



UNLOCKING FURTHER VALUE THROUGH INNOVATION



UNIBAIL-RODAMCO-WESTFIELD



BUSINESSES ARE CHALLENGED  
MORE QUICKLY & MORE  
OFTEN THAN EVER BEFORE

# 50%

of the S&P 500 firms will be replaced  
over the next 10 years, if current churn  
rate continues



# LONG-LASTING GROWTH RELIES ON



1. SUSTAINABLE BUSINESS



2. INNOVATION

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1. SUSTAINABLE BUSINESS



2. INNOVATION





## WE ARE ENTERING THE AGE OF RESPONSIBILITY

# 78%

of Americans believe it is no longer acceptable  
for companies to just make money

they expect companies to positively  
impact society as well



WHERE INVESTORS  
ARE USING SUSTAINABILITY  
AS A LEADING INDICATOR  
OF BUSINESS HEALTH

107%

compound annual growth  
in investments in sustainable  
investment<sup>(1)</sup>

Source: EY

(1) The process of incorporating environmental, social and governance (ESG) factors into investment decisions



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2019 INVESTOR DAYS





AND WHERE TALENT IS  
ATTRACTED & RETAINED  
BY COMPANIES WITH  
THE STRONGEST PURPOSES

**87%**

of Millennials around the world believe  
that the success of business  
should be measured in terms of

more than just its financial  
performance



# Strong and established leadership

LESS CARBON  
EMISSIONS,

BETTER BUILDINGS

LESS POLLUTING  
TRANSPORT,

BETTER CONNECTIVITY



LESS TOP-DOWN

BETTER COLLECTIVE POWER

LESS LOCAL  
UNEMPLOYMENT,

BETTER COMMUNITIES

## BETTER PLACES 2030

- > -50% carbon emissions by 2030
- > Covering carbon emissions of the Group and its key stakeholders (include “Scope 3” emissions)
- > Involvement of all employees



# Strong achievements<sup>(1)</sup> with tangible impact

**100%**

of development projects conducted LCA<sup>(2)</sup> analysis in design phase

**100%**

of EU portfolio supplied with Green Electricity<sup>(3)</sup>

**34%**

of managed GLA covered by LED partnerships with tenants<sup>(4)</sup>

**90%**

employees with individual CSR objectives

LESS CARBON EMISSIONS,  
BETTER BUILDINGS

LESS POLLUTING TRANSPORT,  
BETTER CONNECTIVITY

BETTER BUILDINGS

BETTER CONNECTIVITY



LESS TOP-DOWN

LESS LOCAL UNEMPLOYMENT,  
BETTER COMMUNITIES

BETTER COLLECTIVE POWER

BETTER COMMUNITIES

**100%**

of URW standing assets equipped with Electric vehicle charging spaces<sup>(5)</sup>

**551**

jobs and training placements provided through URW for jobs in 30 assets

**100%**

of Shopping Centres have held at least one annual social or environmental event involving local or national charities

Strong partnerships



CHILDHOOD

(1) All items refer to Continental Europe unless otherwise stated, performance as at 31/12/2018  
 (2) Life Cycle Assessment  
 (3) Common areas of owned & managed assets  
 (4) As at May 2019  
 (5) For the owned and managed shopping centres for which the Group fully owns and manages the car parks

# CSR strategy for the new Group

## BETTER PLACES 2030

Reinventing places together for a better tomorrow

### BETTER SPACES

Cut carbon emissions across our value chain by 50%

**-50%<sup>(1)</sup>**

carbon emissions across our value chain by 2030

### BETTER COMMUNITIES

Be a catalyst for growth within our communities

**100%**

of owned & managed assets with a community resilience action plan by 2020

### BETTER TOGETHER

Empower our people to become sustainability & diversity change-makers

**100%**

Group employees have an individual CSR objective included in annual 360° reviews by 2020



# Accelerating our ambition

## Enriched program

- › Circular economy
- › Biodiversity
- › Responsible consumption
- › Equal opportunities
- › Access to training

## Reaffirmed carbon ambition

- › **-50% carbon emissions** across our value chain by 2030
- › **Aligned with a global 2°C scenario** as set out in the Paris Climate Agreement
- › **Assessment and management of climate risks**

## Alignment with UN SDGs







# TOMORROW LOOKS

DIFFERENT





# LONG-LASTING GROWTH RELIES ON



1. SUSTAINABLE BUSINESS



2. INNOVATION





MULTIFACETED  
**CHANGING**  
ENVIRONMENT





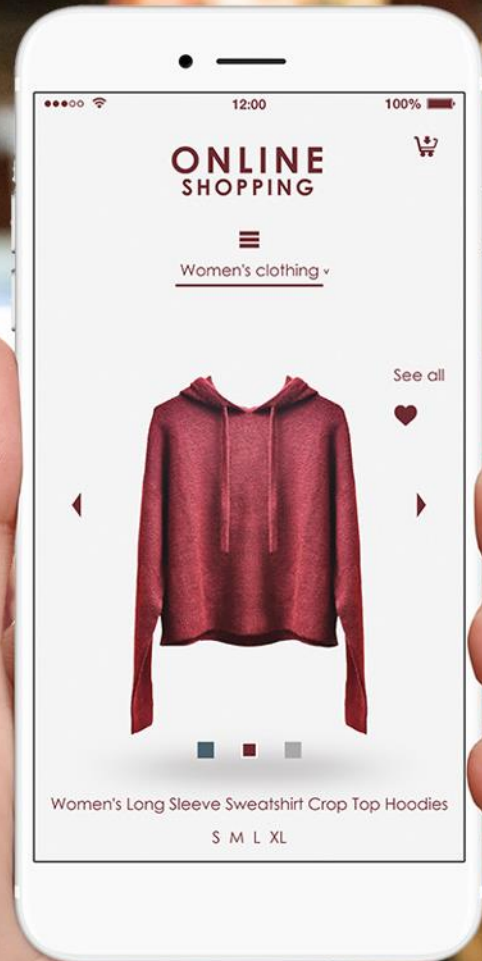
# CUSTOMERS

ARE MORE & MORE  
DEMANDING  
& CONNECTED



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EVERY € SPENT ONLINE  
HAS A

PHYSICAL TOUCHPOINT

& VICE VERSA



TECH IS ALREADY  
REINVENTING

TRADITIONAL RETAIL



# A world where experience is key



139 Mn users in 2019

YET

+3.9%

consumer spending on movie theaters<sup>(1)</sup>



100 Mn premium users in 2019

YET

+5.9%

consumer spending on live entertainment<sup>(2)</sup>

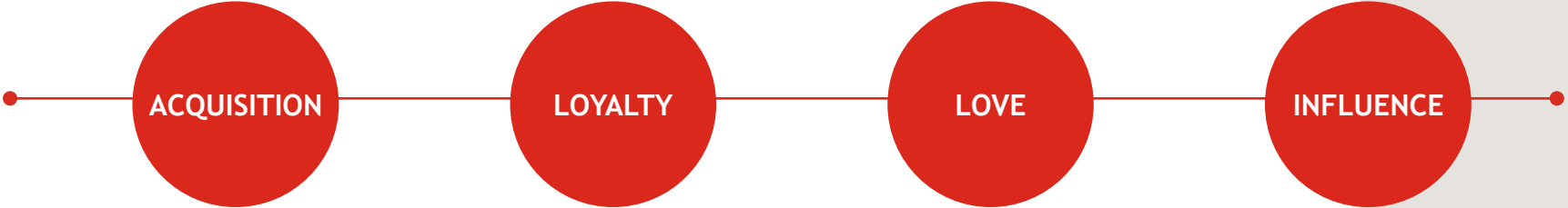
(1) Average annual personal-consumption-expenditure growth on movie theaters in the USA between 2014-2016, McKinsey analysis

(2) Average annual personal-consumption-expenditure growth on live entertainment in the USA between 2014-2016, McKinsey analysis



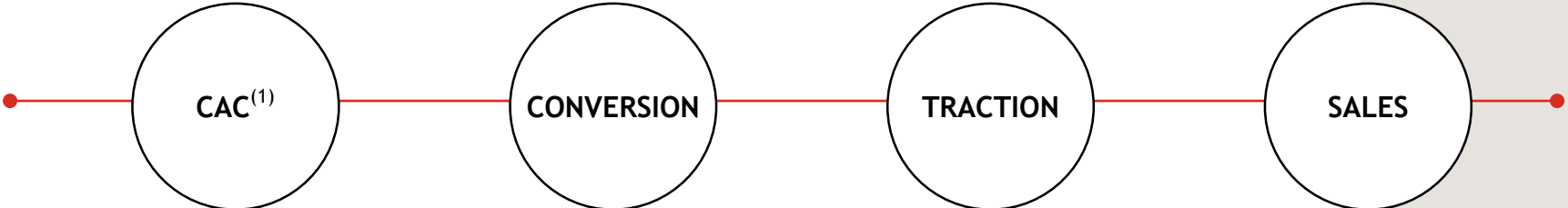
# Transformation requires focus on fundamentals...

Massive audience...



1.2 Bn  
visitors

... Revenue creation



+3.0%<sup>(2)</sup>  
tenant sales

(1) Customer acquisition cost  
(2) In continental Europe shopping centres in 2018

# ... and ability to innovate

Preferred experience

for people



Preferred partner

for brands

INCREASE DESIRE

FOR CUSTOMERS



INCREASE IMPACT

FOR TENANTS







# STRENGTHEN

#DESIRE



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# 1. Making URW destinations more unique

Positive

IMPACT



**Agripolis**

Social

STATUS



**BROADWICKLIVE**



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Atomised

USES



**BESPOKE**  
TAILORED FOR TECH



## 2. Renewing retail line-up...

# 850

new digital-native brands stores are expected to open in the U.S. in the next five years<sup>(1)</sup>

They develop in the physical retail space to...

ACQUIRE  
NEW  
CUSTOMERS

DEVELOP  
THEIR BRAND  
EXPERIENCE

INTERACT  
WITH THEIR  
FAN  
COMMUNITY



URW's shopping destinations are their landing zone



NA-KD, Stadshart Amstelveen



Bonobos, Westfield Century City

100+  
STORES  
IN OUR  
PORTFOLIO

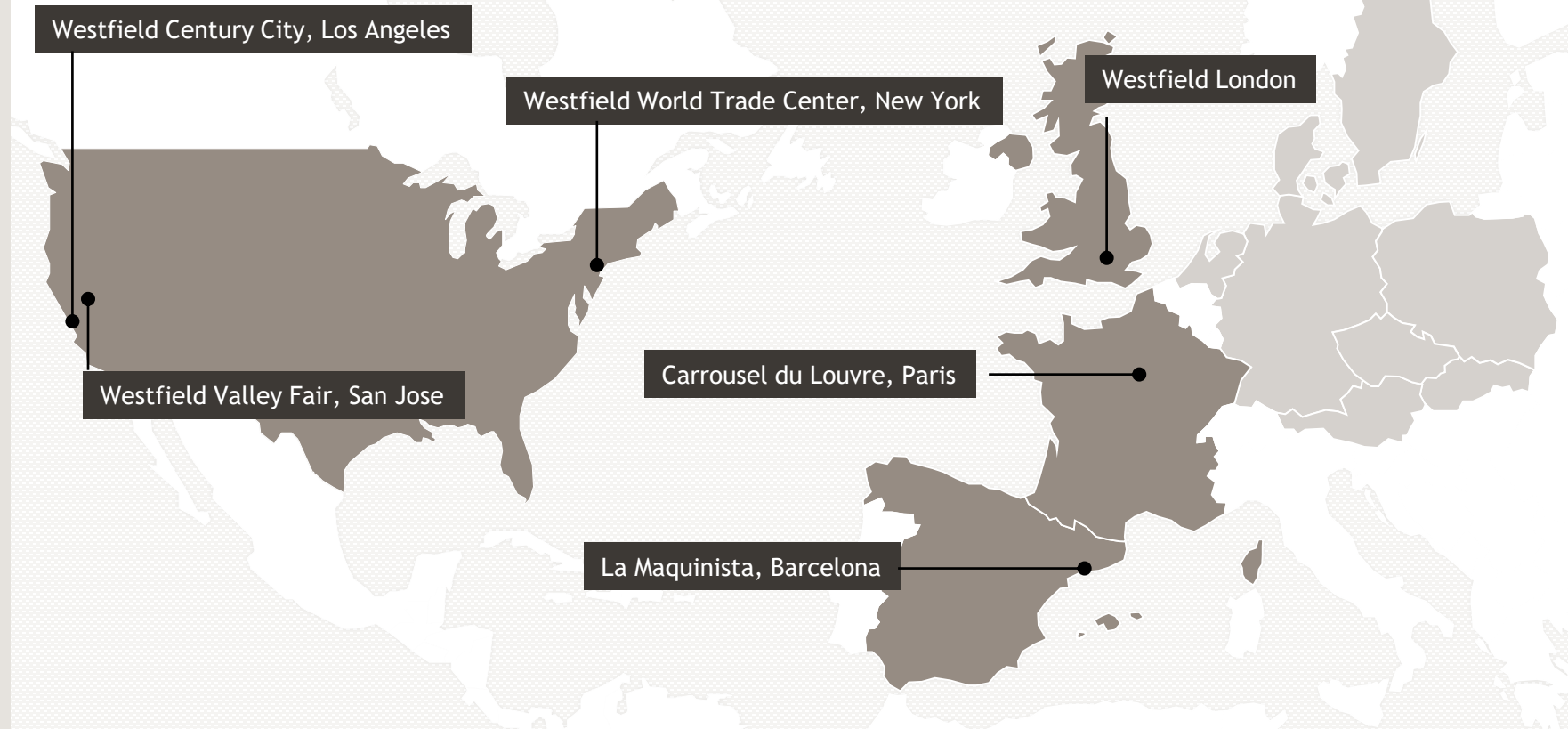
(1) JLL, E-commerce retailers plan 850 physical stores in the next five years (2018)

# ... which requires “agility”

## Agility includes:

- > Flexible short term leases
- > Adapted terms and conditions
- > Technology enabled spaces
- > Turnkey solutions (staff, logistics, advertising, etc.)
- > Actionable data insights and customer acquisition tools

## New format roll-out plan in 6 key cities





### 3. Enhancing digitized customer experience

Easily access  
our destinations

Uber

Experience  
products sold online

PopSquare.io

Engage to limit  
food waste

Too Good To Go

Understand  
feedback better

Visibilishop

Feel comfortable  
in our destinations

The Keepers

Get your  
deliveries faster

amazon

Find your  
lost objects

TROOV







STRENGTHEN

#IMPACT



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2019 INVESTOR DAYS |



# Creating more value for partners and retailers



## 1. OMNICHANNEL

More value from the same sqm



## 2. DIGITAL ENGAGEMENT

More value from the same visitor





# 1. OMNICHANNEL

MORE VALUE  
FROM THE SAME SQM



# Turning shopping centres into omnichannel sales platforms

Customer omnichannel behaviors...



... Generate a new value of the store



» Converting shopping malls into

OMNICHANNEL

PLATFORMS

(1) ICSC - "The Halo effect: How Bricks Impact Clicks" report - Average increase in online sales when a store opens in the same catchment.

(2) Revo studies



# Omnichannel sales platforms: Dining

# 2,600+

FOOD RETAILERS  
IN OUR PORTFOLIO

# x2

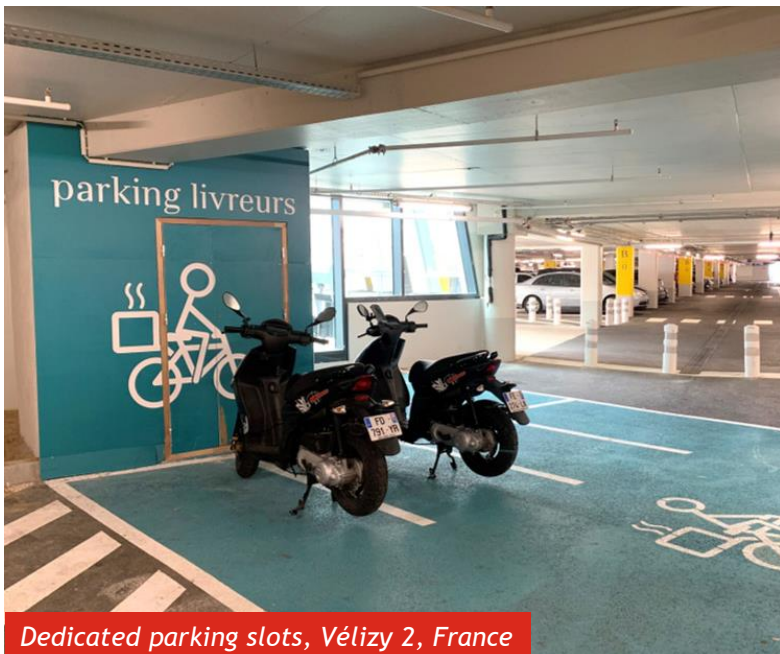
GLOBAL REVENUES  
FOR FOOD DELIVERY  
IN 6 YEARS





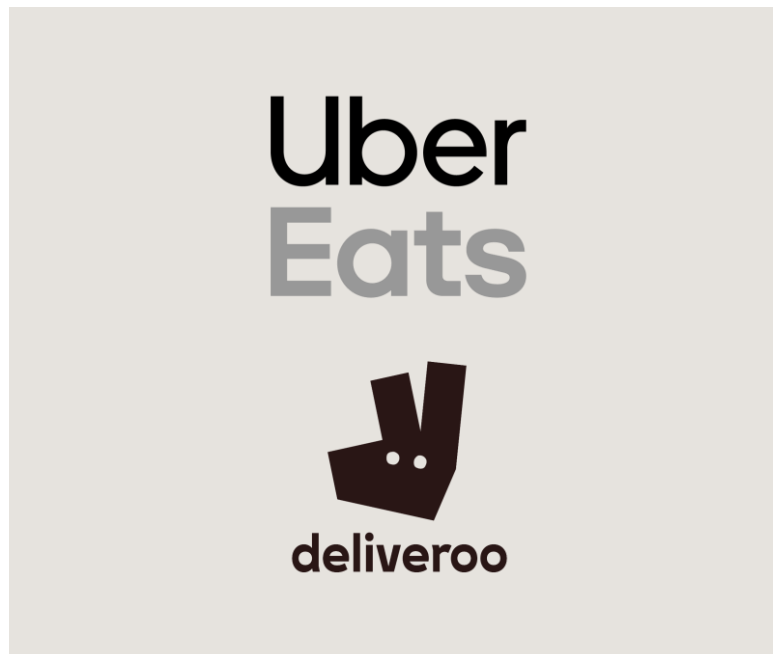
# Dining: testing new omnichannel standards

Vélizy2  
— ★ ★ ★ ★ —

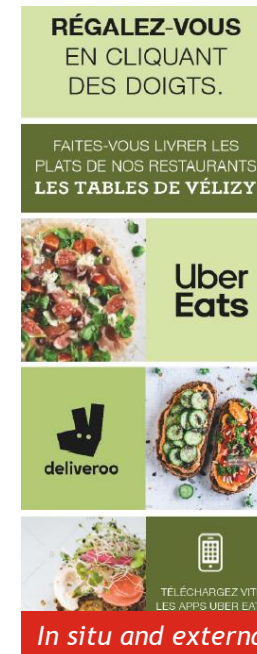


Dedicated parking slots, Vélizy 2, France

Optimise accessibility



Partnership with platforms



In situ and external communication

Marketing and communication

Le centre commercial Vélizy 2 ouvre une halle dédiée à la restauration

VÉLIZY-VILLACOUBLAY

PAR LAURENT MAURON

C'EST LE DEUXIÈME étage de la fasée. Après l'ouverture début mars du nouvel UGC - le plus grand cinéma de l'Ouest parisien - Vélizy 2 complète l'offre loisirs de sa nouvelle extension de 20 000 m². Le centre commercial a inauguré hier soir une halle de restauration sur 5 000 m². Vinet-trois



Avec ses 23 enseignes, Vélizy 2 lance la première plateforme omnicanale de restauration

# Scaling omnichannel dining throughout our destinations

## 40

shopping centres converted to omnichannel by end 2019

## +35%

in food delivery revenues<sup>(1)</sup> expected within the first year



(1) By the end of 2019 compared to retailers' food delivery revenues in 2018 in Europe





# Enhancing logistics to grow top line of omnichannel stores

## Enriching existing omnichannel services

- > Central click & collect and pick-up point
- > In-mall storage
- > Optimised returns



## Supporting new omnichannel practices

- > In-mall packing
- > Ship-from-store
- > Self pick-up return
- > Urban logistics



## Major benefits for retailers

- > Increase online sales
- > Make deliveries more flexible
- > Optimise the use of physical spaces



*GeoPost*



amazonlocker



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## 2. DIGITAL ENGAGEMENT

**MORE VALUE  
FROM THE SAME VISITOR**





# FLASHBACK



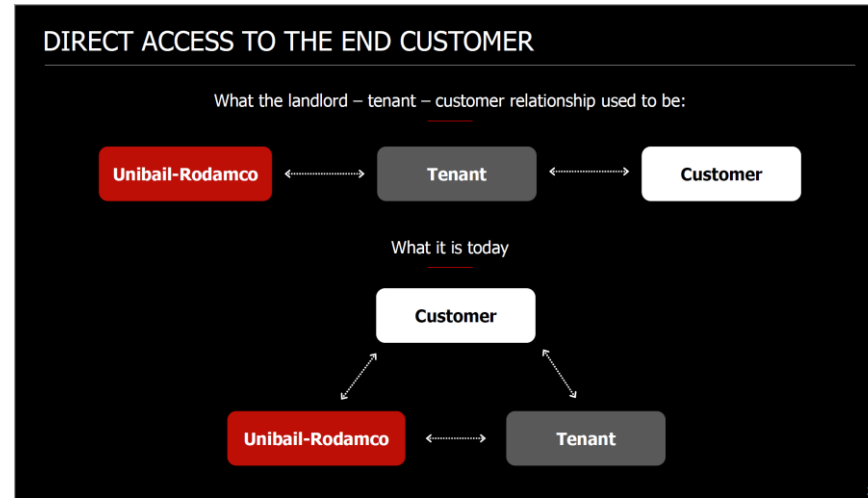
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# Our vision for Digital engagement during Investor Days 2016

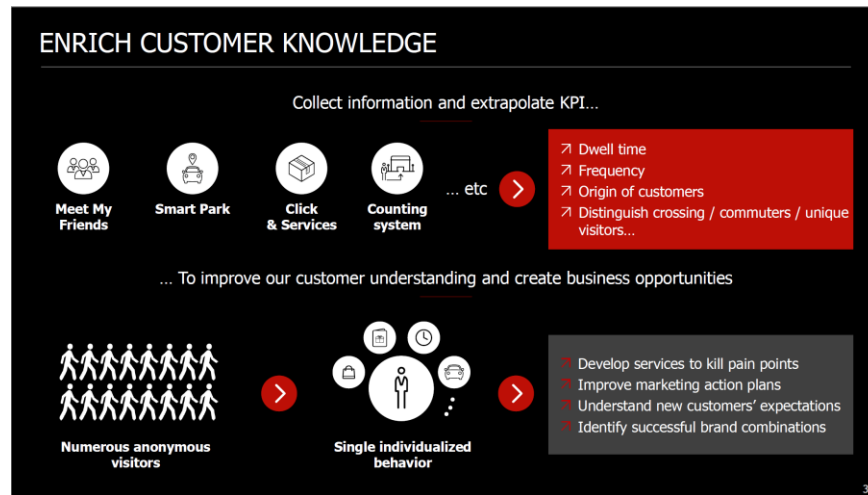
1



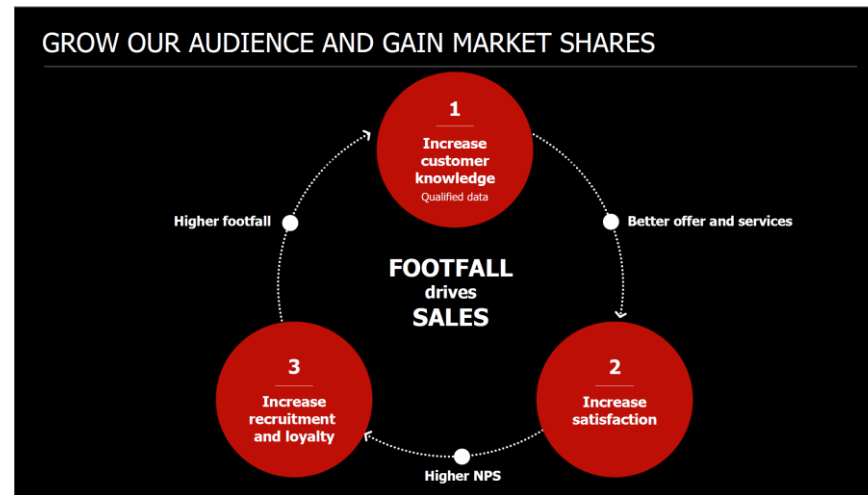
2



3






4





# Back then, our end-consumer engagement strategy was great... in the landlord space

2016	Landlords (incl. URW)	Retailers	Online marketplaces Social networks
Owner of the relationship	Retailers	Retailers	Marketplace or network operator
Customer knowledge	★	★ ★	★ ★ ★
Level of personalization			



# Early 2017, we kicked off a 5-year customer engagement program

**ACQUISITION**

Target:  
19 Mn customers



**ENGAGEMENT**

Personalized  
& multichannel



**ENRICHMENT**

Segments  
& preferences

Reach

Relevance



**ONE MORE STORE  
PER VISIT**





# Why 19 Mn?

**80%**

**OF OUR FREQUENT  
UNIQUE VISITORS**

**50%**

**OF OUR FOOTFALL**



# What's the size of the prize?

Number of stores visited per visit<sup>(1)</sup>



From

3.4



To

4.4

Number of stores visited per visit<sup>(1)</sup>



From

2.6



To

3.6

**+€1 Bn**

additional sales

(1) Exit intercepts (2017 EU, 2018 US)



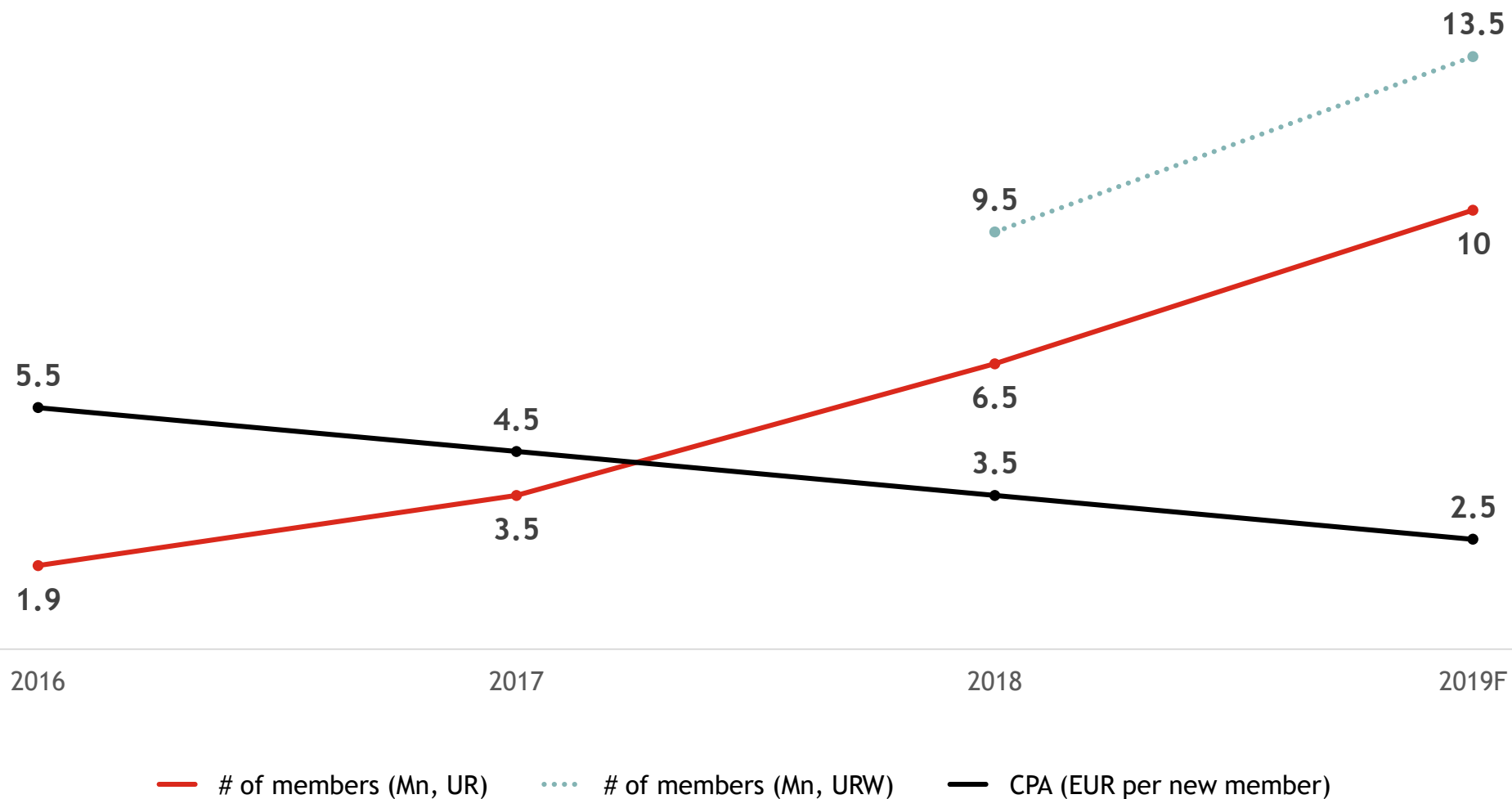


# WHERE DO WE STAND



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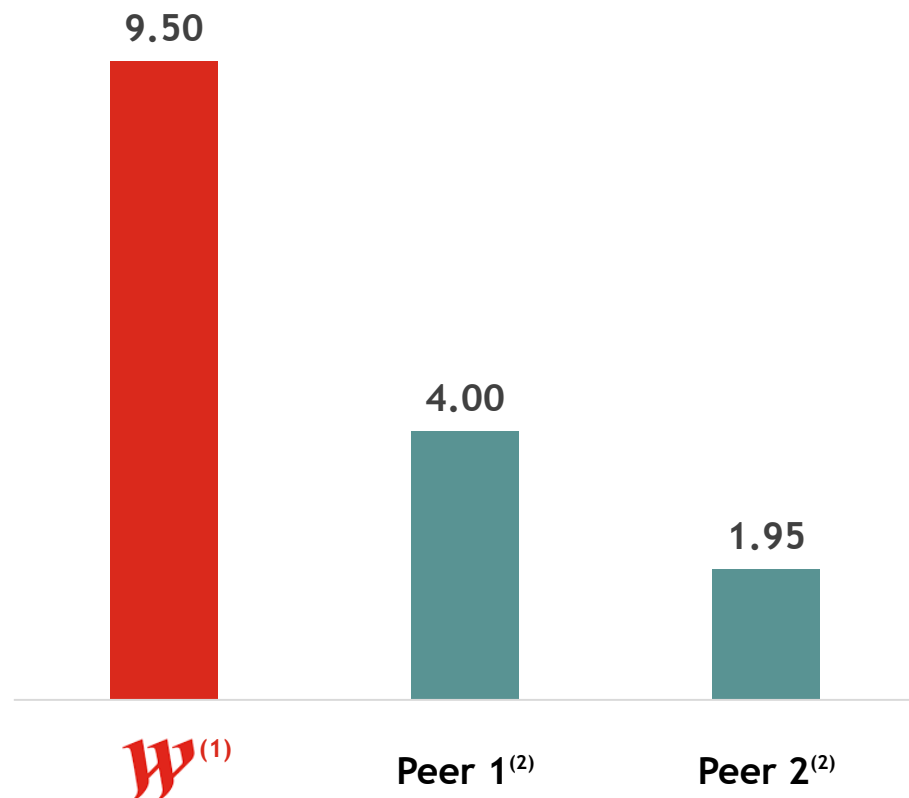
# We will be able to engage with more than 13 Mn members by year-end



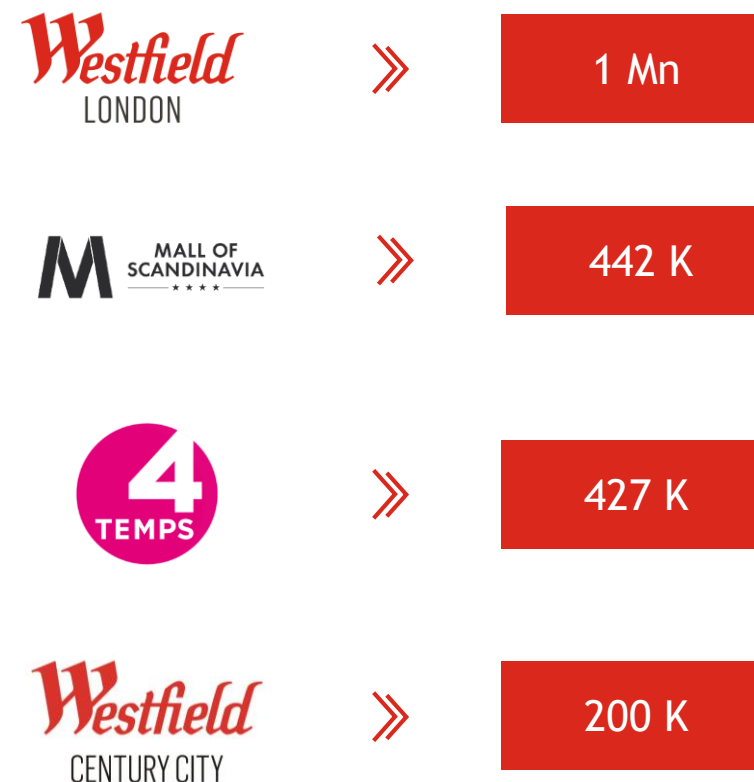


# We are ahead of peers, and getting massive traction at our flagships

## Number of program members (Mn, 2018)



## Number of program members (June 2019)



(1) Scope includes former UR and Westfield  
 (2) Peers include Carmila and Simon Property Group

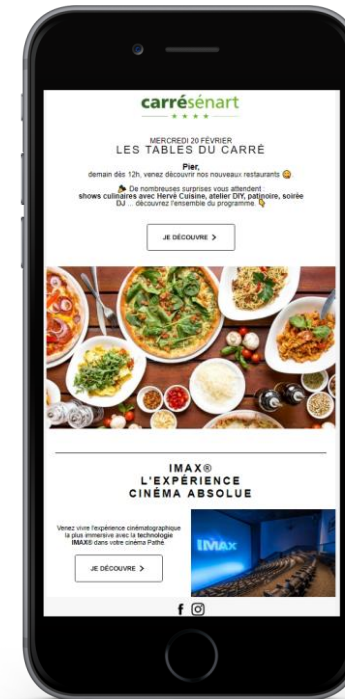
We have also launched a massive enrichment initiative to learn more about our customers, which increases engagement...

## Interests

- > Women's fashion
- > Men's fashion
- > Family
- > Sport
- > Culture & multimedia
- > Beauty
- > Restaurants
- > Cinema
- > Parking
- > Hypermarket

## The Dining Experience™ opening

**carrésénart**  
★★★★



Open rate<sup>(1)</sup>  
**X2**

Click rate<sup>(1)</sup>  
**X2.5**



(1) Vs. monthly average, i.e. 43.8% and 11% vs. 22% and 3.5%



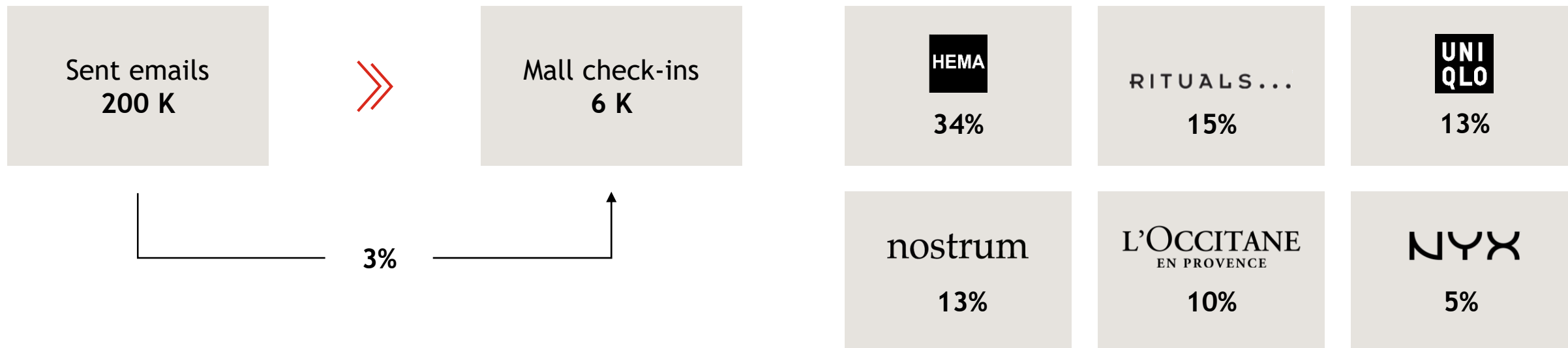
# ... creating incremental visits to the stores...



## Q1-2019 results

## Birthday e-mail

% of people choosing that offer at reception desk



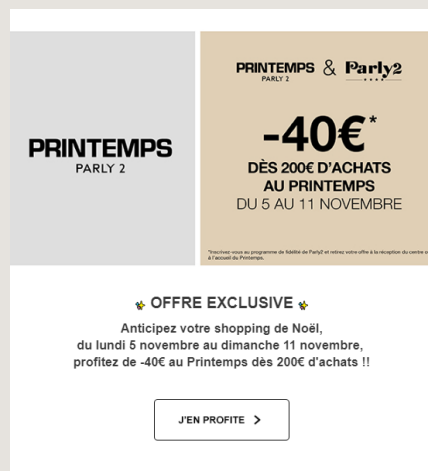
» 500 K visits at group-level<sup>(1)</sup>

(1) Extrapolated at group level end of 2019

# ... and generating sales for our retailers



## Special offer for URW loyalty members (2018)



France (Parly 2)  
November 5<sup>th</sup> to 11<sup>th</sup>, 2018

Reported sales

**€320 K**

7% of total monthly sales<sup>(1)</sup>

## -20% discount for dual loyalty members



France (12 malls)  
March 7<sup>th</sup> to 10<sup>th</sup>, 2018

Reported sales

**€128 K**

POLYgone  
RIVIERA  
\*\*\*\*\*

“By Friday, our store had the highest performance across the URW network and for the first time in 6 months, we beat Cap 3000”

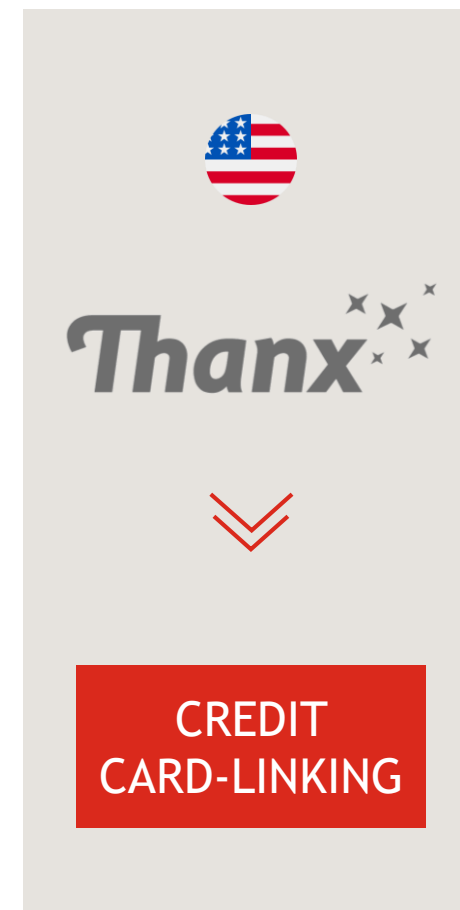
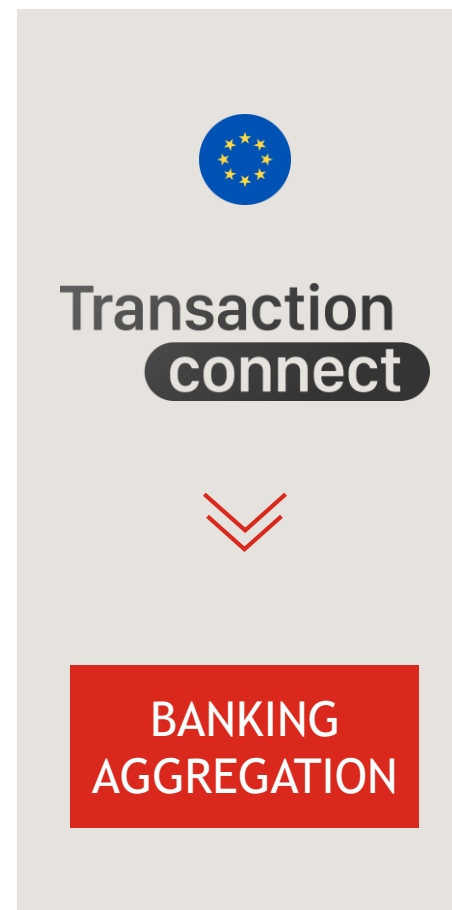
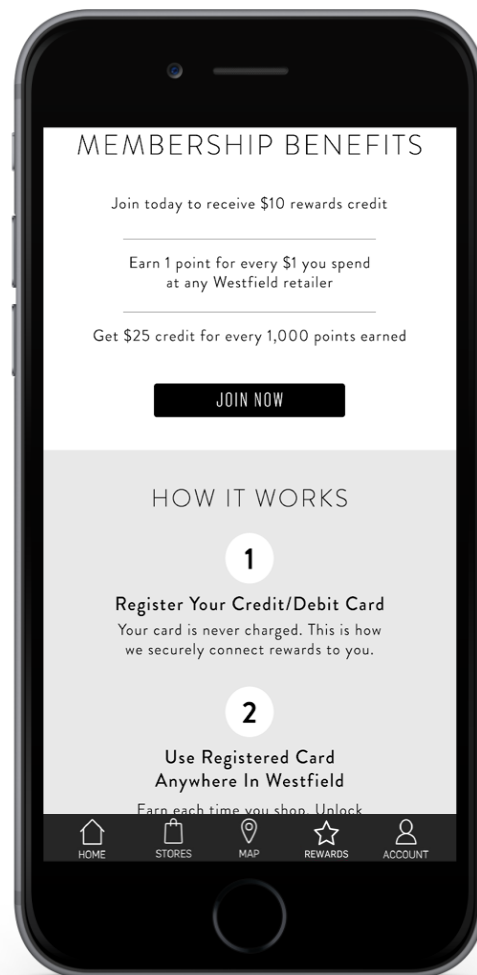
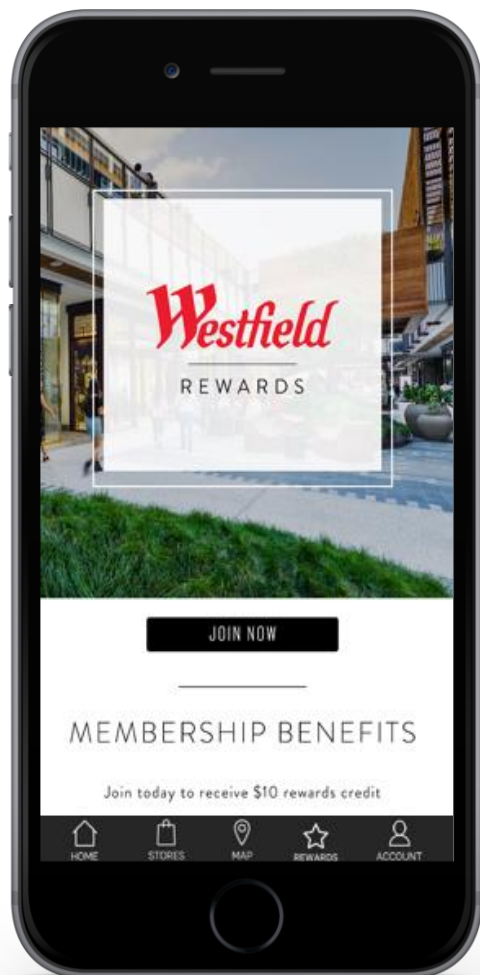
SOQUEST  
\*\*\*\*\*

“The offer generated 20% of our sales and 12.5% of customers used it, vs. the 8% we had expected”

(1) Printemps reported sales at the centre



# We have engaged in point-based transactional loyalty programs





# Our transactional loyalty programs are increasing spend at properties

## Increasing frequency of visit

## Capturing market share vs competition

### Monthly frequency

### Number of distinct stores per active customer

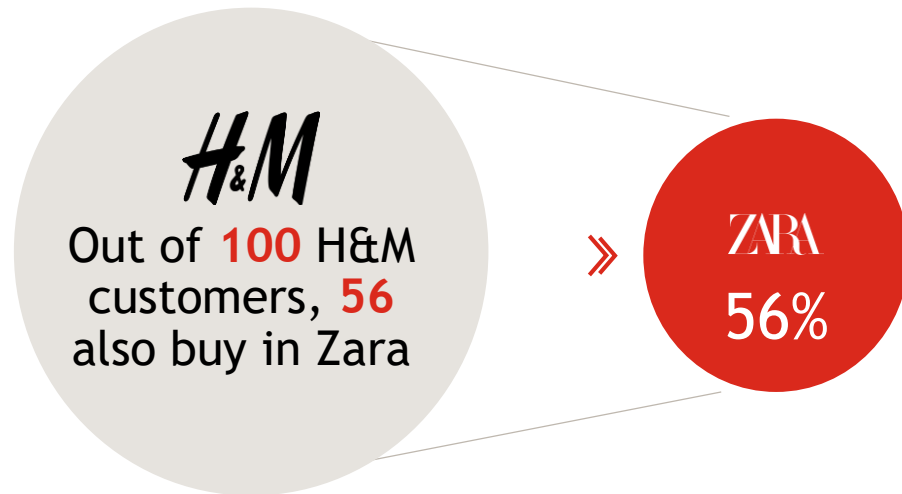
	BEFORE <sup>(1)</sup>	AFTER <sup>(1)</sup>	BEFORE <sup>(1)</sup>	AFTER <sup>(1)</sup>
	0.6	0.7	4.3	5.2
	1.1	1.7	7.0	7.7
	2.4	4.2	6.1	7.7

(1) Based on a sample of members with at least one transaction in or outside the mall on year before joining the program



# The data is used for customer engagement, and improves ability to lease and optimize our asset mix

## Cross-shopping



## Purchasing channel preference<sup>(1)</sup>







Zara So Ouest Customer	Zara Stores out of Mall Customer	Zara.fr Customer	Customers %
✓	✗	✗	31%
✓	✓	✗	27%
✗	✓	✗	18%
✓	✓	✓	13%
✓	✗	✓	5%
✗	✗	✓	4%
✗	✓	✓	2%

Out of 100 Zara Customers  
(in So Ouest and/or in other Zara stores and/or website):

- > 31% buy exclusively in Zara So Ouest
- > 18% buy exclusively in Zara stores outside So Ouest

(1) SoOuest pilot program (2017)

# We aim to be as good as some of the best retailers

	Landlords	URW	Retailers	Online marketplaces Social networks
Owner of the relationship	Retailers	Retailers & Landlord	Retailers	Marketplace or network operator
Customer knowledge				
Level of personalisation				





# GOING FORWARD



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# We have to up our game on three aspects to get there

ACQUISITION



TECHNOLOGY



As **Millennials** become our core customer group, leverage **Wi-Fi / connected mall** infrastructure to acquire & engage

ENRICHMENT



PARTNERSHIPS



Build **win-win partnerships** with **digital operators in the physical space** (Telco Operators, Uber, DNVBs) to expand our footprint beyond physical and into digital

ENGAGEMENT



INNOVATION



Use opportunities provided by **AI and Blockchain** to grow and automate customer engagement strategies







# STRENGTHEN

#AGILITY

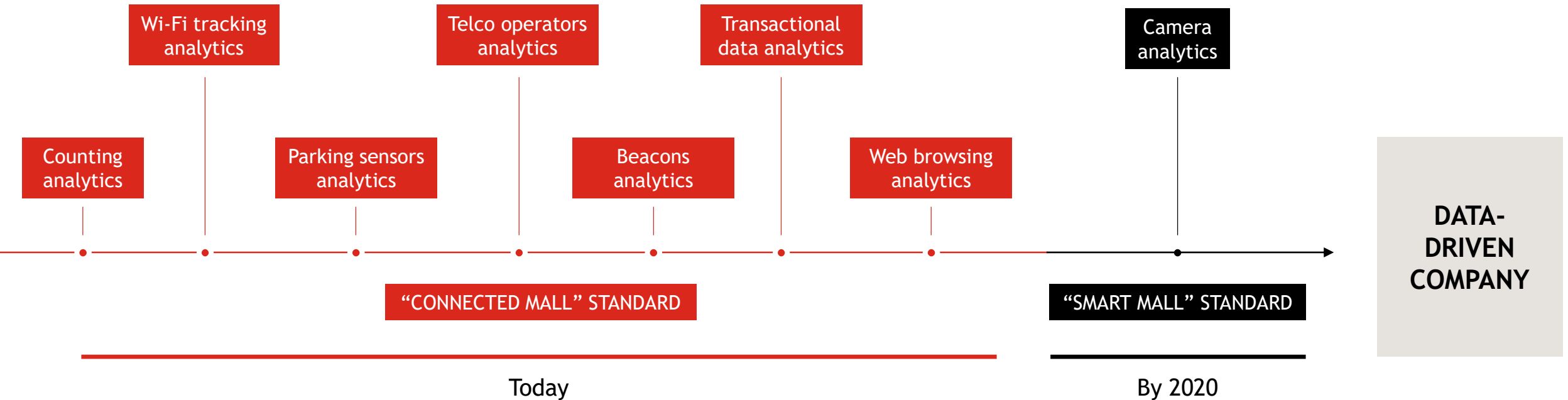
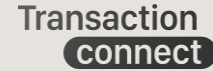


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# Collecting actionable data insights for better decision-making

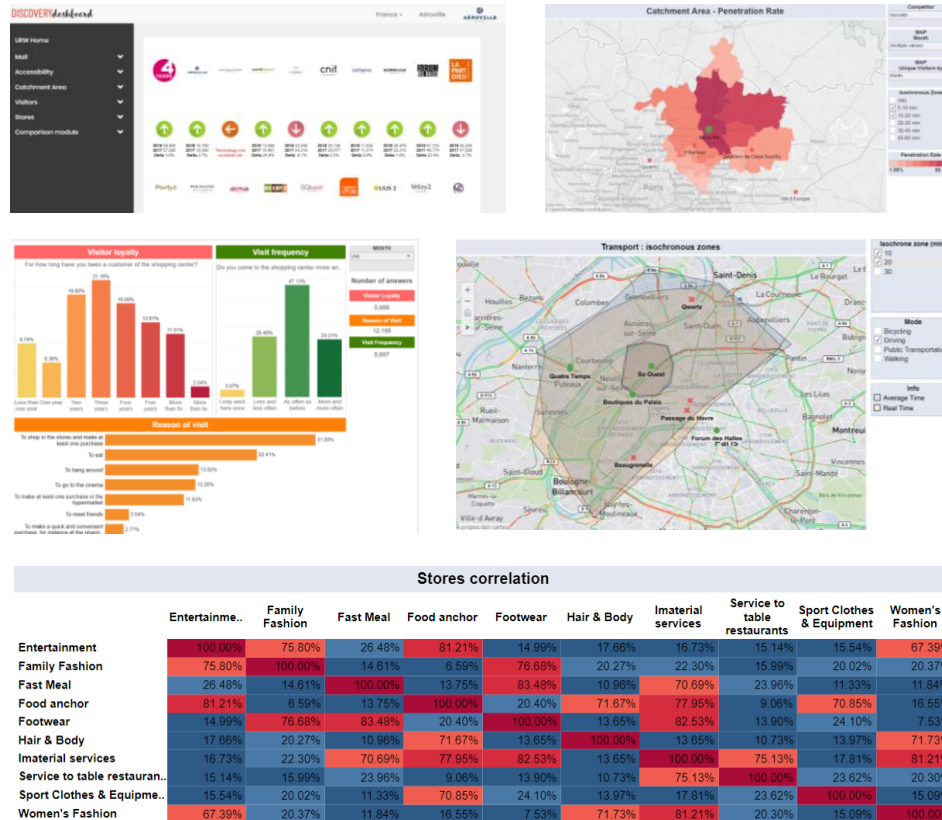
Along with the best partners:





# Leveraging data for analytics & activations

A sharp understanding of our market  
and our customers



Take better decisions

› Better data sharing  
with retailers

› Better merchandising mix

› Better measure of the impact  
of events

› Better valuation of each sqm

› Better customer segmentation

# Optimising operations to reduce costs and improve profitability



Granular energy consumption metrics & analysis

**5%**

of energy savings<sup>(1)</sup>



Better energy consumption

Better productivity



73 centres equipped with Connect digital tool<sup>(2)</sup>

**95%**

of our retailers



Organizing upstream waste sorting in the shopping centre

**100%**

of waste reused or recycled<sup>(3)</sup>



Better waste management

Better staffing



Facilitating recruitments for tenants

**100k+**

views of job offers since January 2019

(1) Objective in the European portfolio on a full year basis  
 (2) By end 2019  
 (3) By 2024 in Rosny 2, the asset for which Phenix manages 100% of waste



Increase desire  
for consumers



Improve impact  
for tenants



Increase agility  
for operations



Unlocking further value through innovation

**DEVELOPING AUGMENTED DESTINATIONS**

