



SMART AND SUSTAINABLE CITIES

UNIBAIL - RODAMCO - WESTFIELD

9 APR, 2019



UNIBAIL-RODAMCO-WESTFIELD



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

Unibail-Rodamco-Westfield

COMMERCIAL REAL ESTATE INDUSTRY 3 MAIN BUSINESS LINES



DEVELOPMENT



INVESTMENT



OPERATIONS

3 CATEGORIES OF ASSETS



RETAIL (SHOPPING
CENTRES & AIRPORTS)

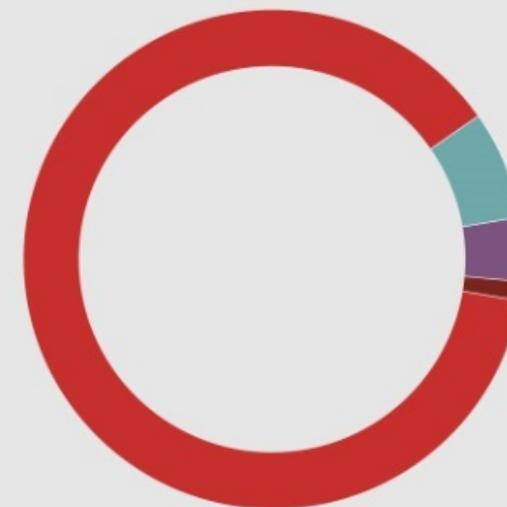


OFFICES



CONVENTION &
EXHIBITION CENTRES

PORTFOLIO BY SEGMENT ⁽¹⁾



- **86%** SHOPPING CENTRES
- **8%** OFFICES
- **5%** CONVENTION & EXHIBITION
- **1%** SERVICES

Unibail-Rodamco-Westfield

2
CONTINENTS



13
COUNTRIES



27
CAPITAL CITIES



1.2BN+
ANNUAL VISITS



102
SHOPPING CENTRES
56
FLAGSHIPS

1
BRAND

Westfield

PORTFOLIO BY REGION ⁽¹⁾



- 3% THE NETHERLANDS
- 4% AUSTRIA
- 6% SPAIN
- 6% NORDICS
- 6% GERMANY
- 8% UK & ITALY
- 9% CENTRAL EUROPE
- 22% UNITED STATES
- 37% FRANCE

Our ambition



TO CREATE
BETTER
PLACES

Where people can **meet, connect, shop, work, and share** memorable experiences

For a **seamless online-offline shopping** experience

In an **entertaining, contemporary and eco-friendly** environment

Our portfolio at a glance



London, Stratford



New York, World Trade Center



Le Bourget, Paris



Le forum des Halles, Paris

Our portfolio at a glance





We are a recognized and awarded company

Stock exchange markets Data as of 10/12/2018

➤ Paris : CAC 40 24th/40

➤ Amsterdam : AEX 10th/23

Sustainable Development & Social responsibility





Better places
2030





PILLAR

1

LESS CARBON EMISSIONS, BETTER BUILDINGS



100% OF OUR EXISTING ASSETS AND OF OUR DEVELOPMENT PROJECTS ENGAGED IN THE REDUCTION OF THE GROUP'S CARBON FOOTPRINT

THE FIRST PILLAR
IN FEW FIGURES

-35%

carbon footprint from
the construction

-70%

carbon emissions
from the operations

100%

green electricity



PILLAR

2

LESS POLLUTING TRANSPORT, BETTER CONNECTIVITY



CONNECTING 100%
OF OUR SHOPPING CENTRES
TO SUSTAINABLE MODES
OF TRANSPORT

SECOND PILLAR
IN FEW FIGURES

-50%

carbon footprint
from transport

75%

of all visitors come
to the centres by a sustainable
means of transport



PILLAR

3

LESS LOCAL UNEMPLOYMENT, BETTER COMMUNITIES



100% OF OUR SHOPPING
CENTRES COMMITTED
TO SUPPORTING
LOCAL EMPLOYMENT
AND ECONOMIC
DEVELOPMENT

THE THIRD PILLAR
IN FEW FIGURES

1,000

young people hired per year,
thanks to UR for Jobs

100%

of shopping centres
will organize one event per year
in partnership with a local NGO

100%

of shopping centres using
Connect, the app for the Group's
community of employees and retailers



PILLAR

4

LESS TOP-DOWN, BETTER COLLECTIVE POWER



100% OF OUR
WORKFORCE COMMITTED
TO SUSTAINABLE
DEVELOPMENT

THE FORTH PILLAR
IN FEW FIGURES

100%

of the employees part
of the Annual Day
of Solidarity

100%

specific quantitative
objectives for 100%
Group employees

THANK YOU



UNIBAIL-RODAMCO-WESTFIELD

Innovation priorities



Finding innovative solutions for mobility

How should we adapt shopping centres / assets and parking spaces to new forms of mobility? How can we encourage the adoption of greener and less CO2-consuming modes of transport for our visitors?



Co-designing on development projects

How do we co-design our development projects with neighboring communities? How is it possible to create more modular and dynamic spaces?



Rethinking assets as distribution hubs

How can we optimise delivery to and from our centres? How do we adapt logistics to our environmental objectives and in particular how to remove untreated waste?



Making our assets smarter

How to leverage on AI, machine learning and IoT to optimize operations and improve customer knowledge? How to bring data science to Unibail-Rodamco's business model and predict consumer behavior, leveraging it for our retailers?



Enhancing customer experience

How to better serve our clients with innovative digital services? How to better know and personally interact with them? How to offer a seamless and omnichannel shopping experience with innovative retailers?



Promoting new usages

What is the next food experience? How do we seize value not only on new products selling, but also on exchange and second-hand products? How to improve the way we work at Unibail-Rodamco?

URW LAB is Unibail-Rodamco-Westfield's Lab for Innovation.



Julie Villet

URW Lab and CSR Director



URW Lab's ambition is to foster the creation of hybrid, sustainable, highly desirable places: Better Places. This vision is embedded in our innovation and "Better Places 2030" CSR strategy. We aim at better understanding macro trends shaping our environment. We share, communicate and advocate. We strive for open mind, critical thinking and innovation culture throughout the teams. We test, experiment and scale new products, services and solutions in open innovation. We are impact driven: we believe transformation is key for success in today's world. We dare by being risk takers. We are empowered, sincerely engaged, and we play collective. Innovation is part of Unibail-Rodamco-Westfield's DNA and will be instrumental to achieve our ambitions.

