INVESTOR DAYS
LONDON - JUNE 13-14, 2019
THE KEY ISSUES WE WANT TO ADDRESS DURING THESE TWO DAYS

1. THE WFD ACQUISITION & THE FUTURE OF RETAIL

2. OUR BALANCE SHEET, DISPOSALS & DIVIDEND SUSTAINABILITY

3. OUR STRATEGY IN THE US AND UK

4. IS OUR EUROPEAN GROWTH SUSTAINABLE?

5. WILL THE UR WAY WORK IN THE FORMER WFD BUSINESS?
THE WESTFIELD ACQUISITION
The Westfield acquisition fits our strategy perfectly

Concentration

88% of ex-WFD GMV in Flagship malls in key global markets

Differentiation

Unique platform of assets

Innovation

Complementary expertise in design, development, marketing, digital and commercial partnerships

A unique opportunity to create a premier global operator
# The Westfield acquisition rationale

1. Design the future of retail

2. Build the strongest portfolio to deliver consistent growth

3. Largest development pipeline to drive growth with flagship projects

4. Capitalize on best in class management teams

5. Synergies will deliver additional earnings and cash flows

6. Transaction to:
   - Unlock NAV and REPS accretion
   - €3.0 Bn of disposals to preserve strong balance sheet

7. Efficient structure for shareholders

8. Common strategy - clear action plan - best in class governance
The Westfield acquisition: what is different

1. Transaction diverted WFD senior management from US operations → delays in leasing and projects; no ex-UR input pending closing

2. Deterioration of retail environment in US and UK more severe than anticipated

3. Occupancy in recent developments

4. Some major projects need to be reviewed (size, returns)
THE FUTURE OF RETAIL
The future of retail

THIS?
The future of retail
The future of retail

Online
efficiency

Proximity
convenience

Destination
experience
WHAT HAS CHANGED SINCE 2016?
Online sales penetration has continued to increase...

Euromonitor internet retailing data for France, United States, UK, Italy, Czech Republic, Poland, Slovak Republic, Germany, Spain, Sweden, Denmark, Finland, Austria, Netherlands
... but varies from country to country
Amazon still represents ~50% of US online retail market...

Top 10 US Companies,  
Ranked by Retail Ecommerce sales share, 2018

1. Amazon 49.1%  
2. eBay 6.6%  
3. Apple 3.9%  
4. Walmart 3.7%  
5. Best Buy 1.5%  
6. Costco 1.3%  
7. Macy's 1.2%  
8. Qurate 1.2%  
9. Wayfair 1.1%  
10. Other 44.6%

According to eMarketer report - Top 10 US companies ranked by retail Ecommerce sales share, 2018.
... and no other major pure-player has emerged

### Net Sales (€ Bn)\(^{(1)}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (€ Bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>69.7</td>
</tr>
<tr>
<td>2015</td>
<td>91.3</td>
</tr>
<tr>
<td>2016</td>
<td>117.3</td>
</tr>
<tr>
<td>2017</td>
<td>128.8</td>
</tr>
<tr>
<td>2018</td>
<td>166.2</td>
</tr>
</tbody>
</table>

\(^{(1)}\) With EUR/USD and EUR/GBP rates as at the end of each year

\(^{(2)}\) Including Online stores, Third-Party Seller Services (fees), Subscription services and Other
Online profitability remains very low
Why?

- Customer acquisition costs
- Cost of delivery
- Cost of returns
- Low margins
Customers are not free on the internet!

Cost per click on Google or Facebook\(^{(1)}\):

$1-2

Conversion rate\(^{(2)}\):

~1.6%

Customer acquisition cost:

>$60

\(^{(1)}\) AdEspresso; WordStream.

\(^{(2)}\) Wolfgang Digital; WordStream; ECN. Reflects median level conversion.
Distribution costs are rising...

**ASOS**

Distribution costs as % of sales in UK

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>10.3%</td>
<td>10.6%</td>
<td>11.1%</td>
<td>12.1%</td>
<td>11.7%</td>
<td>12.5%</td>
<td></td>
</tr>
</tbody>
</table>
... as are costs of returns

% of items returned\(^{(1)}\)

<table>
<thead>
<tr>
<th>Bricks and mortar</th>
<th>Ecommerce</th>
</tr>
</thead>
<tbody>
<tr>
<td>8%</td>
<td>20%</td>
</tr>
</tbody>
</table>

50% of millennials admit ordering items they intend to return\(^{(2)}\)

14% of UK consumers say they have been “penalised” for their returns\(^{(2)}\)

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(1) eMarketer
(2) Barclaycard survey 2019

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The Ticking Time Bomb Of E-commerce Returns

Steve Davis, Contributor @ Retail
I write on the transformation of retail in the age of digital disruption.

Online Retail Faces Big Problems with Returns

September 3, 2019 / By Brian Lamy

Online retail seems to face a litany of problems. A very prominent one among them is the return of goods. To put it simply, returns are disproportionately common with online shoppers. In fact, it’s so disproportionate that it’s really costing the online retailers and it is starting to bear down on profits.

While sales themselves are growing exponentially (at nearly three times the rate of brick-and-mortar shops) almost one-third of online orders are being returned. Compared to the 8 percent of merchandise that is returned to physical stores, that huge discrepancy comes at a big cost. With free shipping, and often free returns, the cost of processing it all can reach up to 65 percent of the total cost of the goods sold.
Margins are low for commodity products

€0.83  EST. MARGIN  €418

9 kg
Stores have value

Customer experience + Brand awareness + Differentiation + Profitability
Stores offer enhanced customer experience...
... and their value increases with the “halo effect”

“When we close a store, we fire a customer.

When we close a store we see our online sales in that particular market decrease.

So we have to expand the productivity metric of a store to include online sales.”

Paula Price, CFO of Macy’s

Uplift in web traffic in catchment when a store opens

+37%

Average increase in online sales when a store opens in the same catchment

+12%

Additional spend per household from a click and collect customer

£68

Of digital spend still touches a store

86%

(1) ICSC - “The halo effect: How Bricks Impact Clicks” report
(2) Revo studies
Retail is now 100% connected: offline goes online...
... and online goes offline
The future of retail is not a competition between the high street and online

Retail is not a zero-sum game between the high street and online. Retailers large and small are realising that customers want both, with physical retail – which is 82 per cent of UK shopping by value – and e-commerce working hand-in-hand to drive growth. As one leading analyst recently noted: “Very few people exclusively shop online or only in store. They marry the best of both worlds.”

Customer behaviour has to be the starting point for any debate about the future of retail. That may sound simple, but it’s something that too often gets lost. Customers want—and will always want—convenience, choice and competitive prices.
How high will online penetration grow?

(1) 2023 weighted forecast for countries where URW has presence: 18.6% - Euromonitor Stats
WHATEVER THE PENETRATION OF ONLINE SALES...

PHYSICAL RETAIL WILL STILL BE ESSENTIAL!
Retailers need to strategically allocate capital to:

- Selectively expand their network
- Upgrade and transform stores
- Invest in IT, supply chain and innovation
FOR URW,

WHATEVER THE PENETRATION
OF ONLINE SALES,

OUR CHALLENGE IS:

TO GROW MARKET SHARE
This is what we have done so far...

**URW tenant sales consistently outperform the EU market**

Rebased to 100 in 2006 - cumulative growth
Retail apocalypse: myth or reality?

How Jamie's Italian lost that lovely jolly feeling

The celebrity chef’s restaurant chain became a victim to many challenges, but most of all to its own cautiousness.

DIY superstores struggle to make good in the digital age

Big-box retailers trial new concepts as more consumers turn to tradesmen

The retail apocalypse is far from over as analysts predict 75,000 more store closures

Gap reports sales slump – and its shares slump, too

All three of its brands, Old Navy, Banana Republic and Gap, are shrinking

Shine dims for jewellery retailers as shift to ecommerce bites

One in 20 US stores shut up shop last year as listed jewellers battle declining footfall in stores

Apparel giant Forever 21 exploring restructuring as retail continues to take hits

Gap's chief executive warned of an "extremely challenging" period for the clothing retailer as weaker-than-forecast sales and a profit warning for the full year sent its shares tumbling 10 per cent.
Not all retail is gloomy!

Best Buy tariffs rising prices, fixed smiles

Chipotle raises sales view as online orders double

On the day Best Buy turned around impactful metrics were going to hurt, it still had time to thank President Trump. The electronics retailer said the administration had ultimately excluded some furniture products in only the first tariff list. “But this is a foot in the door, as measured by one of the goods sold, largely: furniture, not subject to the tariffs. Meanwhile, overall sales and traffic had increased.

Sephora ramps up store openings as it taps ‘beauty revolution’

FT 1000 retailers take clicks-and-mortar approach

Ikea opens first store in central Paris as part of €400m push

Chipotle Mexican Grill boosted up its expectations for full-year sales when the company’s chief supply chain officer announced Thursday, aided by taste changes that favored it. The fast-food chain, which menu changed in 2017, now offers a number of new items and dishes, including spicy buys and spicy salads. “We’re glad to put our new menu in the mix,” Chipotle recently repeated in press release.

A shop is to linger a shop. Or at least the traditional idea of one — a static space with shop glass windows, a checkout and shadow of old products — is the one in big-name retailers lay creative ways to get customers through the door.

Apple stores offer revenue, Patagonia hosts yoga classes and Nike lets you try trailers out on their in-store basketball court. As Roundtrip Price, Retailer Everything, if you’re a recent stock report. "To a world where anything can be a shop, and a shop can be anything, how do you evolve to solve today’s shopping?"
Even Amazon is opening stores...

# of Amazon physical retail locations

- Amazon stores
- Wholefoods

Amazon Books, Westfield UTC

<table>
<thead>
<tr>
<th>Year</th>
<th>Amazon stores</th>
<th>Wholefoods</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>1</td>
<td>527</td>
</tr>
<tr>
<td>2015</td>
<td>35</td>
<td>492</td>
</tr>
<tr>
<td>2019</td>
<td>35</td>
<td>1</td>
</tr>
</tbody>
</table>
... and not just Amazon

### US DNVBs

<table>
<thead>
<tr>
<th>Brand</th>
<th># Stores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warby Parker</td>
<td>74</td>
</tr>
<tr>
<td>Bonobos</td>
<td>53</td>
</tr>
<tr>
<td>Untuckit</td>
<td>37</td>
</tr>
<tr>
<td>Peloton</td>
<td>34</td>
</tr>
<tr>
<td>Sierra Trading Post</td>
<td>33</td>
</tr>
<tr>
<td>Sugarfina</td>
<td>33</td>
</tr>
<tr>
<td>Shinola</td>
<td>30</td>
</tr>
<tr>
<td>Fabletics</td>
<td>25</td>
</tr>
<tr>
<td>Nespresso</td>
<td>25</td>
</tr>
<tr>
<td>Indochino</td>
<td>21</td>
</tr>
<tr>
<td>ELF</td>
<td>20</td>
</tr>
<tr>
<td>Casper</td>
<td>17</td>
</tr>
<tr>
<td>Ballard Designs</td>
<td>13</td>
</tr>
<tr>
<td>Morphe Brushes</td>
<td>13</td>
</tr>
<tr>
<td>Miniml by Moe’s</td>
<td>11</td>
</tr>
<tr>
<td>Chubbies</td>
<td>11</td>
</tr>
<tr>
<td>Reformation</td>
<td>11</td>
</tr>
<tr>
<td>Sundance</td>
<td>11</td>
</tr>
<tr>
<td>B8ta</td>
<td>8</td>
</tr>
<tr>
<td>Gorjana</td>
<td>8</td>
</tr>
<tr>
<td>Outdoor Voices</td>
<td>8</td>
</tr>
<tr>
<td>Stance</td>
<td>8</td>
</tr>
<tr>
<td>Knot Standard</td>
<td>7</td>
</tr>
<tr>
<td>Ministry of Supply</td>
<td>7</td>
</tr>
<tr>
<td>Rye 51</td>
<td>7</td>
</tr>
<tr>
<td>Blue Nile</td>
<td>6</td>
</tr>
<tr>
<td>Monica + Andy</td>
<td>6</td>
</tr>
<tr>
<td>The Black Tux</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Green Street Advisors Data
43% of DNVB US stores are in "A" malls\(^{(1)}\)
Successful retailers are upsizing

Les Quatre Temps, Sephora

Westfield London, Zara

Westfield Valley Fair, new Apple

22 MAY 2019
Store upsizing trend continues at River Island

River Island has doubled the size of its store at intu Lakeside, creating a 3,951 sq m (121,000 sq ft) flagship branch that fits with the current ‘supersizing’ trend for fashion stores.
New categories are emerging

Automotive

Food markets

Leisure & Entertainment
And people actually love to shop!

- 78% of consumers prefer to shop in store\(^1\)
- 95% of generation Z and 75% of Millennials visited a Mall in Q1\(^2\)
- >1.2 Bn visits every year

\(^2\) ICSC Report - Gen Z Shopping Behaviors Support Retail Real Estate - September 2018
We have the best assets and the right strategy
We have the best assets and the right strategy

- **Concentration**  
- **Differentiation**  
- **Innovation**

**Flagships**
- Re-designing
- Re-tenanting
- Re-marketing

**URW Lab**
- URW Link
- Digital Strategy
What makes Flagships unique?

Large and dynamic destination

- >100,000 sqm Average GLA
- 16 Mn Average Footfall

Unique position and service offering

- +17% PP vs National Average\(^{(1)}\)
- 4.8 Mn Average Catchment Population\(^{(1)}\)

Iconic architecture

Connectivity

Entertainment & dining

Social experience & events

(1) CACI Retail Market 2019 - European perimeter only
Our presence in 2012

134 shopping centres in 14 countries
Our presence today

92 shopping centres in 12 countries

- Standing
- Delivered / acquired
Creating a focused, high-quality portfolio

<table>
<thead>
<tr>
<th>Year</th>
<th># of shopping centres</th>
<th>Average Footfall (in Mn)</th>
<th>Average NRI (in € Mn)</th>
<th>Average GMV (in € Mn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>134</td>
<td>10.6</td>
<td>17.1</td>
<td>302</td>
</tr>
<tr>
<td>2015</td>
<td>106</td>
<td>11.1</td>
<td>22.3</td>
<td>451</td>
</tr>
<tr>
<td>2018</td>
<td>92</td>
<td>12.5</td>
<td>30.4</td>
<td>716</td>
</tr>
</tbody>
</table>
More dominant assets

<table>
<thead>
<tr>
<th>Assets with GMV above €1Bn</th>
<th>FY-2015</th>
<th>FY-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forum des Halles</td>
<td></td>
<td>Forum des Halles(1)</td>
</tr>
<tr>
<td>La Part-Dieu</td>
<td></td>
<td>La Part-Dieu</td>
</tr>
<tr>
<td>Les Quatre Temps</td>
<td></td>
<td>Les Quatre Temps</td>
</tr>
<tr>
<td>Parly 2</td>
<td></td>
<td>Parly 2(1)</td>
</tr>
<tr>
<td>Vélizy 2</td>
<td></td>
<td>Vélizy 2(1)</td>
</tr>
<tr>
<td>Mall of Scandinavia</td>
<td></td>
<td>Carré Sénart(1)</td>
</tr>
<tr>
<td>CentrO</td>
<td></td>
<td>Mall of Scandinavia</td>
</tr>
<tr>
<td>Donau Zentrum</td>
<td></td>
<td>CentrO</td>
</tr>
<tr>
<td>Shopping City Süd</td>
<td></td>
<td>Donau Zentrum</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shopping City Süd</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Arkadia(1)</td>
</tr>
<tr>
<td>Westfield Century City(1)</td>
<td></td>
<td>Westfield Century City</td>
</tr>
<tr>
<td>Westfield Garden State Plaza</td>
<td></td>
<td>Westfield Garden State Plaza</td>
</tr>
<tr>
<td>Westfield Valley Fair(1)</td>
<td></td>
<td>Westfield Valley Fair</td>
</tr>
<tr>
<td>Westfield World Trade Center(1)</td>
<td></td>
<td>Westfield World Trade Center</td>
</tr>
<tr>
<td>Westfield London(1)</td>
<td></td>
<td>Westfield London</td>
</tr>
<tr>
<td>Westfield Stratford City</td>
<td></td>
<td>Westfield Stratford City</td>
</tr>
</tbody>
</table>

(1) Asset extended / delivered
More valuable assets

Average GMV of retail assets\(^{(1)}\)

(€ Mn)

<table>
<thead>
<tr>
<th></th>
<th>EU Peer 1</th>
<th>EU Peer 2</th>
<th>EU Peer 3</th>
<th>EU Peer 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>URW</td>
<td>706</td>
<td>627</td>
<td>500</td>
<td>163</td>
</tr>
<tr>
<td>US Peer 3</td>
<td>268</td>
<td>233</td>
<td>137</td>
<td></td>
</tr>
</tbody>
</table>

\(^{(1)}\) Estimates based on companies filings. EUR/GBP exchange rate as at end 2018.

\(^{(2)}\) EU Peers include: Eurocommercial, Hammerson (flagships), Klepierre, Intu Properties, Eurocommercial
More high footfall locations in Europe(1)

Top 30 European assets by footfall(1)

19 URW assets among the Top 30

(1) In countries where URW operates, in Mn visitors, 2018. Source: Sites Commerciaux June 2019. Evry 2 has been added with the footfall disclosed on the landlords website, and Shopping City Sud footfall restated to include the entire complex.
Best connected locations

% of EU assets connected to Metro or Tram lines\(^{(1)}\)

<table>
<thead>
<tr>
<th></th>
<th>URW</th>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
<th>Peer 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>67%</td>
<td>44%</td>
<td>30%</td>
<td>29%</td>
<td>11%</td>
</tr>
</tbody>
</table>

(1) Based on assets referenced in CACI Retail Markets 2019 ranking - Property portfolio as at 12/31/2018 - Peers include: Klepierre, Hammerson, Intu, Eurocommercial
Wealthiest catchment areas in Europe...

Average Purchasing Power per Capita of URW’s catchment areas:

+17.3% vs. national average

<table>
<thead>
<tr>
<th>Peer</th>
<th>Average PPP per Capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>URW</td>
<td>17.3%</td>
</tr>
<tr>
<td>Peer 1</td>
<td>13.8%</td>
</tr>
<tr>
<td>Peer 2</td>
<td>4.5%</td>
</tr>
<tr>
<td>Peer 3</td>
<td>4.0%</td>
</tr>
<tr>
<td>Peer 4</td>
<td>3.2%</td>
</tr>
<tr>
<td>Peer 5</td>
<td>3.0%</td>
</tr>
<tr>
<td>Peer 6</td>
<td>2.9%</td>
</tr>
<tr>
<td>Peer 7</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Peers’ average</td>
<td>+3.8%</td>
</tr>
</tbody>
</table>

(1) CACI Retail Markets 2019 ranking for property portfolio as at 12/31/2018. Gross average - Only where URW has presence
(2) Peers include Landsec, Eurocommercial, Klepierre, Altarea Cogedim, British Land, Hammerson, Intu
... across all markets...

Purchasing Power per Capita of URW’s catchment areas vs. national average compared to peers

17% for URW
4% for Peers’ average

26% for UK
3% for Peers’ average

17% for Germany
4% for Peers’ average

20% for Spain
5% for Peers’ average

13% for Nordics
-2% for Peers’ average

37% for Central Europe
30% for Peers’ average

(1) Caci Retail Markets 2019 ranking for property portfolio as at 12/31/2018. Gross Average
(2) Peers include Landsec, Eurocommercial, Klepierre, Altarea Cogedim, British Land, Hammerson, Intu
... as well as in the US

Median Household Income\(^{(1)}\) ($)

<table>
<thead>
<tr>
<th></th>
<th>URW</th>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
<th>Peer 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median</td>
<td>80,175</td>
<td>73,012</td>
<td>70,865</td>
<td>70,525</td>
<td>67,977</td>
</tr>
</tbody>
</table>

Household Income Growth\(^{(2)}\)

<table>
<thead>
<tr>
<th></th>
<th>URW</th>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
<th>Peer 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>11.1%</td>
<td>10.9%</td>
<td>9.8%</td>
<td>9.7%</td>
<td>8.5%</td>
</tr>
</tbody>
</table>

Household Density\(^{(3)}\)

<table>
<thead>
<tr>
<th></th>
<th>URW</th>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
<th>Peer 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Density</td>
<td>1,667</td>
<td>1,614</td>
<td>1,275</td>
<td>1,091</td>
<td>931</td>
</tr>
</tbody>
</table>

Mall GLA per Household\(^{(1)}\)

<table>
<thead>
<tr>
<th></th>
<th>URW</th>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
<th>Peer 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>GLA</td>
<td>17.4</td>
<td>17.7</td>
<td>20.4</td>
<td>23.7</td>
<td>24.8</td>
</tr>
</tbody>
</table>

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BoFAML Global Research “Assessing the Mall Industry VII” October 2018

(1) In a seven-mile ring
(2) Estimation on 5-Yr horizon
(3) Per square mile

Peers include: TCO, SPG, MAC, PEI
We have the best assets and the right strategy

- Concentration
- Differentiation
- Innovation

Flagships

- Re-designing
- Re-tenanting
- Re-marketing

URW Lab
URW Link
Digital Strategy
Re-designing: We have continuously upgraded our portfolio...

% GMV Extended / Refurbished since 2009
% GMV Built since 2009
Re-tenanting: ...and proactively improved our tenant mix

Rotation rate\(^{(1)}\) (%)

Rotation rate: (number of re-lettings + number of assignments and renewals with new concepts) / number of stores. Short term leases are excluded in 2017 and 2018. Continental Europe only.


Rotation rate:
- 2008: 7.0
- 2009: 8.0
- 2010: 8.1
- 2011: 11.3
- 2012: 13.2
- 2013: 12.6
- 2014: 12.5
- 2015: 13.2
- 2016: 13.3
- 2017: 11.0
- 2018: 11.5
Re-tenanting: ...and proactively improved our tenant mix

Selected signatures since 2015

- **DW**
  - In Austria
  - In Germany

- **NX**
  - In Austria
  - In Poland
  - In Slovakia

- **UR**
  - URBAN REVIVO
  - In the UK

- **HUGO**
  - HUGO BOSS
  - In Sweden

- **HAM HOME**
  - In the UK

- **COACH**
  - In the UK

- **BOGGI**
  - In France
  - In Germany

- **snipes**
  - In France

- **Aesop**
  - In Sweden

- **DECATHLON**
  - In Austria

- **VICTORIA'S SECRET**
  - In France
  - In Spain

- **mi**
  - In the UK

- **Sony**
  - In the UK

- **new balance**
  - In France

- **H&M HOME**
  - In the UK

- **AMERICA TODAY**
  - In Germany

- **UNDER ARMOUR**
  - In Sweden

- **Honey Birdette**
  - In the US

- **Dreamscape**
  - In the US

- **Jo Malone London**
  - In Czech Rep
Re-marketing: great events draw great footfall

Westfield World Trade Center, Nicki Minaj Concert
Westfield London, 10th Birthday Concert
Arkadia, Birthday
Westfield Stratford City, The VOID Star Wars
Vélizy 2, Les Tables de Vélizy Opening
Centrum Chodov, Extension opening
We have the best assets and the right strategy

- Concentration
- Differentiation
- Innovation

Flagships
- Re-designing
- Re-tenanting
- Re-marketing

URW Lab
URW Link
Digital Strategy
Innovation: unlocking further value

Increase desire for consumers + Improve impact for tenants + Increase agility for operations
A strong organization and ecosystem to deliver it

Lead innovation & transformation

＞ Understand: monitor trends
＞ Transform: harness partnerships and innovation to reshape our assets
＞ Involve: foster the culture of innovation within the Group

Build business relationship with startups

＞ 43 proofs of concept in URW assets
＞ 11 long-lasting partnerships
＞ 100+ URW employees involved

Early-stage investments

＞ Investing €40 Mn in leading Venture Capital funds

partech blisce/
Accelerating through digital and data

Frictionless experience for visitors + Additional revenues for tenants + Better operations for URW

IT investment and infrastructure

9.5 Mn loyalty members

73 Connect Assets(1)

Equipped by the end of 2019
The best assets and the right strategy drive superior LFL NRI growth
The best assets and the right strategy drive superior LFL NRI growth

LFL NRI cumulative growth 2013-18 (%)

- URW: +26.6
- Peer 1: +22.0
- Peer 2: +12.4
- Peer 3: +9.4
- Peer 4: +1.3

Rebased to 100 in 2012 - Peers include: Klepierre, Intu Properties, Hammerson, Eurocommercial
A FEW WORDS ON DEVELOPMENT
Developments have been a key source of growth and value creation for UR and WFD

Deliveries 2010-19\(^{(1)}\):

\(\text{€14.3 Bn} \)
Retail: \(\text{€12.7 Bn} \)
Offices: \(\text{€1.6 Bn} \)

Valuation uplift\(^{(2)}\):

\(\text{€2.6 Bn} \)
\(+28.5\%\(^{(3)}\)\)

---

\(\text{(1)}\) At 100%  
\(\text{(2)}\) Group Share - computed on the brownfield & redevelopment projects (excluding extensions & renovations)  
\(\text{(3)}\) Valuation uplift as % of the indexed project costs, at disposal or 3 year after delivery
And URW has the largest potential for the future

We have the largest development pipeline\(^{(1)}\) in the industry (€ Bn)...

Note: Development pipeline for global retail peers (€bn) as at December 31, 2018 with a EUR/USD rate on 12/31/2018 at 1.148

Expected cost on proportionate basis

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</thead>
<tbody>
<tr>
<td>Brownfield retail</td>
<td>42%</td>
<td>1.1</td>
<td>1.0</td>
<td>0.7</td>
<td>0.6</td>
<td></td>
</tr>
<tr>
<td>Ext/Renovation Office/other</td>
<td>4%</td>
<td>2.6</td>
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</tr>
<tr>
<td>Brownfield Office/other(^{(2)})</td>
<td>16%</td>
<td></td>
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</tr>
<tr>
<td>Ext/ Renovation Retail</td>
<td>38%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>11.9 Bn</td>
</tr>
</tbody>
</table>

... and it is highly diversified

\(^{(1)}\) Peers include: Taubman, Macerich, Simon Property, Klepierre, Brookfield - Source: Companies’ filings

\(^{(2)}\) Including residential and hotel units
THE QUESTION: HOW MUCH MORE RETAIL DOES THE MARKET NEED?

URW’S ANSWER: A “FRESH LOOK” AT OUR PIPELINE

OPPORTUNITY + FLEXIBILITY
Opportunity: the best standing assets have the best potential for densification

- High footfall assets
- Highly connected urban assets
- Expert teams
- Land already owned:
  - Low or no cost
  - No competition
- In the future, our parking lots!
- And we control timing

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Mixed-use projects in pipeline:
- 21% of projects
- 36% of URW TEC$^{(1)}$
- 42% of GLA

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1. URW TEC (Unibail-Rodamco-Westfield)
Opportunity: just what is needed in retail... and much more!

Our current pipeline...

- €11.9 Bn
- 80% Retail
- 42% Brownfield Retail
- 16% Brownfield Offices & Others
- 4% Ext/ Renovation Offices & Others

... is even more diverse than it appears

- 2.5 Mn sqm
- 50% Retail
- 22% Retail ext/ renovation
- 28% Retail brownfield
- 11% Dining & Leisure brownfield
- 9% Dining & Leisure ext / renovation
- 4% Offices ext / renovation
- 5% Residential brownfield
- 7% Residential 3rd parties
- 5% Offices brownfield
- 10% Hotels
- 5% Residential 3rd parties

(1) Including residential and hotel units
(2) Including ext / renovation/ densification and greenfield/ brownfield
Flexibility: phasing and funding optionality

- Non-committed pipeline: 76%

- Phasing of extensions:
  - Leisure and dining, then retail

- Pre-letting requirements before launch of works

- Right-sizing of retail

- Flexible funding models for residential
  - JV partners
  - Sale of building rights

- Potential to adapt to market conditions & construction costs
THE PREMIER GLOBAL DEVELOPER AND OPERATOR OF

FLAGSHIP SHOPPING DESTINATIONS
THE PREMIER GLOBAL DEVELOPER AND OPERATOR OF

FLAGSHIP DESTINATIONS
THANK YOU