

# Delivering with **IMPACT**

**Sylvain MONTCOUQUIOL**

Chief Resources and Sustainability Officer



UNIBAIL-RODAMCO-WESTFIELD



# We make things happen!

## HIGHLY EFFICIENT ORGANISATION

---

**Simple and agile organisation**

**Strict cost discipline**

**US and UK platforms fully  
restructured**

## EXCEPTIONAL AND ENGAGED TALENT

---

**Small teams, unrivalled expertise**

**Strong company culture**

**Best-in-class Talent  
management practice**

## UNDISPUTED SUSTAINABILITY LEADERSHIP

---

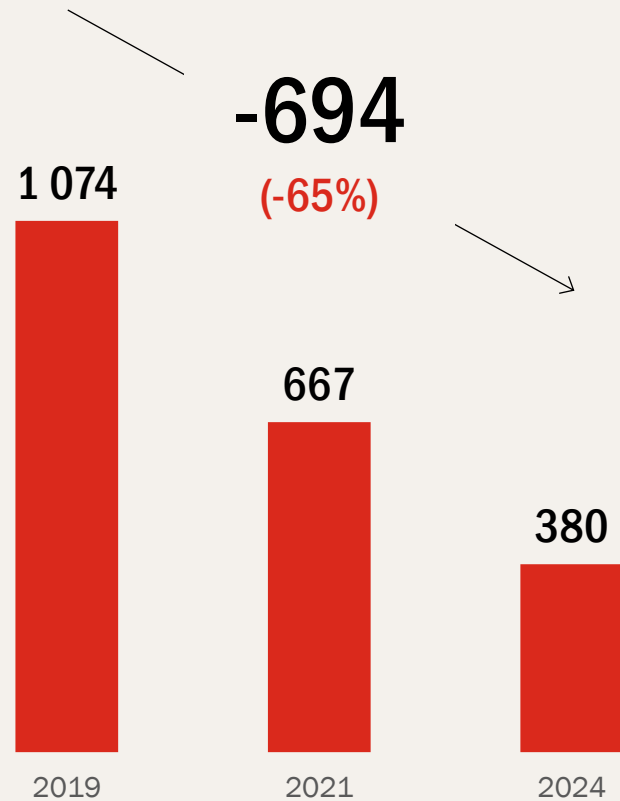
**Competitive edge**

**Comprehensive roadmap**

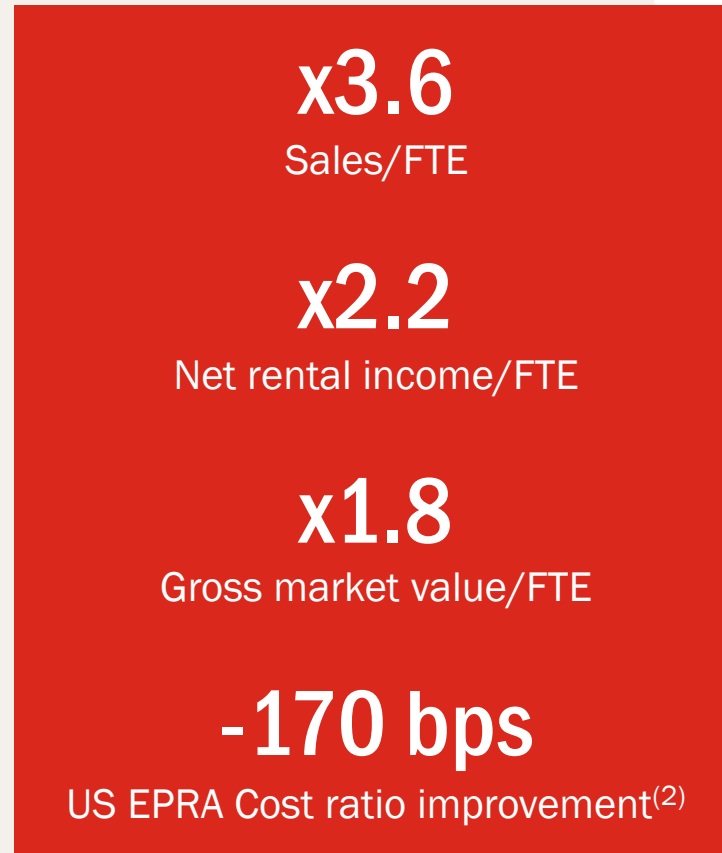
**International recognition,  
consistent performance**

# US fully restructured and integrated

## US HEADCOUNT



## US EFFICIENCY IMPROVEMENT<sup>(1)</sup>



- ✓ Experienced **Management** in place
- ✓ Recognised **best Leasing talent**
- ✓ **Aligned** operating model
- ✓ Process **efficiency improvement**
- ✓ Strict **financial discipline**
- ✓ **Stable and engaged** teams

Source: Universal Registration Documents

1. Between 2019 and 2024

2. US EPRA Cost Ratio excl. direct vacancy costs

# Simplified organisational structure

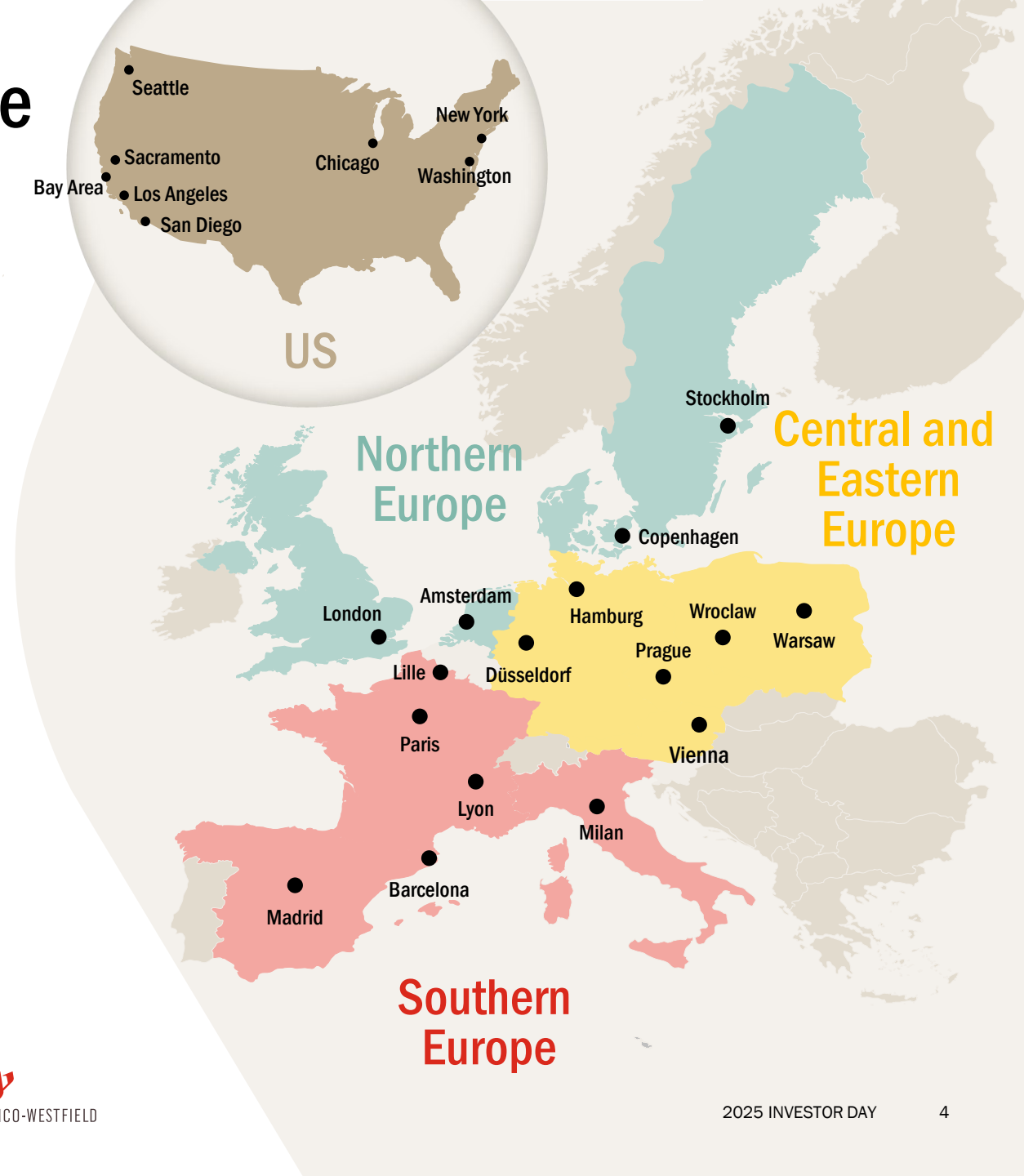
From 12 countries to 4 regional Hubs

## Market based efficient operations

- **Flat organisation**, increased empowerment
- **Short reporting lines**, faster decisions
- **Lean corporate centre** focused on strategic guidance and performance management

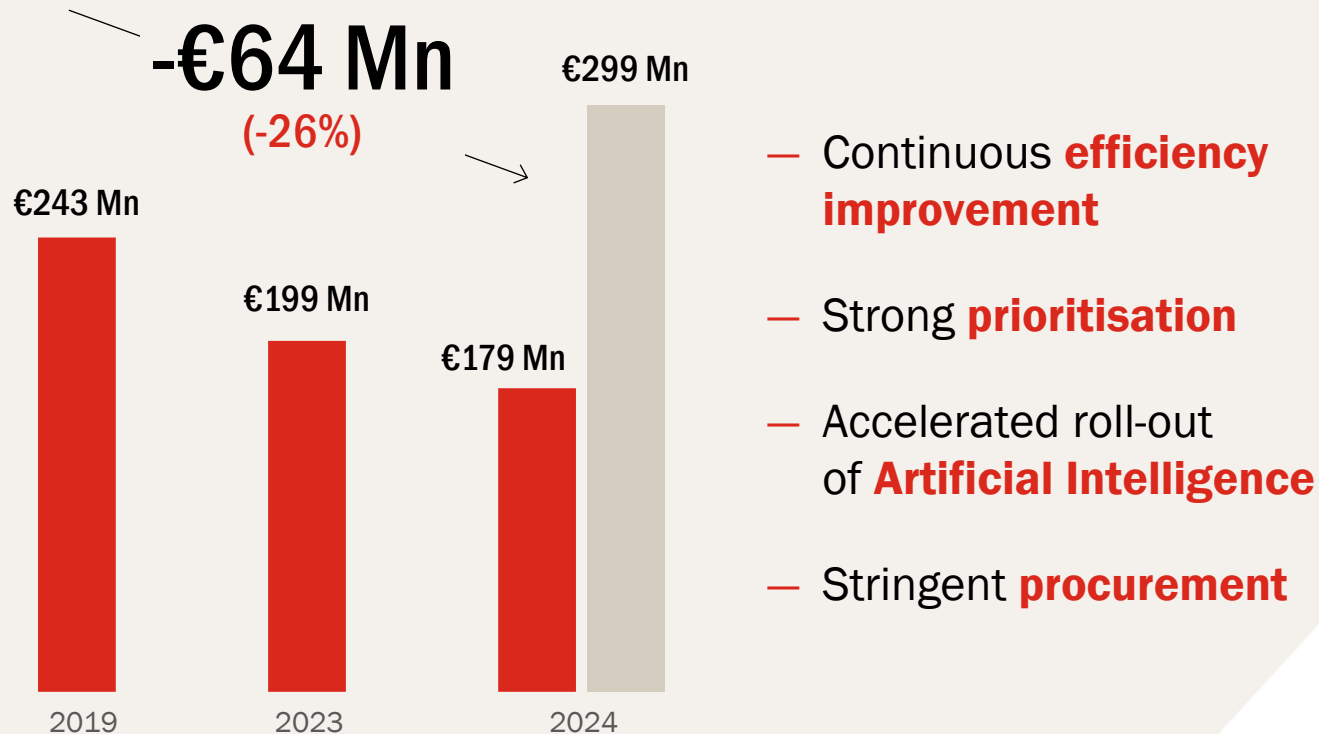
## Agility and focus

- Dedicated **Westfield Rise** business unit
- **Carve-out** of US Airports and German property management for 3<sup>rd</sup> party business



# Focus. Efficiency. Cost discipline.

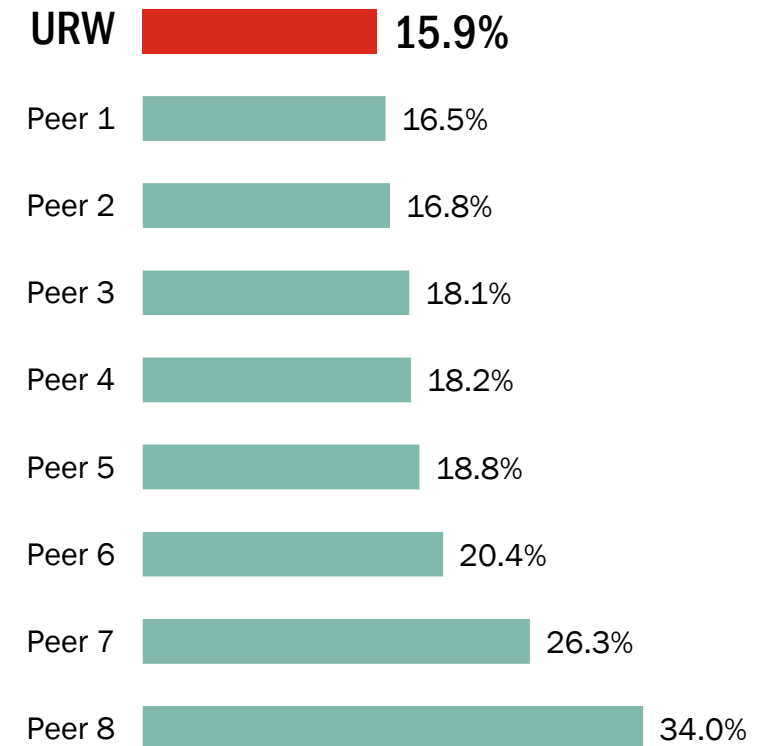
## GENERAL EXPENSES<sup>(1)</sup> SIGNIFICANTLY REDUCED



● General Expenses<sup>(1)</sup> ● FY-2019 general expenses<sup>(1)</sup> indexed with cumulated inflation rate

1. Excluding development expenses and depreciation and amortisation  
2. EPRA cost ratio excl. direct vacancy cost, 2024 data. European peers only

## INDUSTRY LEADING EUROPEAN RETAIL REAL ESTATE EPRA COST RATIO<sup>(2)</sup>

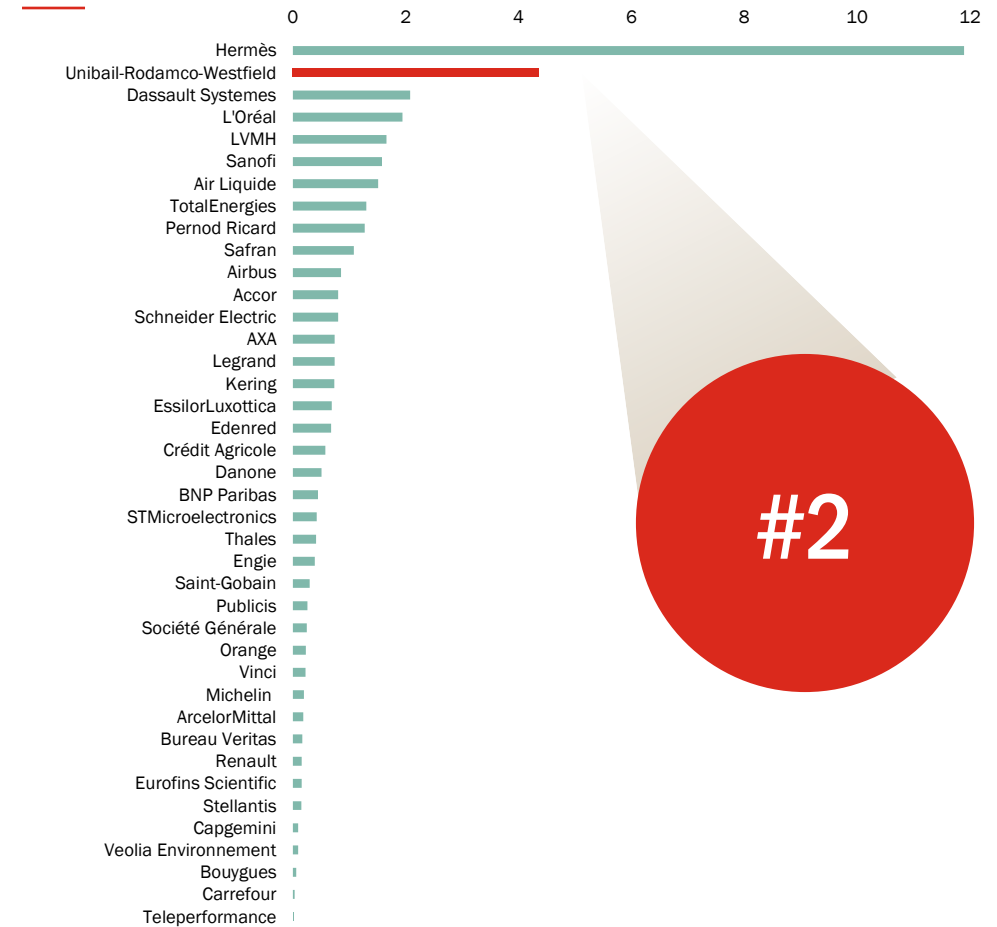


# The “small business” of the CAC 40

## NUMBER OF EMPLOYEES



## MARKET CAPITALISATION/EMPLOYEE (€ MN)





# Agile organisation tailored to business, unrivalled in-house expertise



## WESTFIELD RISE

In-house retail media agency



## DATA & ANALYTICS

Internal team of data scientists



## GLOBAL LEASING

Connected Leasing team & Retail experts



## CONCEPT STUDIO

Industry-leading architects & designers

# One step ahead, thanks to our innovative mindset

Leveraging AI to drive performance across the business at every level

## UNPARALLELED IN-MALL UNDERSTANDING

### AI-powered data collection

- Gain unique understanding of customer behaviour
- Measure in-mall activations performance
- Unlock actionable performance metrics

## OPERATIONAL EFFICIENCY POWERED BY GENERATIVE AI

### AI-accelerated internal processes

- Automate routine tasks
- Enhance decision-making across departments
- Increase efficiency lease generation and abstraction
- Develop internal Chatbot and AI-agents

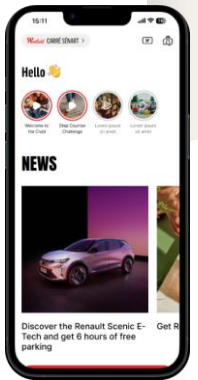
## REDEFINING A BEST-IN-CLASS DIGITAL EXPERIENCE

### Delivery of an integrated digital ecosystem

- Drive digital performance across all touchpoints for end-customers and partners

### Partnering with industry leaders

- Ensure cutting-edge technology, media, and data integration



PUBLICIS GROUPE



# Small teams, big dreams, great impact



- Inhouse **URW Academy**
- Landmark **International Graduate Program**
- Impactful tailored development programs for **high potential and top talent**
- Proactive and comprehensive **360° talent management** practice
- **Unique leadership responsibilities**, unparalleled career opportunities

**44%**

Women in Senior Management

**20%**

Mobility and promotions per year<sup>(1)</sup>

**22%**

Gen Z

**22%**

Long Term Incentive beneficiaries

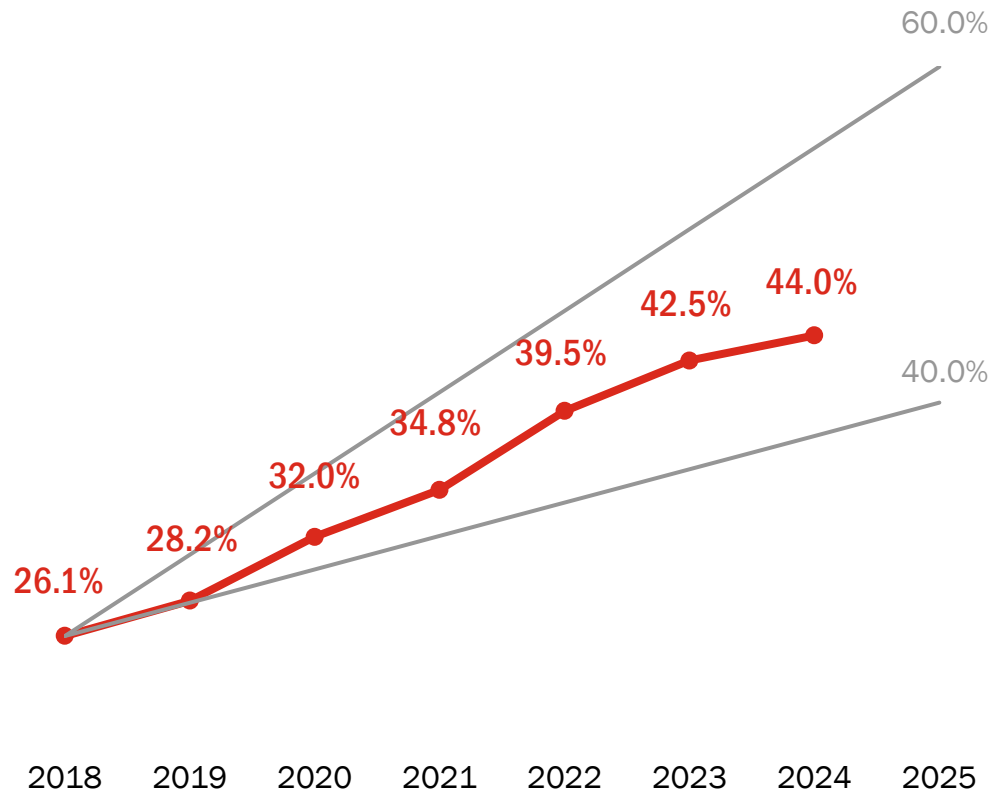
**65**

Nationalities

1. Average over the past years

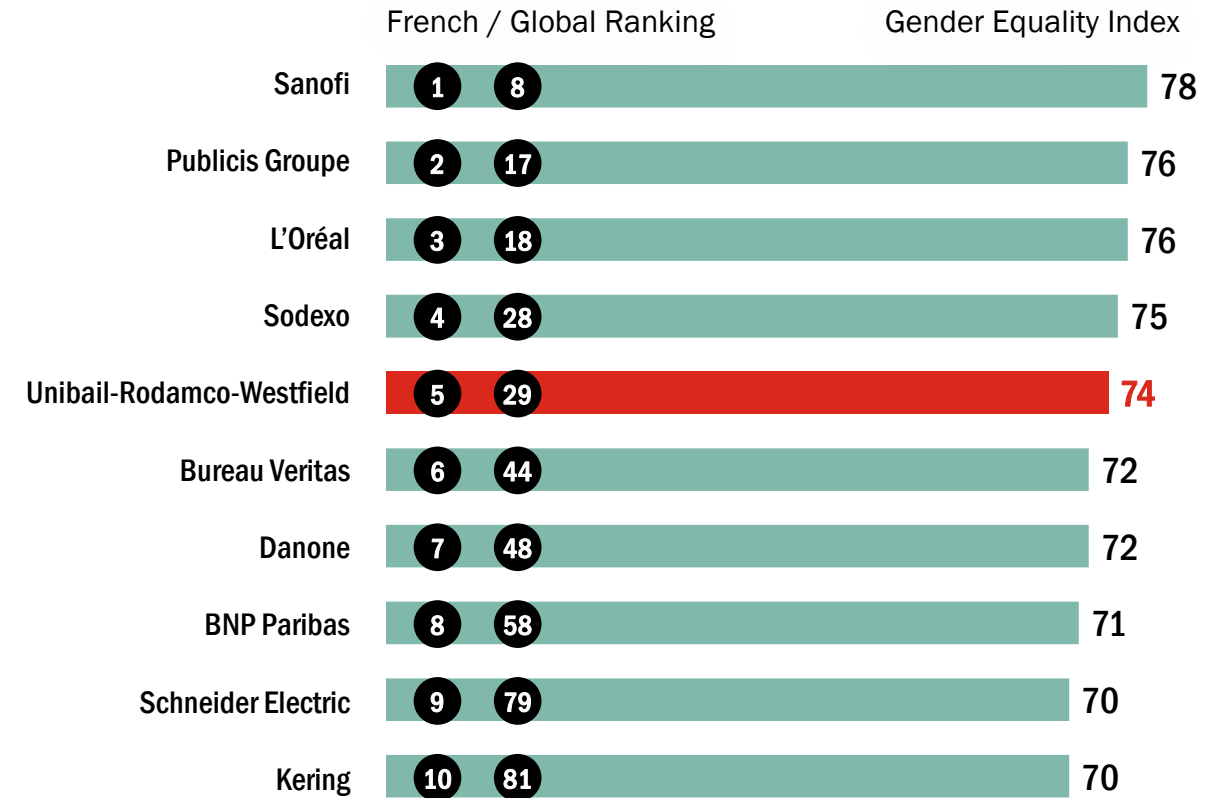
# A dynamic and inclusive work culture as driver of success

## INCREASING PROPORTION OF WOMEN IN SENIOR MANAGEMENT<sup>(1)</sup>



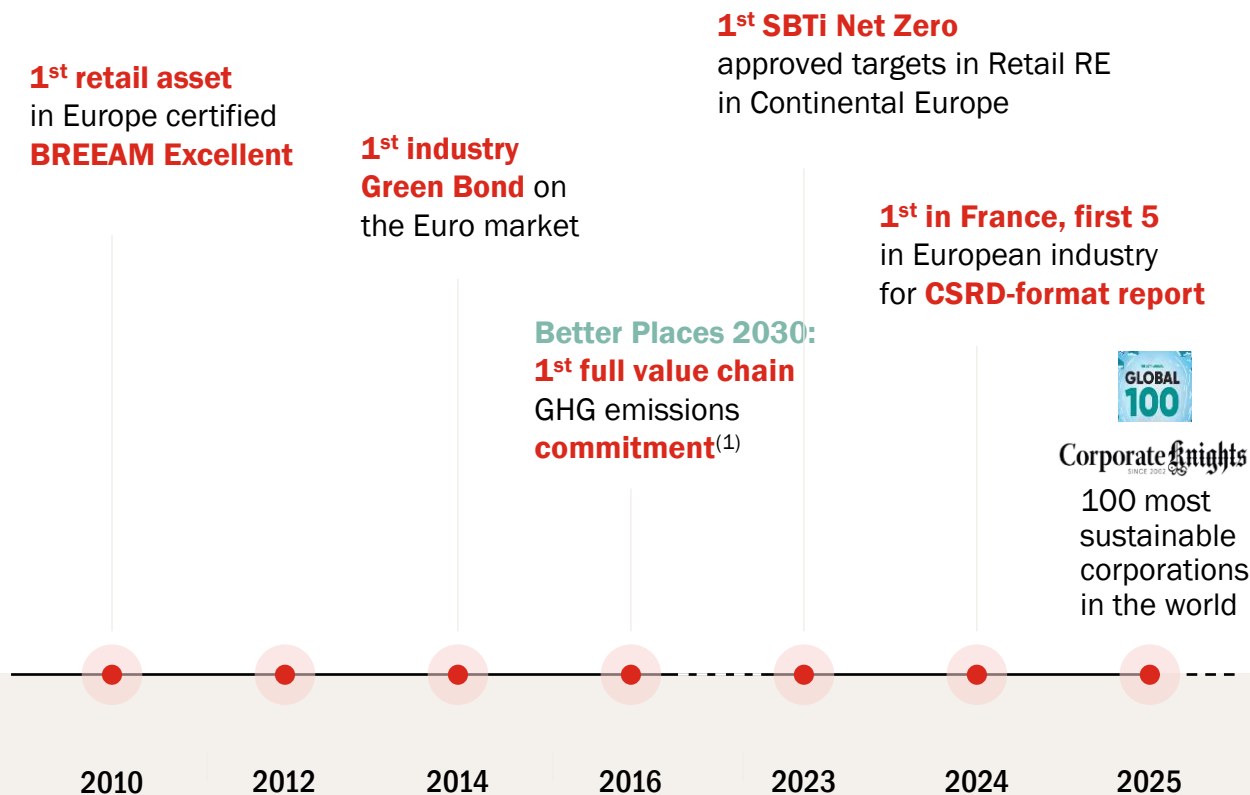
1. Senior management positions: all positions with a job level 15 and above, plus any country / regional management team at job level 14. As of Dec. 31
2. Source: Equileap 2024, published in Les Echos

## TOP 5 LEADING FRENCH COMPANY IN TERMS OF GENDER EQUALITY<sup>(2)</sup>



# Proven world-class sustainability leadership

## LEADING TRACK RECORD



1. Covering emissions of construction, tenant energy consumption and visitor transport
2. Energy-related GHG emissions, in kgCO<sub>2</sub>e/sqm
3. Last update on January 13, 2025
4. Category "Europe/Retail/Listed" with a score of 92/100 (+2 points vs. 2023)

## CONSISTENT INTERNATIONAL RECOGNITION



**A List**  
**7<sup>th</sup> year**  
**in a row**

**ISS ESG**

**B rating**  
**/Prime status**  
**1<sup>st</sup> decile**  
**in the industry**



**1<sup>st</sup> worldwide**  
**across**  
**sectors<sup>(3)</sup>**



**2<sup>nd</sup> listed**  
**retail real**  
**estate**  
**in Europe<sup>(4)</sup>**



**One of the 100**  
**most sustainable**  
**companies**  
**in the world**



**Ranked global 37<sup>th</sup>**  
**and 3<sup>rd</sup> in France**

# Outstanding performance consistently delivering on comprehensive sustainability roadmap



## ENVIRONMENTAL TRANSITION



**-85% reduction in Scopes 1 & 2 GHG emissions; -42% on Scopes 1, 2 & 3<sup>(1)</sup>**

**-37% reduction in energy intensity<sup>(1)</sup>**

**27.9 MWp** installed on-site renewable energy capacity

## SUSTAINABLE EXPERIENCE



**14 assets already  
Better Places Certified<sup>(2)</sup>**

**Sustainable Retail Index** now covers  
**70% of European eligible revenues<sup>(3)</sup>**

2<sup>nd</sup> edition of **Westfield Good Festival**  
in 37 Westfield assets

## THRIVING COMMUNITIES



**1<sup>st</sup> Impact Study** for a European  
retail REIT

**21,000 people supported** in finding jobs or  
receiving training

**Top 5 company in France for Gender Equality**  
and top 30 worldwide

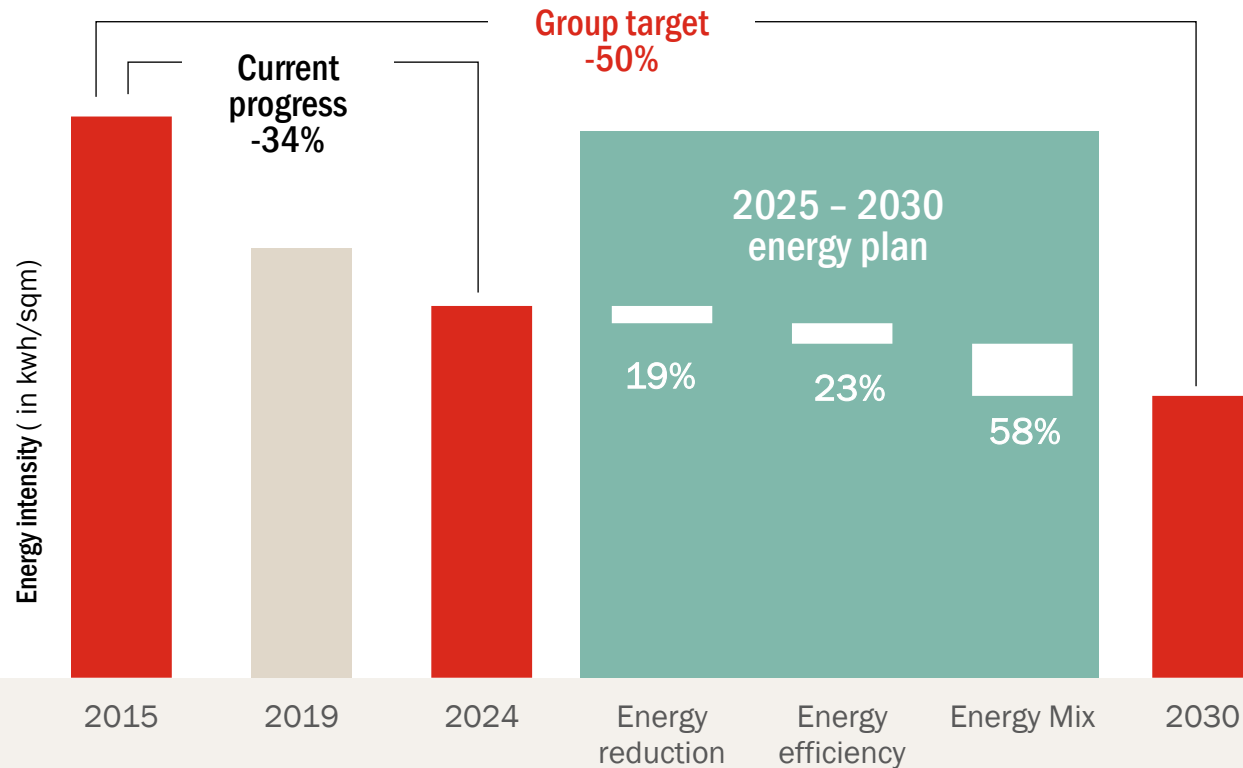
1. 2024 vs. 2015 baseline

2. Better Places certification was developed in partnership with Bureau Veritas Solutions and WWF France

3. Based on the MGR and SBR of the Fashion, Health & Beauty and General Services (Fitness & Entertainment) sectors

# US integrated in Better Places roadmap, without additional capex

## US FULL ALIGNMENT WITH GROUP TARGETS



## US TRANSITION INVESTMENT PLAN

Continue to allocate **c. 30% of maintenance Capex** to support the environmental transition

**No additional investments needed** to meet the targets until 2030

Estimated **\$12.4M annual energy cost savings** by 2030



# Sustainability leadership is a major competitive edge for URW

1.

**Future-proof assets** with structured energy & carbon roadmaps

**90%**  
URW Assets CRREM aligned<sup>(1)</sup>

2.

**City-center mixed-use assets** adapted to sustainable mobility challenges and lifestyle's evolution

**48%**  
URW visitors using sustainable transport<sup>(2)</sup>

3.

**Partner of choice for major cities** to support their environmental transition

**Net-Zero**  
science-based targets approved by SBTi

4.

**Preferred platform for retailers** to showcase a sustainable experience

**108**  
partnerships<sup>(3)</sup> for the Westfield Good Festival

5.

**Meaningful purpose** driving employee engagement, attraction and retention

**100%**  
employees with annual sustainability objectives<sup>(4)</sup>

1. Carbon performance of the Group assets in 2024 compared to the 1.5°C pathway in 2030, tenant's energy consumption included, market-based methodology

2. % of 2024 visits, Group (EU/UK/US)

3. Brands, in Europe for the 2024 edition

4. At least one individual sustainable business objective. Based on employees with objectives

# Delivering with **IMPACT...**

**PATH TO 2028**

Further increase **focus and alignment** of operations with strategy.

---

Continue to improve **efficiency**.  
Maintain strong **cost discipline**.

---

Keep on attracting, developing and retaining **exceptional results-driven Talent**.

---

Leverage **competitive edge in sustainability** to drive strong business results.

---



UNIBAIL-RODAMCO-WESTFIELD

[www.urw.com](http://www.urw.com)