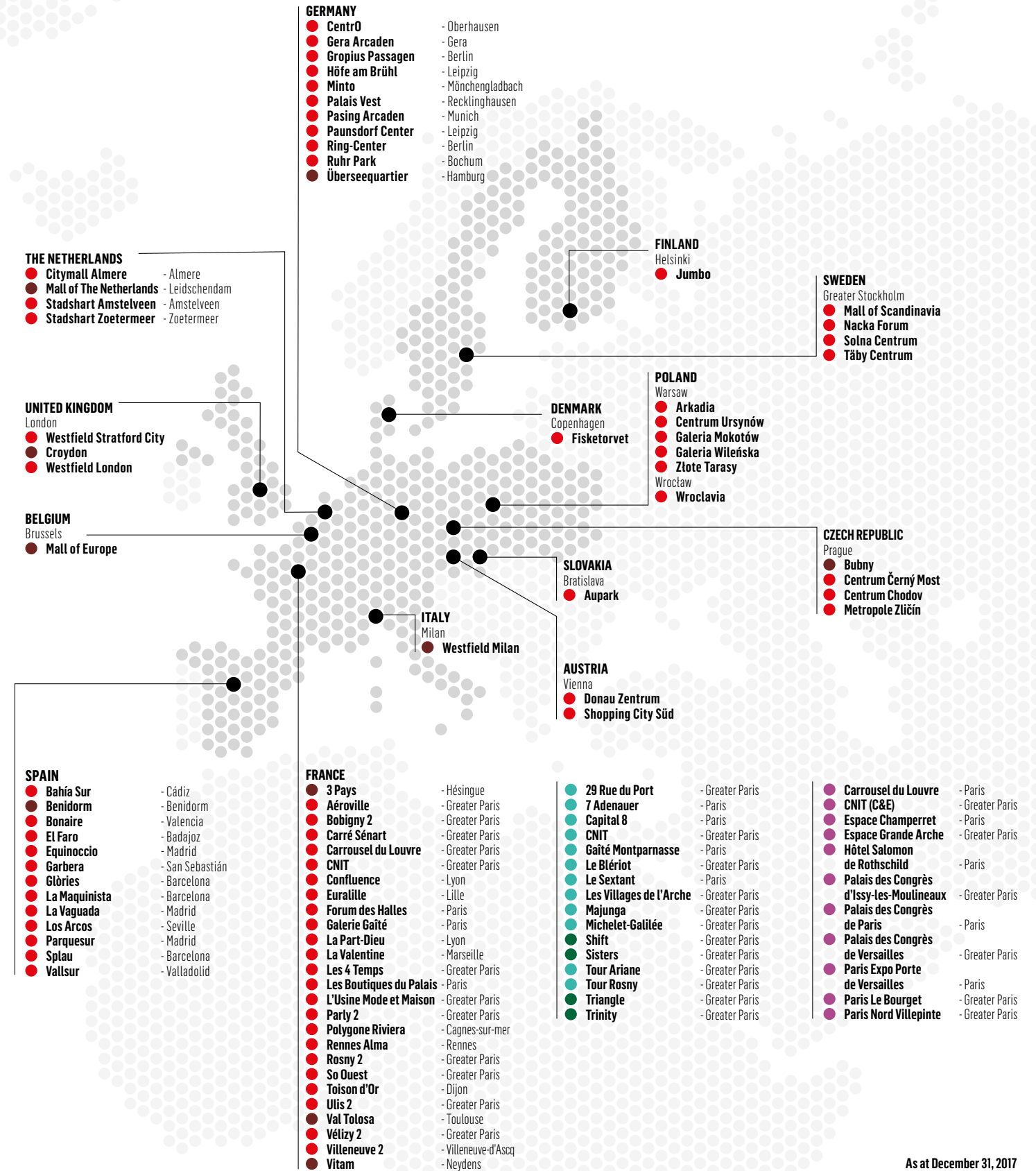
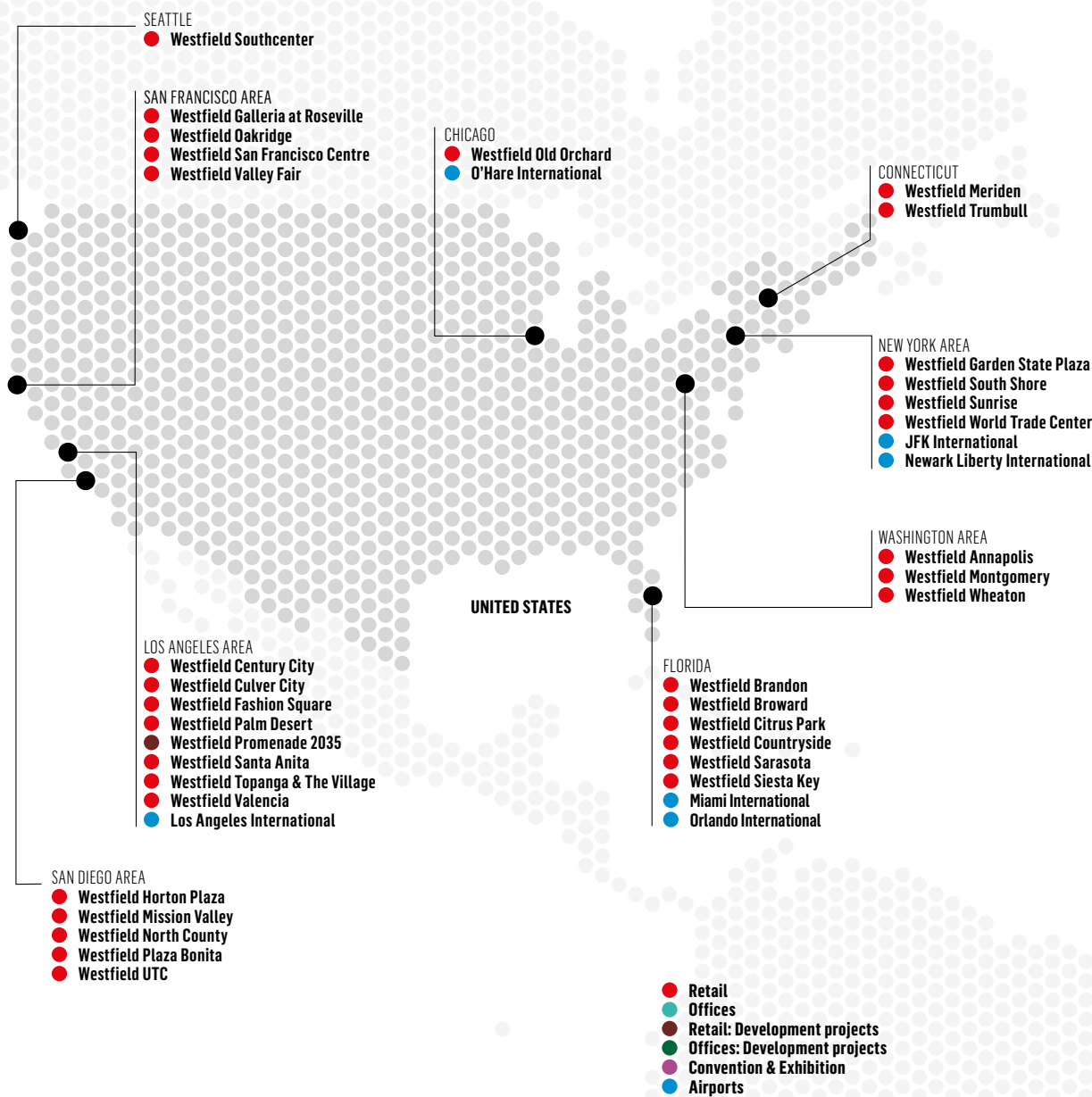
(1) Proportionate Gross Market Value.
Includes investments in shopping centres, assets under construction,
assets held for redevelopment and inventories.
(2) Includes Milan project at cost.

KEY FIGURES



Figures as at December 31, 2017

OUR PORTFOLIO





UNIBAIL-RODAMCO-WESTFIELD: A MUST HAVE PARTNER



EATALY

1ST

ON THE WEST COAST, US



TESLA

1STIN A SHOPPING CENTRE
IN SWEDEN, FRANCE, UK

NESPRESSO

1STIN A SHOPPING CENTRE IN FRANCE,
SPAIN, AUSTRIA, THE NETHERLANDS
AND GERMANY1ST
COFFEE SHOP CONCEPT IN A
SHOPPING CENTRE IN CONTINENTAL
EUROPE, POLAND

NYX

1STIN PARIS REGION, AUSTRIA,
POLAND, SLOVAKIA1ST
IN A SHOPPING CENTRE
IN SPAIN

THE VILLAGE

1STLUXURY VILLAGE
(INCL. LOUIS VUITTON, PRADA,
TIFFANY & CO. AND GUCCI)
IN A SHOPPING CENTRE
IN EUROPE, UK

VICTORIA'S SECRET

1STFULL CONCEPT STORE
IN A SHOPPING CENTRE IN
CONTINENTAL EUROPE,
POLAND

BEST PHYSICAL AND DIGITAL EXPERIENCES



SPECTACULAR ARCHITECTURE

AND WOW EFFECTS



OUTSTANDING DESIGN

FOR A COSY AND
COMFORTABLE ATMOSPHERE

ICONIC SHOPFRONTS

FOR SUPERIOR BRAND
EXPERIENCES

PREMIUM SERVICES

CONCIERGE SERVICES,
PERSONAL SHOPPER,
CLICK & COLLECT SERVICES,
VALET PARKING

DIGITAL EXPERIENCE

APPS, DIGITAL SCREENS,
INTERACTIVE MAPS,
CONNECTED SERVICES, SEAMLESS
PARKING TECHNOLOGY

BRAND VENTURES

CREATING THE BEST
BRAND-AWARENESS
CAMPAIGNS



ONE BRAND



THE WESTFIELD BRAND, THE STRONGEST IN THE INDUSTRY,
WILL GRADUALLY BE DEPLOYED ACROSS OUR FLAGSHIP ASSETS
IN CONTINENTAL EUROPE, OFFERING A TRANSCONTINENTAL PLATFORM
FOR RETAILERS LOOKING FOR GLOBAL REACH. —



UNEXPECTED EXPERIENCES

WE CREATE EXCEPTIONAL DESTINATIONS WHERE PEOPLE MEET UP TO LIVE THE UNEXPECTED, DISCOVER INNOVATIVE CONCEPTS AND CONNECT WITH EACH OTHER. OUR CENTRES ARE LOCATED IN THE MOST VIBRANT CITIES, IN THE BEST LOCATIONS. THEY ARE THE IDEAL PLACES TO LIVE IT ALL AND CREATE GREAT EXPERIENCES. —

↓ **John Legend at
Westfield World Trade Center**
New York, US





↑ **Fashion show**
at Westfield London
London, UK

↑ **Lady Gaga at Westfield London**
London, UK



↑ **Citywave surf event at Shopping City Süd**
Vienna, Austria



↑ **Pokémon GO at Stadshart Amstelveen**
Amstelveen, The Netherlands



↑ **Elite Model Look casting at Rennes Alma**
Rennes, France

THE MOST AMBITIOUS PROJECTS

OUR UNRIVALLED DEVELOPMENT PIPELINE, THE LARGEST IN THE INDUSTRY, IS DESIGNED TO CREATE BETTER PLACES, WHERE PEOPLE CAN MEET UP, CONNECT, SHOP, WORK AND ENJOY. OUR PROJECTS SHAPE A POSITIVE AND SUSTAINABLE URBAN ENVIRONMENT, CONTRIBUTING TO BETTER CITIES AND BETTER COMMUNITIES. —

↓ WESTFIELD VALLEY FAIR

Santa Clara, US

Extension: **48,200 m² GLA** • 2019



↓ TRINITY

Paris region, France
Brownfield
48,939 m² GLA • H1 2019



↓ LA PART-DIEU

Lyon, France
Extension: **30,617 m² GLA** • H1 2020



↑ MALL OF THE NETHERLANDS

The Hague region, The Netherlands
Redevelopment: **87,806 m² GLA** • H1 2020

↑ ÜBERSEEQUARTIER

Hamburg, Germany
Brownfield • Mixed-use
209,566 m² GLA • H2 2021



↑ WESTFIELD MILAN

Milan, Italy
Brownfield
185,000 m² GLA • Post 2021

↓ CROYDON

London, UK
Brownfield
155,000 m² GLA • Post 2021



↓ SISTERS

Paris region, France
Brownfield
89,259 m² GLA • H1 2022



↓ MALL OF EUROPE

Belgium, Brussels
Brownfield
125,352 m² GLA • Post 2022



↓ TRIANGLE

Paris, France
Brownfield
85,140 m² GLA • Post 2022



↑ 3 PAYS

Hésingue, France
Brownfield
86,600 m² GLA • H1 2022



THE MOST TALENTED TEAMS IN THE INDUSTRY



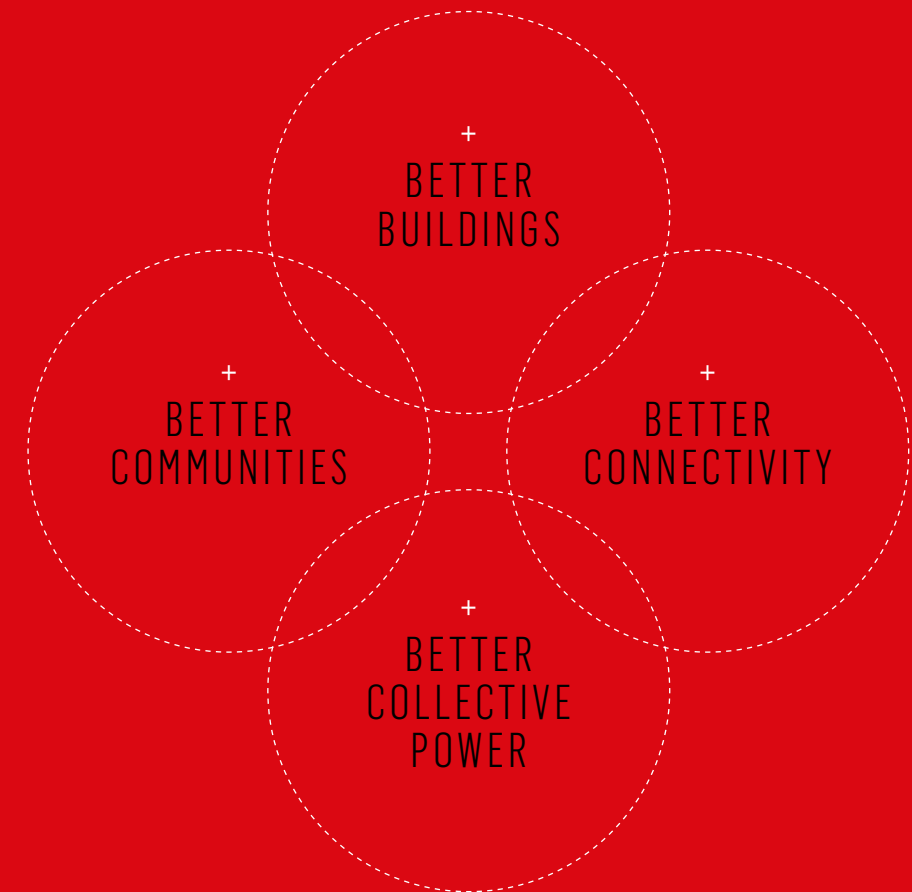
UNIBAIL-RODAMCO-WESTFIELD IS ABOUT TRANSFORMING THE SHOPPING EXPERIENCE AND THE WORK ENVIRONMENT FOR MILLIONS OF PEOPLE ACROSS THE GLOBE. AT THE FOREFRONT OF INNOVATION, OUR 3,700 TALENTED PROFESSIONALS ARE PREPARING FOR FUTURE GENERATIONS OF CUSTOMERS. OUR SKILLS, ENGAGEMENT AND TEAM WORK ARE KEY TO DRIVING PERFORMANCE AND GENERATING SUPERIOR VALUE.

We are proud of our teams whose skills lie across a range of disciplines, from engineering and finance to marketing, digital, design, development, operations and leasing.

Our highly experienced management team fosters an environment that celebrates new ideas, engagement, and individual development.

We are committed to diversity and promote an inclusive culture where people are positively encouraged to succeed.

SHAPING TOMORROW: OUR CSR AMBITION



WE IMPLEMENT AN AMBITIOUS CORPORATE SOCIAL RESPONSIBILITY STRATEGY WHICH ADDRESSES THE MAIN CHALLENGES FACING COMMERCIAL REAL ESTATE.

By creating better places, we move toward a low-carbon economy, anticipate new modes of sustainable mobility, fully integrate our business activities with local communities, and engage all of our teams and stakeholders.



UNIBAIL-RODAMCO-WESTFIELD

URW.COM

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