INTRODUCTION OF THE UK TEAM AND UK REGION OVERVIEW

UNIBAIL-RODAMCO-WESTFIELD

AGENDA

1. UK REGION OVERVIEW
2. POSITIONING OF LONDON ASSETS
3. STANDING ASSETS OVERVIEW

UK REGION OVERVIEW

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UK team

Michel Dessolain
COO Europe
UK MD

Leasing
Keith Mabbett

Operations
Jakub Skwarlo

Finance
Jonathan Hodes

Commercial Partnerships
Paul Buttigieg

Development
Keith Whitmore

Human Resources
Una O’Reilly

URW STRONG FUNDAMENTALS

IN A CHALLENGING UK MARKET

URW strong fundamentals

Top 2 Shopping Centres destinations in the UK[1]

- Westfield London #1 in the UK
- Westfield Stratford City #2 in the UK

Best locations

- West: catchment area of 11.9 Mn (Westfield London)[2]
- East: catchment area of 8.1 Mn (Westfield Stratford City)[2]

High sales & productivity

- **£2.2 Bn** sales recorded in 2018, **+2.8%** vs. 2017
- **£10.3 k** per sqm generated on average [3]

Strong leasing

- Flagship and First to Market
- 166 new contracts in 2018

Regeneration is a catalyst for growth

- £30.0 Bn invested in the London Borough of Newham and London Borough of Hammersmith & Fulham

(1) UK Shopping Centre Rankings – CACI ranking based on an attractiveness score matrix
(2) Catchment population includes "Beyond" area
(3) Average for small units (units less than 500 sqm)

Overview of the UK & London market

Unemployment	Economy	GDP per capita	Disposable income per household
3.8%(1)	2nd in Europe(2)	$39.6 K(3)	£39.0 K

Unemployment	A World City	GDP per Capita	Disposable income per household
4.4%(1)	31.2 Mn tourists(4)	$65.8 K(3)	£44.0 K(5)

(1) DATA London.Gov, Unemployment as at end of March 2019
(2) Eurostat 2017, % Share in EU GDP
(3) OECD, GDP per Capita
(4) 2017 London & Partners Tourism Report; Overnight Visits including Domestic and International
(5) UNXSBRP, The Development of London's Economy

UK retail market challenges

CVAs and administrations: Limited URW impact

Annualised impact = 2.1% of total NRI(1)

CVAs

21 stores (14 retailers) with annual potential MGR exposure of £6.7 Mn

of which:

- 11 stores (8 retailers) in top category with no MGR Impact
- 10 stores (6 retailers) with negative MGR impact of £2.2 Mn

Administrations

16 stores (12 retailers) in admin with annual potential MGR exposure of £1.6 Mn

of which:

- 5 stores (4 retailers) with no MGR impact
- 11 stores (8 retailers) with negative MGR impact of £1.2 Mn

Mitigation

Anticipating CVAs

Re-letting flexibility

Repurposing space

(1) Percentage of UK NRI excluding Croydon; all figures reflect URW share

Dealing with vacancy

Westfield LONDON	Westfield STRATFORD CITY	Mitigation
Total occupancy[(1)] 87.3%	Total occupancy[(1)] 94.1%	**LEASING - LEASING - LEASING**
Phase 2 occupancy ~91%	30% of the vacant units, HoT signed[(2)]	▪ New retail categories ▪ Extension of existing tenants ▪ International brand platform to attract new overseas retailers
Main challenge = **Backfill of phase 1**	Opportunity to **relocate** and **expand** the **high performers**	**REPURPOSING SPACE**

(1) Occupancy (financial) = 100% - EPRA vacancy
(2) HoT = Head of Terms, including HoT signed occupancy increases to 95.9%

URW positioning in the retail landscape

Retail market challenges:

- Shopping Centre Footfall Decrease
- Physical Retail
- Geopolitical Uncertainty
- Decreasing Sales
- Online Sales

Our answers:

- URW footfall increases
- URW assets: Home of Flagship Stores
- URW assets: Gateway for first to market brands
- URW sales growth
- Retail mix shift Digitalisation Multi-channel Strategy

ENHANCING THE GREATEST FLAGSHIP DESTINATIONS

URW Value Creation Model

Operating Management	Development, Design & Construction	Leasing
Commercial Partnerships	Centre Management	Marketing

POSITIONING OF LONDON ASSETS

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The best connected assets in London

Highly connected in the West…

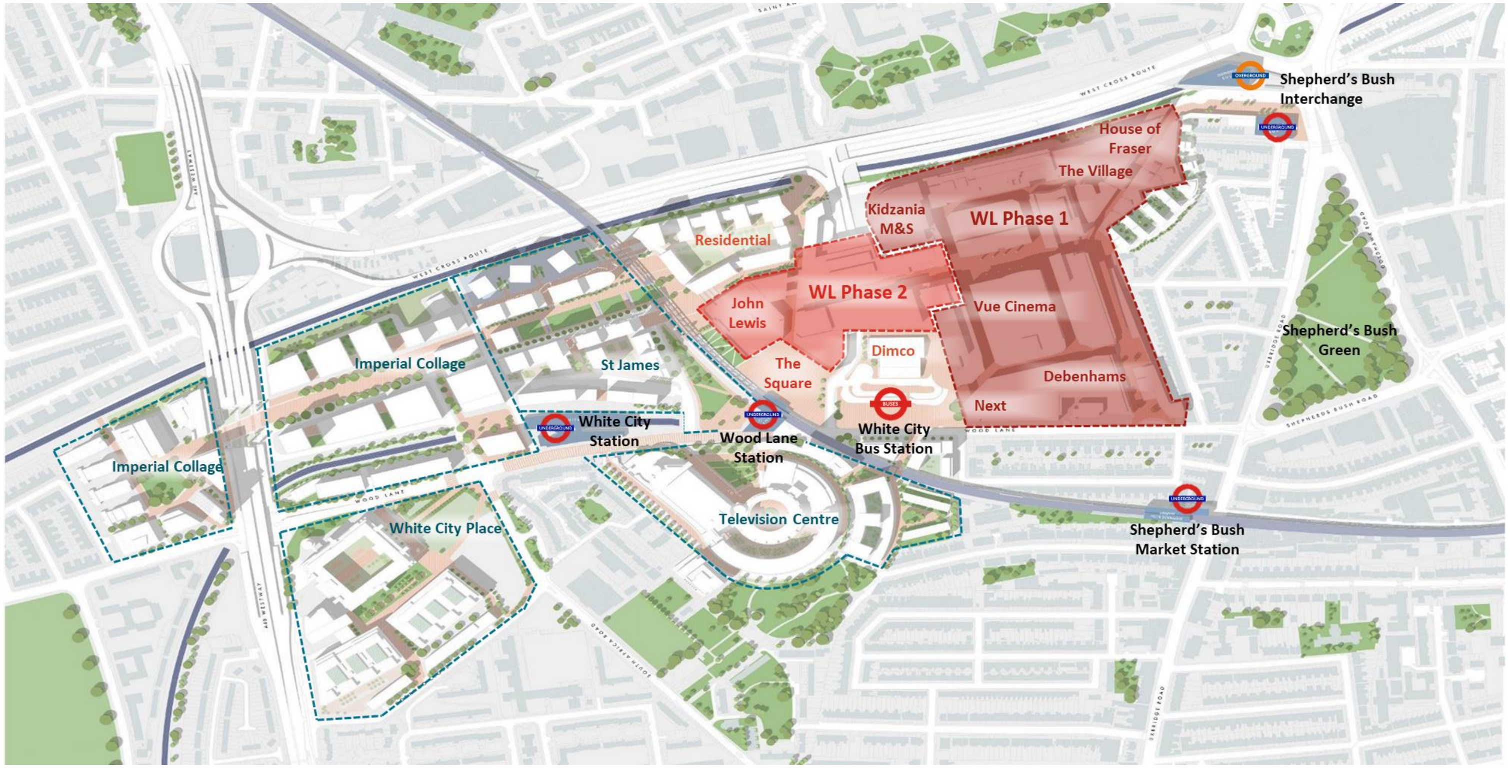
4 Underground stations

3 Tube lines

1 Overground station

16 Bus lines

5,200 Car Park spaces



10 minutes
from the west end

10 minutes
from Victoria (Gatwick Express)

10 minutes
from Paddington (Heathrow Express)

66%
of visitors arrive by public transport

WL Phase 1
White City area
WL Phase 2
Underground
Overground
Bus

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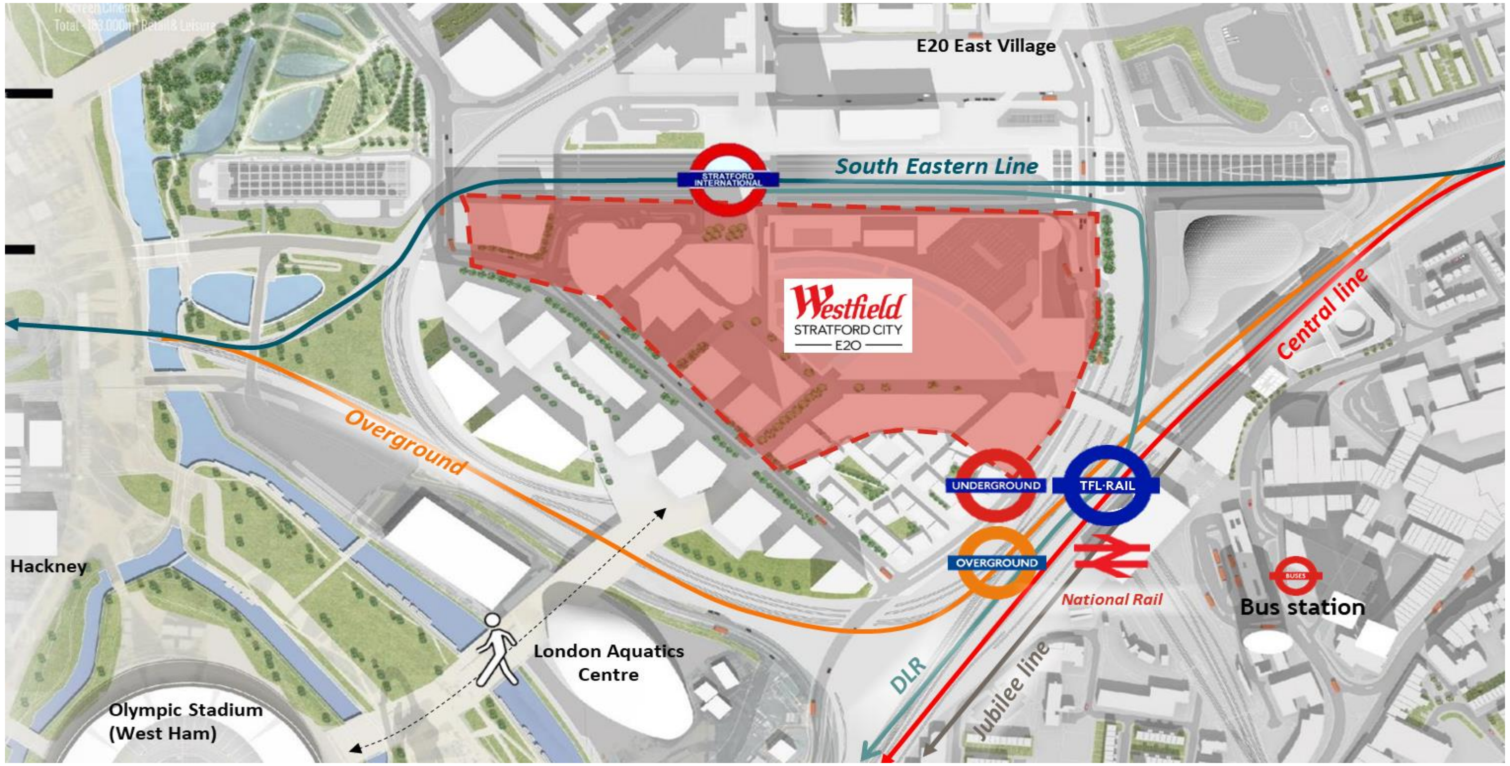
… and highly connected in the East

2 Underground stations » **2 Tube** lines » **1 Overground Station** & **1 DLR Station** » **TFL Rail/ Crossrail** » **18 Bus** lines » **National Rail** » **4,700 Car Park** spaces



20 minutes
from the west end

7 minutes
from Kings Cross

13 minutes
from Canary Wharf

72%
of visitors arrive by public transport

- WSC standing asset
- Public transport
- Overground
- Underground
- Bus
- TFL Rail / Crossrail
- National Rail

STANDING ASSETS OVERVIEW WESTFIELD LONDON

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Westfield London – A unique shopping, leisure and tourist destination

Westfield LONDON

Main characteristics

249,000
sqm GLA

399
Number of units[1]

5,200
Parking spaces

Operational KPIs[2]

£1.1 Bn
Total Sales

30.2 Mn
Footfall

3.3 Mn
Total Trade Area population

No 1
Ranked CACI UK Shopping Centre

£9,870/sqm
Sales, small units[3]

(1) Excluding Kiosks
(2) Figures as at end of December 2018
(3) <500 sqm, incl. VAT

Phase 2 overview

A range of iconic new retailers and leisure operators opened as a part of the expansion

£600 Mn
expansion

76,000 sqm GLA

100
New Shops

950
Additional Car Spaces

JOHN LEWIS & PARTNERS	PRIMARK	Puttshack	Ichiba	H&M HOME	All Star Lanes
22,000 sqm	8,200 sqm	1,800 sqm	1,600 sqm	600 sqm	1,600 sqm

Reinforcing the attractiveness by introducing new anchors

John Lewis

March 2018:

The most experiential and service-led John Lewis shop to date

Reinforcing the attractiveness by introducing new anchors

Primark

June 2018:
Opening of Primark

Reinforcing the attractiveness by introducing new anchors

Ichiba

June 2018:
Largest Japanese Marketplace in Europe

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Reinforcing the attractiveness by developing the latest concepts

22 retailers transferred from Phase 1 to Phase 2

From: 460 sqm
To: 1,508 sqm

From: 3,876 sqm
To: 5,963 sqm

From: 1,554 sqm
To: 1,898 sqm

Reinforcing experience with new sectors

HOME

Habitat

H&M Home

NATUZZI ITALIA

TEMPUR

HEAL'S

RAFT

BoConcept

habitat

west elm

dfs

Reinforcing experience with new sectors

LEISURE & ENTERTAINMENT

All Star Lanes

Putt Shack

First Light

Reinforcing the experience with new sectors

TECHNOLOGY

Currys PC World

Xiaomi

Outstanding design

New openings continue in 2019

Footasylum

Brompton Bikes

February 2019:
2.5 times larger than previous unit
From: **248 sqm**
To: **743 sqm**

April 2019:
flagship store

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Leasing activity remains robust during 2019

Deals signed in 2019

New leases

Rent reviews & renewals

Successful Commercial Partnerships strategy

Pan-N-Ice at Westfield London

Westfield Summer Campaign sponsored by SEAT

Outdoor screen at Westfield London (2018)

The best **ASSETS** + The best **BRAND** + The best **PARTNERS** » The best **COMMERCIAL PARTNERSHIPS**

BRAND EXPERIENCE

Raising awareness of our assets as places for compelling brand/consumer engagement spaces

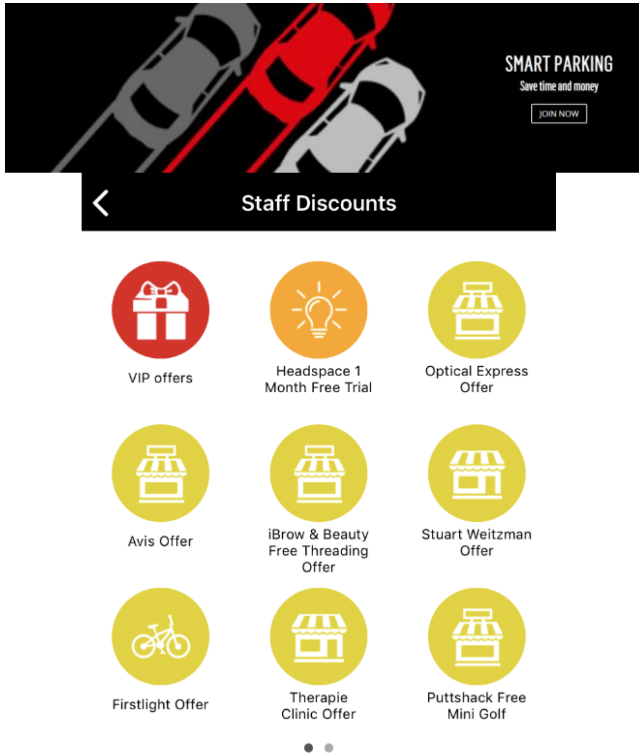
RETAIL

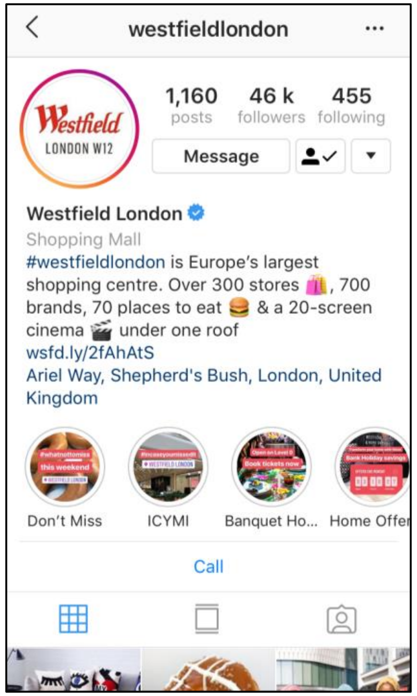
Delivering mid-mall retail solutions and enhancing the retail mix by deploying temporary kiosks, pop-ups, seasonal markets

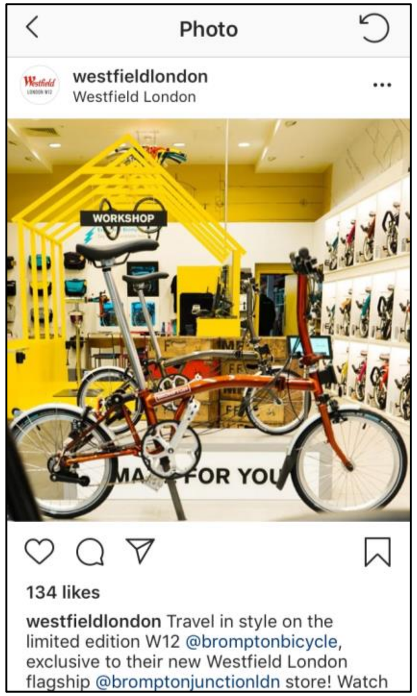
MEDIAS

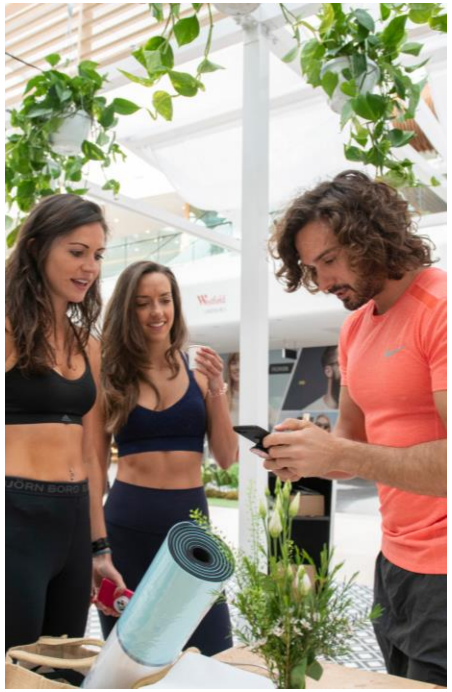
JCDecaux

Physical in the age of Digital









Outstanding events


Burberry S/S 2018


Eid Festival

10th year anniversary & Phase 2


Giant outdoor screen


Summer Funfair

WHAT'S COMING UP

Reinforcing the dining experience through Food Court refurbishment

Opening
October 2019

16 new
dining concepts

Increased seating capacity
from 900 to 1,234

New outstanding design

Preletting percentage
90%

Reinforcing the destination with an events venue

Opening
February 2020

Unique event location
in White City

3,130 sqm
converted into entertainment facility

Revitalisation
of a historic landmark

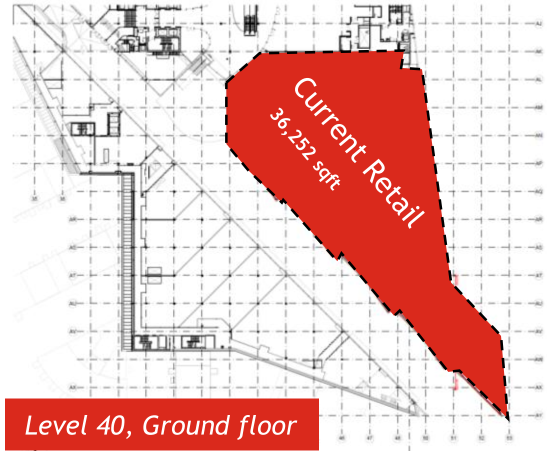
Capacity
3,000 people

Lease signed with
Broadwicklive

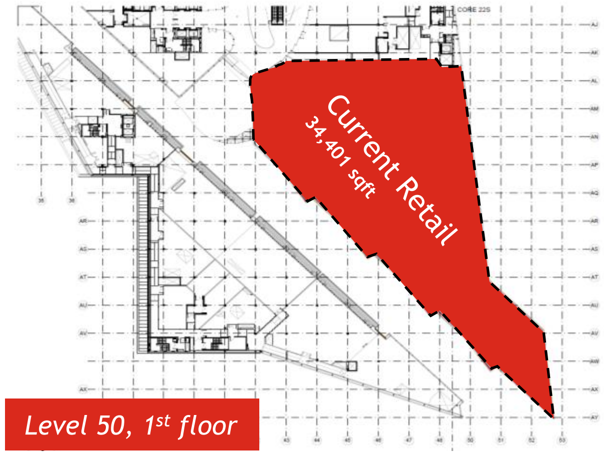
Proactive management of Department Stores

URW has exposure to large retail units and is evaluating a range of options in case of vacancy

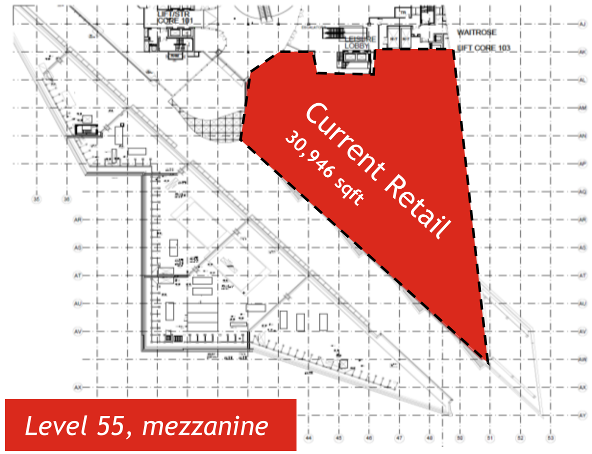
Case Study - Current situation (Retail Only)



Level 40, Ground floor



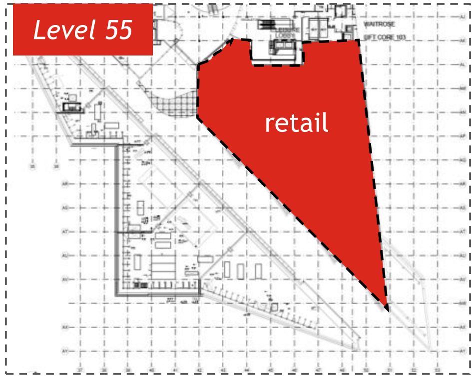
Level 50, 1st floor



Level 55, mezzanine

Proactive management of Department Stores

Option 1 • new high-end department store



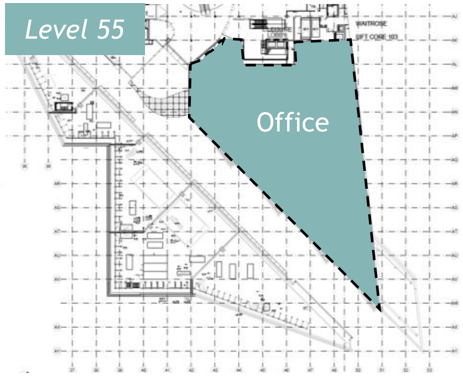
Retail rent
per sqm
Same as current

Proactive management of Department Stores

Option 2 • mix of retail (lvl 40 & 50) and offices (lvl 55)

Retail rent
per sqm
Same as current

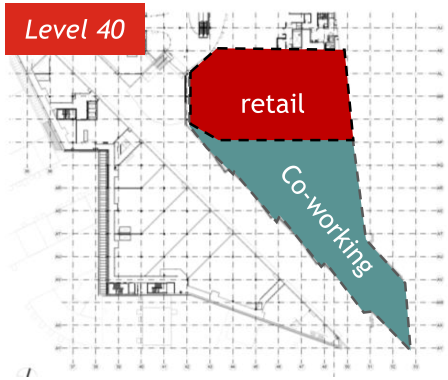
Office Space

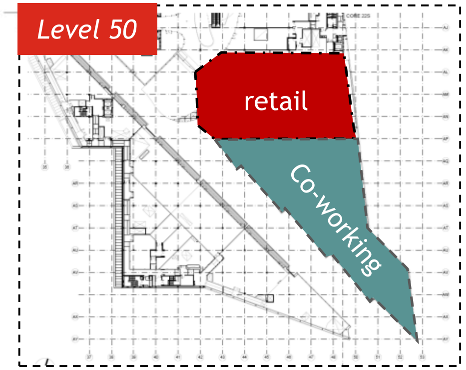


Office rent
per sqm
60% to 80% higher

Proactive management of Department Stores

Option 3 • mix of co-working and retail (lvl 40 & 50) and offices (lvl 55)





Coworking rent per sqm
100% to 130% higher

Office rent per sqm
60% to 80% higher

Westfield London – Densification (URW)

Completed projects

Projects in pipeline

01 Food Court Refurbishment

02 John Lewis

03 Phase 2 Retail/ Office/Leisure

04 Westfield Square

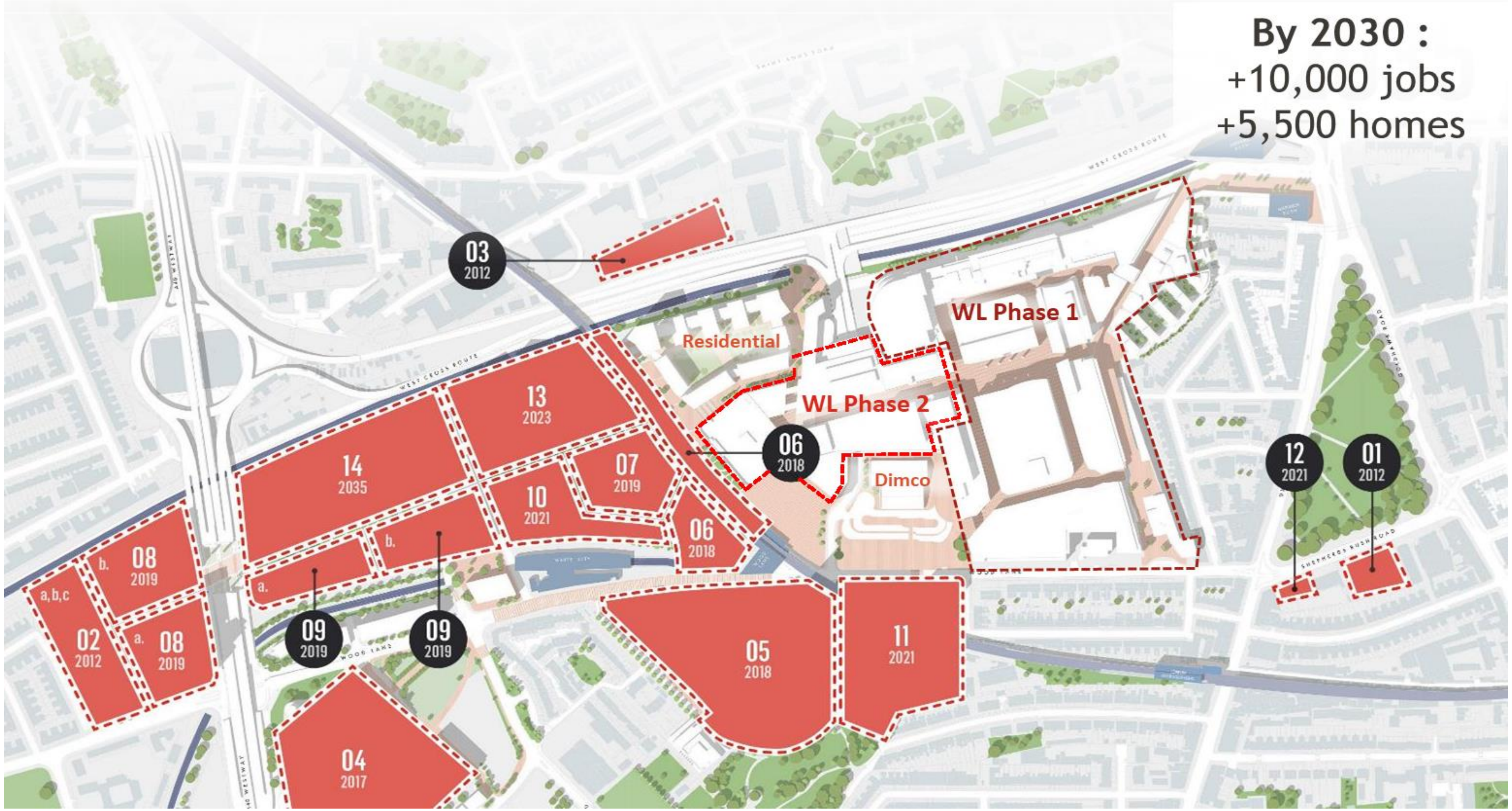
05 Dimco

06 Block K affordable residential

07 Block C residential

08 Bus Station

Westfield London – Densification (non URW)



2012	01	Dorsett Hotel - 2012
	02	Imperial College Phase 1, a, b, c
	03	Monsoon Estate
2018	04	Whitecity Media Village
	05	Television Centre Phase 1
	06	LUL Arches
2019	07	St James Phase 1
	08	Imperial College Phase 2, a, b
	09	Imperial College Phase 3, a, b
2021	10	St James Phase 2
	11	Television Centre Phase 2
	12	Hoxton Hotel
2023	13	St James Phase 3
2035	14	Imperial College Phase 4

Westfield London - Densification

WESTFIELD STRATFORD CITY

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Westfield Stratford City – Unparalleled Shopping Destination

Westfield
STRATFORD CITY

Main characteristics

181,020
sqm GLA

301
Number of units[1]

4,700
Parking spaces

Operational KPIs[2]

£1.1 Bn
Total Sales

51.4 Mn
Footfall

5.3 Mn
Total Trade Area population

No 2
Ranked CACI UK Shopping Centre

£10,773/sqm
Sales/small units[3]

(1) Excluding Kiosks
(2) Figures as at end of December 2018
(3) <500 sqm, incl. VAT

Recent store extensions

Zara

Footasylum

Adidas

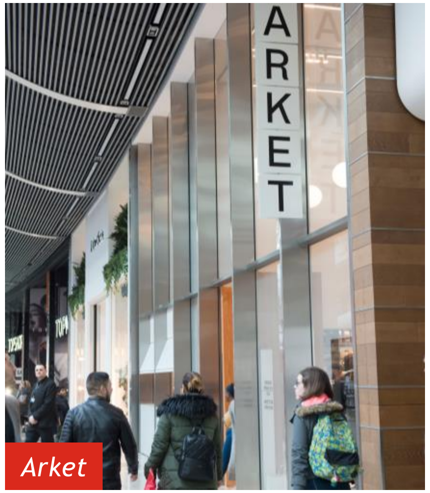
Recent Openings

Rolex

Nars

Too Faced

Morphe



Arket

Vodafone

Leasing activity remains strong since beginning of 2019

Deals signed in 2019

New leases

OMEGA

SAMSUNG

Ben's Cookies

wrapchic Differently Indian

Rent reviews & renewals

sky

Card Factory

BROWNS SOUTH AFRICA

The Entertainer TheToyShop.com

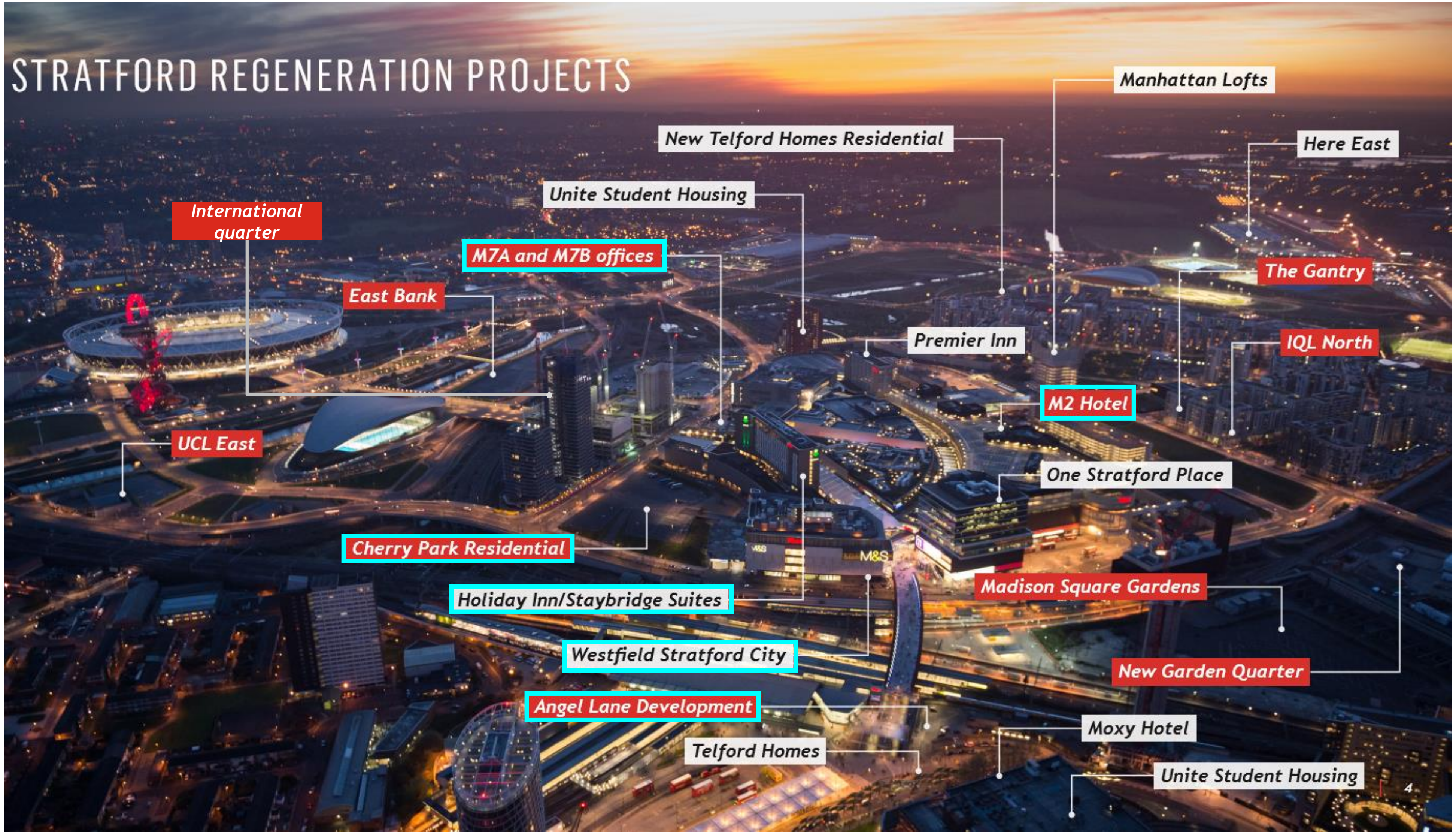
PRIMARK®

EAT. THE REAL FOOD COMPANY

THE PERFUME SHOP

(1) All deals signed in 2019

Westfield Stratford City – Densification



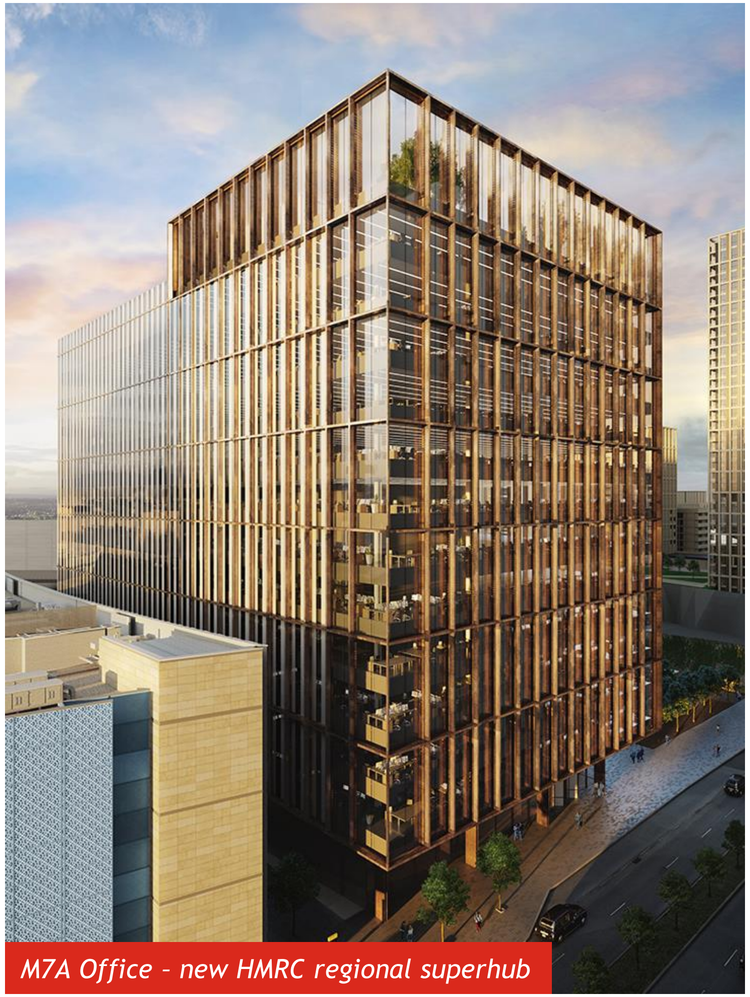
Delivered projects

Projects in pipeline

Delivered by URW

URW projects

Westfield Stratford City - Densification



M7A Office - new HMRC regional superhub

Cherry Park - 2022-2024 • 1,200 apartments

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Madison Square Gardens

› Land sold to Madison Square Garden: 2017

› Submitted planning: March 2019

› Concert venue capacity: 21,500

› Expected delivery: 2023

› URW will benefit from footfall

Our key take-aways

Short term issues….

- Vacancy
- CVAs
- Brexit

…. But long-term strength

- Top 2 assets in the UK, in London postcodes
- "Must be" location for new market entries
- Strong benefit of densification

(1) All deals signed in 2019

THANK YOU

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urw.com