

# **SUPERVISORY BOARD CHARTER** **of** **UNIBAIL-RODAMCO-WESTFIELD SE**

This charter (the “**Charter**”) was adopted by the Supervisory Board (the “**SB**”) of **UNIBAIL-RODAMCO-WESTFIELD SE** (the “**Company**”) on June 26, 2007, and was last amended on July 30, 2025.

## **Article 1. Status and Scope of the Charter**

1.1. This Charter is issued pursuant to Article 15 of the Company’s Articles of Association and is complementary to the rules and regulations applicable to the SB under French law and the Company’s Articles of Association. In case of discrepancy between this Charter and the Articles of Association, the Articles of Association shall prevail.

1.2. The following annexes are attached to, and form an integral part of, this Charter:

Annex A: Skills of the SB.

Annex B: SB Composition: Rules and modalities for staggering of mandates.

Annex C: Audit Committee Charter.

Annex D: Governance, Nomination and Remuneration Committee (the “**GNRC**”) Charter.

Annex E: Decisions of the Management Board requiring the prior approval of the SB.

Annex F: Thresholds of the Management Board’s decisions that require the prior approval of the SB.

1.3. The SB unanimously declared that:

- a) it will comply with, and be bound by the obligations arising from this Charter;
- b) on the appointment of new SB members it will cause such members to issue a declaration as referred to in a) above.

1.4. The SB shall evaluate this Charter at least annually to identify any specific aspects in respect of which amendments to this Charter and/or further regulations are required.

1.5. This Charter is published on the Company’s website.

## **Article 2. Responsibilities of the SB**

2.1. The SB shall be responsible for supervising the Company’s management and general affairs and the business connected with it, and for advising the Company’s Management Board (the “**MB**”). In fulfilling its duties, the SB shall be guided by the interests of the Company and its business; it shall take into account the relevant interests of all those involved in the Company. The SB is responsible for the quality of its own performance.

- 2.2. Without prejudice to the relevant provisions of the Company's Articles of Association, the responsibilities of the SB shall include:
- a) supervising and advising the MB on:
    - (i) the Company's performance;
    - (ii) the Company's strategy and risks inherent to its business activities;
    - (iii) the structure and management of risk management and internal control systems;
    - (iv) the financial and non-financial preparation, supervision, and reporting processes in relation to social and environmental responsibility; and
    - (v) the compliance with applicable legislation and regulations;
  - b) disclosing, complying with and enforcing the Company's corporate governance structure;
  - c) evaluating and assessing the functioning of the MB, the SB and their individual members (including the evaluation of the SB's profile and the induction and training program);
  - d) when the Company's ordinary General Meeting of shareholders (the "**General Meeting**") issues a negative opinion on the remuneration packages of executive directors presented, the SB shall, on the advice of the GNRC, discuss this matter at its next meeting and immediately thereafter publish on the Company's website a notice detailing how it intends to deal with the opinion expressed by shareholders at such General Meeting;
  - e) handling and deciding on reported potential conflicts of interests between the Company on the one side and MB members on the other side;
  - f) handling and deciding on reported alleged irregularities that relate to the functioning of the MB;
  - g) approval of the proposed decisions of the MB as set out in Annex E.
- 2.3. The SB shall prepare a corporate governance report including its comments on the MB report and the financial and non-financial statements. The SB's report shall at least include the information required by French law.
- 2.4. The SB appoints the MB members, including the MB Chairman.
- 2.5. To the extent permitted by applicable law, the Company takes out a D&O policy covering liability for the benefit of the SB members.

### **Article 3. Composition, Expertise and Independence**

- 3.1. The SB shall be composed of 8 to 14 members. The SB shall prepare a profile of its competences and desired composition. The SB shall evaluate the profile at least annually.
- 3.2. The composition of the SB shall be such that the combined experience, expertise, balance in gender representation, mix of nationalities and age structure of its members meet the profile attached as Annex A and enables the SB to best carry out its responsibilities and duties to the Company and all others involved in the Company (including its shareholders), consistent with applicable law and regulations (including the rules of any exchange on which the Company is listed). As regards the representation of men and women, nationalities and the diversity of skills, the SB shall publish in the universal registration document the objectives, methods and results of its policy on this matter.

3.3. In composing the SB, the following requirements must be observed:

- a) all of its members shall hold a fairly significant number of stapled shares for an equivalent amount (based on the value at the time of the acquisition of the stapled shares) at least equals to one year of gross (fixed & variable) remuneration perceived as SB member (i.e., excluding committee remuneration, and other additional remuneration and expenses) and, where possible, registered with the Company's share custodian<sup>1</sup>;
- b) all of its members must be capable of assessing the broad outline of the Company's strategy, activities and the nature of its business;
- c) all of its members must match the profile attached as Annex A and, by way of their respective participation in the SB (upon (re-)appointment and thereafter), the SB as a whole must be composed in accordance with Article 3.2;
- d) at least 2/3 of its members must be independent within the meaning of Article 3.4; and
- e) terms of office are always renewable.

3.4. An SB member will be considered independent within the meaning of Article 3.3 (d) if he or she has no relationship of any kind whatsoever with the Company, its Group or the management of either that is such as to colour his or her judgment. The independence of an SB member is determined by a decision of the SB, upon the recommendation of the GNRC.

The criteria that the GNRC and the SB should examine in order to determine whether an SB member is independent and to help avoid the risk of a conflict of interest between the SB and the MB, the Company or its group, is as follows:

- 1. the SB member is not and has not been during the previous 5 years: (i) an employee or executive officer (*dirigeant mandataire social exécutif*) of the Company, (ii) an employee, executive officer or director of a company that the Company consolidates, or (iii) an employee, executive officer or director of its parent company or a company consolidated by this parent company;
- 2. the SB member is not an executive officer of a company in which the Company holds a directorship, directly or indirectly, or in which an employee appointed as such or a current or former (during the previous 5 years) executive officer of the Company is a director;
- 3. the SB member is none of the following (nor linked directly or indirectly to): a customer, supplier, investment banker or commercial banker, advisor - in each case: (i) which is material to the Company or its group, or (ii) for which the Company or its Group represents a significant part of the entity's activity. In considering the materiality, the SB shall examine, for both entities when possible, the financial relationship, the continuity in duration and intensity of the relationship and the position of the SB member in such company;
- 4. the SB member does not have any close family ties with a corporate officer (*mandataire social*) of the Company;
- 5. the SB member has not been an external auditor of the Company over the past 5 years;
- 6. the SB member has not been an SB member of the Company for more than 12 years;
- 7. the SB member has not received personal financial compensation from the Company including any variable compensation in cash or shares, or any compensation related to the performance of the Company other than the compensation received for the work performed as an SB member and in so far as this is in line with the normal course of business;
- 8. the SB member is not representing any major shareholder of the Company (>10%);
- 9. the SB member is not a member of the management board of a company, of which an MB member (that he/she supervises) is a supervisory board member (cross-ties); or

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<sup>1</sup> The requirement must be satisfied within 2 years of their first date of nomination.

10. the SB member has not temporarily managed the Company during the preceding 12 months while MB members were absent or unable to fulfil their duties.

As for SB members representing the Company's significant shareholders or its parent company, they shall be considered independent as long as they do not in whole or in part control the Company; beyond a threshold of 10% of the share capital or voting rights, the SB acting upon a report from the GNRC, should examine individually each case in order to determine whether the given SB member may be considered independent or not, taking into account the composition of the Company's share capital and whether there exists potential for any conflicts of interest.

- 3.5. Each member of the SB shall be required to submit to the MB Chairman and the SB Chairman any information as may be required to comply with the regulations of the French *Autorité des marchés financiers* or other market regulator in a prospectus, universal registration document (*document d'enregistrement universel*) or other document as well as with the regulations of the AFM and Euronext Paris.

Each SB member shall act with independence, loyalty and professionalism.

- 3.6. Each SB member shall not hold more than 4 non-executive directorships in any French or foreign listed company not affiliated with his or her Group (*i.e.* a total of 5 non-executive directorships in any listed company including the Company). Each SB member who is an executive director at another company shall not hold more than 2 non-executive directorships in any French or foreign listed company not affiliated with his or her Group (*i.e.* a total of 3 mandates including the Company).

Each SB member shall seek the prior approval of the SB (who shall conduct, among other things, a conflicts of interest analysis) before accepting a new directorship and shall keep the SB informed of the directorships or any other commitment held in any other organisation(s), including participation on any committee(s).

#### **Article 4. Chairman, Vice-Chair and SB Secretary**

- 4.1. The SB shall appoint a Chairman and a Vice-Chair from among its members. The Chairman represents the SB in external matters.

- 4.2. The SB Chairman ensures:

- a) the SB members follow their induction and training programs;
- b) the SB members receive in good time all information which is necessary for the proper performance of their duties;
- c) there is sufficient time for consultation and decision-making by the SB;
- d) the committees of the SB function properly;
- e) the performance of the MB and SB members is assessed at least once a year;
- f) the SB appoints a Vice-Chair (who may temporarily replace the Chairman if he/she is absent or incapacitated);
- g) receiving, and deciding on, related party transactions within the meaning of article L. 225-86 of the French Commercial Code, as well as on the assessment of ordinary agreements entered into under normal conditions;
- h) receiving, and deciding on, reported alleged irregularities relating to the functioning of the MB members;
  - i) the orderly and efficient conduct of the General Meeting;
  - j) the timely decision by the SB on MB proposals subject to the prior approval of the SB, as set out in Annex E; and
  - k) that the information required by French law is published in the SB's Management Report on Governance.

- 4.3. The SB shall be assisted by an SB Secretary.

## **Article 5. Supervisory Board Committees**

- 5.1. The SB shall have two committees, *i.e.* the Audit Committee and the GNRC, to be appointed by the SB from its own members. The (entire) SB remains responsible for its decisions even if they were prepared by one of the SB committees; the SB committees only having the power to make recommendations.
- 5.2. The SB shall appoint a Chair of the Audit Committee and of the GNRC from among the members of the respective committees.
- 5.3. The SB shall prepare charters governing the respective committee's practices and principles (responsibilities, composition, meetings, etc.). The charters of the respective committees are attached as Annexes C and D to the present Charter.
- 5.4. The charters of the respective committees and their composition shall be placed on the Company's website.
- 5.5. The SB shall be informed of the deliberations and findings of each of the committees in the first SB meeting following the relevant committee meeting.

## **Article 6. (Re-)appointment, Term and Resignation**

- 6.1. The SB members shall be appointed in accordance with the Company's Articles of Association. On re-appointment, the candidate's past performance of his/her duties as an SB member shall be taken into account. SB members shall be appointed for a maximum period of 3 years expiring at the end of the General Meeting of shareholders that has decided upon the financial statements for the past fiscal year and is held during the year in which their mandate expires. Their mandate is renewable.
- 6.2. The SB shall prepare rules and modalities for the staggering of mandates to prevent, to the extent possible, too many reappointments occurring simultaneously. Those rules are detailed in Annex B.
- 6.3. SB members shall retire early in the event of inadequate performance or structural differences of opinion or incompatibility of interests.
- 6.4. In the event that more than 1/3 of the SB members are over 70 years of age, the eldest of the members over 70 years of age and above said limit are deemed to have resigned.

## **Article 7. Remuneration**

- 7.1. The global remuneration envelope of the SB is determined by the General Meeting. The SB decides the repartition of such amount among its members and the members of its committees, subject to, if applicable, the vote of such remuneration at the General Meeting pursuant to applicable law.
- 7.2. SB members' ownership interest in the Company shall be for long-term investment.
- 7.3. Rules providing for SB members' investments and transactions in the Company are included in the Company's insider trading rules as published on the Company's intranet website.
- 7.4. SB members shall be reimbursed by the Company for all reasonable costs and expenses incurred in connection with their attendance of meetings and the program as referred to in Article 8. Any other reasonable costs and expenses shall only be reimbursed, either in whole or in part, if such costs and expenses have been incurred with the prior consent of the SB Chairman, or of the Audit Committee Chair if such costs and expenses have been incurred by the SB Chairman. The SB Chairman shall inform the SB of such expenses paid on an annual basis, where appropriate.

- 7.5. The remuneration, reimbursement of expenses and other agreed terms and conditions, including the date as of which such payments shall be made, shall be determined by the General Meeting and be agreed in writing between the Company and each SB member. The notes to the annual accounts shall contain full and detailed information on the amount and structure of the remuneration of SB members.

#### **Article 8. Induction Program and Ongoing Training and Education**

Once appointed, each SB member shall follow an induction program, prepared and sponsored by the Company, addressing:

- a) specific aspects unique to the Company and its business activities;
- b) financial and non-financial reporting by the Company;
- c) general financial and legal affairs; and
- d) responsibilities of SB members.

#### **Article 9. SB Meetings (board calendar, videoconferences, participants, minutes)**

- 9.1. The SB shall hold at least 5 meetings per year and whenever the SB Chairman or at least one third of its members or any MB member has requested a meeting in writing. SB meetings are generally held at the Company's registered office but may also take place elsewhere. Meetings may be held by any means of telecommunication allowing the identification of participants and ensuring their effective participation under the conditions set by the regulations in force.
- 9.2. SB member remuneration shall include a preponderant variable portion based on attendance to SB and committee meetings. SB members who are frequently absent during SB and committee meetings shall explain their absence to the SB Chairman. SB member attendance rates shall be reported in the Company's universal registration document.
- 9.3. Unless the SB decides otherwise, meetings of the SB shall be attended by MB members save for meetings concerning:
- a) the evaluation of the functioning of the MB and its individual members, and the conclusions to be drawn from that evaluation;
  - b) the evaluation of the functioning of the SB and its individual members, and the conclusions to be drawn from that evaluation;
  - c) the desired profile and composition of the SB;
  - d) the vote on related party transactions within the meaning of Article L. 225-86 of the French Commercial Code; and
  - e) deliberation on any issue relating to the remuneration of each MB member.
- 9.4. The Company's external Statutory Auditors shall attend each SB meeting at which the examination, adoption and, if applicable, approval of the interim and annual accounts are discussed.
- 9.5. Where practically possible, notices convening a meeting, the agenda of items and documents to be considered and discussed shall be received by each SB member at least 3 days prior to the meeting.
- 9.6. Minutes of the meeting shall be prepared by the SB Secretary. They shall generally be adopted at the next meeting. The minutes shall be signed for adoption by the SB Chairman and another

SB member. The SB Secretary, the Group General Counsel and the Group Director of Corporate & Securities Law may issue and sign extracts of the adopted minutes.

- 9.7. To the extent possible, the meetings of the SB shall be held in French or English and minutes of the meeting shall be prepared in English. A French translation of said minutes shall be prepared for filing and registration purposes, if applicable.

#### **Article 10. SB Decisions (quorum, votes, items to be considered)**

- 10.1. An SB member may only be represented by other SB member(s) subject to a duly executed power of attorney authorising such SB member to represent and/or vote on their behalf in the relevant SB meeting. The SB will pass resolutions in a meeting where at least 50 percent of its members are present and/or represented. Members who participate in the meeting by means of telecommunication under the conditions laid down in Article 9.1 above are deemed to be present for the purpose of calculating quorum and majority.
- 10.2. In case of equal number of votes against and in favour of a resolution, the SB Chairman shall have a casting vote.
- 10.3. Each year, the SB prepares a report on its functioning that is included in the Company's universal registration document.
- 10.4. Unless a SB member objects to it, all decisions of the SB may also be taken by written consultation with its members, including by electronic means. In this case, the SB members shall be called upon by the SB Chairman or, in his/her absence, by the SB Vice-Chairman, to express their opinion on the decision addressed to them by any written means (paper or electronic) within 5 days (or less, in case of urgency, according to the time provided for in the request) following its submission. Failing to respond in writing to the consultation within this timeframe and in accordance with the terms provided for in the request, they will be deemed absent and not have participated in the decision.

The decision is deemed adopted provided that (i) at least half of the SB members have participated in the written consultation, and (ii) it is made by a majority of the SB members participating in this consultation (except for the decisions listed in Article 15.5 of the bylaws, which require a two-thirds majority of the SB members participating in the written consultation).

The SB Chairman, or in his/her absence, the SB Vice-Chairman, is deemed to chair the written consultation and therefore has a casting vote in case of equality.

#### **Article 11. Conflicts of Interest**

- 11.1. An SB member shall not participate in the discussions and/or decision-taking process on a subject or transaction in relation to which he/she has a conflict of interest with the Company within the meaning of Article L. 225-86 of the French Commercial Code.
- 11.2. Each SB member shall immediately report any potential conflict of interest concerning an SB member to the SB Chairman and to the other SB members. An SB member with such (potential) conflict of interest must provide the SB Chairman and the other SB members with all information relevant to the conflict.
- 11.3. The SB Chairman shall procure that these transactions will be referred to in the Company's universal registration document.

#### **Article 12. Complaints**

The MB shall ensure that employees have the opportunity, without jeopardising their legal position, to report alleged irregularities of a general, operational or financial nature within the Company to the relevant confidential adviser designated for such purpose and if such reported irregularities are not appropriately dealt with, to the SB Chairman.

## **Article 13. Information, Relationship with the MB**

- 13.1. The SB and its individual members shall have their own responsibility for obtaining all information from the MB and the external Statutory and Sustainability Auditors that the SB needs for the due performance of its duties, to the extent permitted by law. If the SB deems necessary, it may authorise any of its member(s) to obtain information on the SB's behalf, from the Company's officers, employees and external advisors and it shall have free access to the Company's offices. The MB shall timely provide the necessary means for this purpose. The SB may require that certain officers, employees and/or external advisors attend its meetings or its committee meetings.
- 13.2. If an SB member should receive information or indications relevant to the SB in the proper performance of its supervisory and advisory tasks (from a source other than the MB or SB), he shall disclose this information to the SB Chairman as soon as possible. The SB Chairman shall subsequently inform the entire SB.

## **Article 14. Relationship with Shareholders**

- 14.1. Pursuant to French law, the general meeting is convened by the MB, the SB being also competent to convene such general meeting. The person(s) convening the general meeting shall ensure that it is held in due time and that the shareholders are informed of all facts and circumstances relevant to the item(s) on the agenda. The announcement for the General Meeting and the agenda will be placed on the Company's website.
- 14.2. MB and SB members shall participate in shareholders meetings, unless they are prevented from attending on serious grounds. The SB Chairman shall, as a general rule, chair the General Meetings.
- 14.3. The MB Chairman is in charge of the relations with the Company's major shareholders. The SB Chairman will be encouraged to meet these shareholders in close cooperation with the MB Chairman.

## **Article 15. Confidentiality**

SB members shall treat all information and documentation acquired within the framework of their membership with the necessary discretion and, in the case of confidential information, with the appropriate secrecy. Confidential information shall not be disclosed outside the SB and the MB, made public or otherwise made available to third parties, even after resignation from the SB, unless it has been made public by the Company or it has been established that the information is already in the public domain.

## **Article 16. Amendment**

This Charter (including its annexes) may be amended by a resolution of the SB to that effect. Such resolution shall be adopted by a 2/3 majority of the members composing the SB. Such resolutions shall be referred to in the Company's universal registration document.

## **Article 17. Governing Law and Jurisdiction**

- 17.1. This Charter shall be governed by and construed in accordance with the laws of France.
- 17.2. The courts of Paris, France, shall have exclusive jurisdiction to settle any dispute arising from or in connection with this Charter (including any dispute regarding the existence, validity or termination of this Charter).

## **Article 18. Translation of the Original Text**

The English text of this Charter shall be binding and prevail in case of any variance between the English text and the French translation hereof.



## SKILLS OF THE SUPERVISORY BOARD

This annex was adopted pursuant to Article 3.1 of the charter (the “**SB Charter**”) of the Supervisory Board (the “**SB**”) of **UNIBAIL-RODAMCO-WESTFIELD SE** (the “**Company**”) and was last amended on July 30, 2025.

Taking into account the present nature and scope of the operations of the Company and its affiliates, its strategy for the medium and long-term, the related risks and the importance of its international operations, the skills of the SB shall be such that the combined experience, expertise and age structure of its members enables the SB to best carry out its general supervision role as well as its fiduciary and advisory responsibilities. The skills of the SB will further be such that there will be a reasonable balance between the number of members who carry out professional activities on a daily basis and those who are non-executives.

In addition to an independent personality, entrepreneurship and international business or high level advisory or management experience, additional SB member qualities may include: significant real estate investment; digital transformation, e-commerce, cyber risk, ESG / sustainability, marketing or (online) retail business expertise; executive or non-executive board experience; or financial expertise.

In decisions pertaining to its skills, the SB shall also strive for diversity in its membership in terms of gender, age, nationality and professional experience; amongst other things.

At least one member of the SB shall be a financial expert, in the sense that he/she has relevant knowledge and experience of financial & non-financial administration and accounting for listed companies applying IFRS accounting methods.

This annex for the SB and its members has been drawn up in cooperation with the Company’s Management Board (the “**MB**”) and will be evaluated periodically by the SB in consultation with the MB and adjusted, if necessary.

In case of a vacancy for SB membership an individual profile shall be drawn up, in consultation with the MB, by the GNRC for approval by the SB thereby taking into account the specific requirements for such vacancy as well as the present and future composition of the SB.

This annex shall be reviewed at least annually by the SB.

## SUPERVISORY BOARD COMPOSITION: RULES AND MODALITIES

These rules were prepared pursuant to Article 6.2 of the Charter of the Supervisory Board (the “SB”) of UNIBAIL-RODAMCO-WESTFIELD SE (the “Company”).

The following rules will be adhered to by the SB:

1. SB members will be co-opted and proposed for nomination by the SB to the General Meeting and, subsequently, approved and/or dismissed by the General Meeting (Articles of Association: Article 13.1).
2. SB members are appointed for a maximum 3-year term, expiring at the end of the General Meeting called to approve the accounts for the fiscal year-end in the year that the member’s term expires (Articles of Association: Article 13.3). The General Meeting may appoint a SB member to serve for a term of 1 or 2 years in order to ensure adequate rotation of SB members.
3. SB members may be elected for additional terms (Articles of Association: Article 13.3).
4. The tenure of an SB member depends on the condition that he/she is not over 75 years of age. Should an SB member reach this age limit while in office, he/she shall be deemed to have stepped down at the first annual General Meeting held after the end of the year during which he/she has the 75<sup>th</sup> birthday (Articles of Association: Article 13.4).
5. At all times, at least 2/3 of all SB members will be less than 70 years of age (Articles of Association: Article 13.5).
6. In the event that more than 1/3 of the SB members are over 70 years of age, the eldest member(s) over 70 years of age and above the said limit is (are) deemed to have resigned.
7. Legal entities may not be members of the SB (Articles of Association: Article 13.7).
8. The SB shall be composed of 8 to 14 members (SB Charter: Article 3.1).
9. The composition of the SB shall be such that the combined experience, expertise, balance in gender representation, mix of nationalities and age structure of its members meet the Profile - *Annex A to the SB Charter* (SB Charter: Article 3.2).
10. In composing the SB, it must be ensured that all of its members shall be capable of assessing the broad outline of the Company’s strategy, activities and the nature of the business (SB Charter: Article 3.3.b).
11. At all times, at least 2/3 of all SB members will be independent within the meaning of Article 3.4 of the SB Charter (SB Charter: Article 3.3.d).
12. SB members shall retire early in the event of inadequate performance or structural differences of opinion or incompatibility of interests (SB Charter: Article 6.3).

**URW SB - STAGGERING OF MANDATES**

Name	Birth Year	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Jacques Richier</b> Appointed in 2023	1955							A			X		
<b>Julie Avrane</b> Appointed in 2020	1971				A <sup>(1)</sup>	R	X			X			X
<b>Michael Boukobza</b> Appointed in 2024	1978								A <sup>(2)</sup>	R, A <sup>(3)</sup>			X
<b>Sara Lucas</b> Appointed in 2023	1965							A	X			X	
<b>Roderick Munsters</b> Appointed in 2017	1963	A			X			X			X		
<b>Xavier Niel</b> Appointed in 2020 and 2025	1967				A			X		A <sup>(4)</sup>			X
<b>Aline Sylla-Walbaum</b> Appointed in 2021	1972					A			X			X	

A = appointed to the Supervisory Board of Unibail-Rodamco-Westfield SE

X = potential renewal or expiration of term

R = ratification by the General Meeting of Shareholders

This resignation rota has been prepared to ensure staggering of members' mandates

(1) co-opted at the December 23, 2020, SB Meeting, and ratified at the May 12, 2021, General Meeting of Shareholders

(2) co-opted at the October 4, 2024, SB Meeting, and ratified at the April 29, 2025, General Meeting of Shareholders

(3) appointed to the Supervisory Board of Unibail-Rodamco-Westfield SE at the April 29, 2025, General Meeting of Shareholders (to allow for a staggered renewal of terms of office, Mr Michaël Boukobza has proposed to resign with effect from 2025 General Meeting and to stand for appointment for a 3-year term)

(4) resigned on October 4, 2024; re-appointed to the Supervisory Board of Unibail-Rodamco-Westfield SE at the April 29, 2025, General Meeting of Shareholders

## AUDIT COMMITTEE CHARTER

This charter was adopted pursuant to Article 5.3 of the charter (the “**SB Charter**”) of the Supervisory Board (the “**SB**”) of UNIBAIL-RODAMCO-WESTFIELD SE (the “**Company**”) and was last amended on July 30, 2025.

### Article 1. Responsibilities

- 1.1. Without prejudice to Article 5.1 of the SB Charter, the Audit Committee advises the SB in relation to its responsibilities and prepares resolutions of the SB in relation thereto.
- 1.2. With a special focus on accounts, control and risks, the responsibilities of the Audit Committee shall include:
  - a) supervising and advising the Company’s Management Board (the “**MB**”) on, the effect of risk management and internal control systems, including supervision of the enforcement of the relevant legislation and regulations;
  - b) supervising, preparing and publishing processes of financial and non-financial information by the Company (choice of accounting policies, Sustainability Report, application and assessment of the effects of new legislation in this area, information on the treatment of estimated entries in the annual accounts, forecasts, etc.);
  - c) supervising the compliance of recommendations and observations of the external Statutory Auditors in charge of the financial statements and of the external auditors in charge of certifying the sustainability information “Sustainability Auditors”;
  - d) supervising the Company’s tax planning policy;
  - e) supervising the Company’s financing;
  - f) maintaining frequent contact and supervising the relationship with the external Statutory Auditors and Sustainability Auditors, including in particular:
    - (i) assessing the Sustainability Auditors and external Statutory Auditor’s independence, remuneration and any non-auditing work for the Company;
    - (ii) determining the involvement of the Sustainability Auditors and external Statutory Auditors in respect of the contents and publication of financial and non-financial reporting by the Company other than the annual accounts, and
    - (iii) taking note of irregularities in respect of the content of the financial and non-financial reporting as may be reported by the Sustainability Auditors and external Statutory Auditors;
  - g) proposing to the SB, in agreement with the MB, the process to be adopted in selecting Sustainability Auditors and external Statutory Auditors, supervising the selection process, validating the specifications of the role and the firms to be consulted and recommending to the SB the appointment of Sustainability Auditors and external Statutory Auditors by the Company’s general meeting of shareholders; and
  - h) other important matters concerning the Company’s annual accounts and any issues relating to the preparation and monitoring of sustainability information.
- 1.3. The SB shall be informed of the deliberations and findings of the Audit Committee in the first SB meeting following the relevant committee meeting.
- 1.4. At least once a year the Audit Committee, shall, together with the MB, report to the SB on the developments concerning the relationship with the external Statutory Auditors, in particular their independence.

- 1.5. The external Statutory Auditors shall receive the financial information underlying the adoption of the half yearly accounts and other interim financial reports and shall be given the opportunity to respond to all information.

## **Article 2. Composition, Expertise and Independence of the Audit Committee**

- 2.1. The Audit Committee shall consist of at least 4 members.
- 2.2. Without prejudice to Article 3.3 of the SB Charter, the following requirements must be observed in composing the Audit Committee:
  - a) at least one of its members must have relevant expertise in financial and non-financial administration and accounting for listed companies or other large companies exposed to IFRS accounting methods; and
  - b) at least 3/4 of its members must be independent within the meaning of Article 3.4 of the SB Charter.
- 2.3. Upon each member's appointment to the Audit Committee, each member shall receive information with respect to the Company's specific accounting, financial, non-financial and operational practices.
- 2.4. The Audit Committee shall be assisted by the SB Secretary.

## **Article 3. Chair**

The Chair of the Audit Committee, appointed by the SB, shall be primarily responsible for the proper functioning of the Audit Committee. He/she shall act as the spokesperson of the Audit Committee and shall be the main contact for the SB and the MB.

## **Article 4. Audit Committee Meetings (committee calendar, participants, and minutes)**

- 4.1. The Audit Committee will hold meetings at least on a quarterly basis and whenever one or more of the SB or MB members have requested a meeting. Audit Committee meetings are generally held at the Company's registered office but may also take place elsewhere. Audit Committee meetings may take place by any means of telecommunication allowing the identification of participants and ensuring their effective participation under the conditions set by the regulations in force. MB members shall attend the meetings unless the Audit Committee expresses a wish to meet without the MB members or to meet only with the MB Chairman, the Chief Financial Officer, the Company's external Statutory Auditors or Sustainability Auditors.
- 4.2. The Audit Committee will at least twice a year hold a meeting with the Company's external Statutory Auditors without any of the MB members being present, and at least once a year with the Company's Sustainability Auditors.
- 4.3. Audit Committee meetings shall be convened by the SB Secretary on behalf of the member(s) of the SB or the MB requesting the meeting. Where practically possible, notices convening a meeting and the agenda of items and documents to be considered and discussed therein shall be received by each member of the Audit Committee at least 3 days prior to the meeting.
- 4.4. The meetings of the Audit Committee shall be held in French or English and minutes of the meeting shall be prepared in English.
- 4.5. Minutes of the meeting shall be prepared. They shall generally be adopted in the next meeting. If all members of the Audit Committee agree on the contents of the minutes they may be adopted earlier. The minutes shall be signed for adoption by the Chair of the Audit Committee and shall be dispatched to all members of the SB as soon as practically possible.

- 4.6. The SB shall be informed of the deliberations and findings of the Audit Committee in the first SB meeting following the relevant Audit Committee meeting.
- 4.7. The Audit Committee will perform an annual review of its functioning and report the conclusions to the SB.

## GOVERNANCE, NOMINATION AND REMUNERATION COMMITTEE CHARTER

This charter was adopted pursuant to Article 5.3 of the charter (the “SB Charter”) of the Supervisory Board (the “SB”) of UNIBAIL-RODAMCO-WESTFIELD SE (the “Company”) and was last amended on July 30, 2025.

### Article 1. Responsibilities

1.1. Notwithstanding Article 5.1 of the SB Charter, the Governance, Nomination and Remuneration Committee (the “GNRC”) advises the SB in relation to its responsibilities and prepares resolutions of the SB in relation thereto.

1.2. The responsibilities of the GNRC shall include:

#### A. Governance

1.3. Reviewing and assessing the adequacy of the Company’s corporate governance practices and rules and evaluating the Company’s compliance with its corporate governance rules through an annual Compliance Report;

1.4. Identifying and advising the SB on emerging corporate governance issues or significant developments in the applicable laws and/or corporate governance practices;

1.5. Making recommendations to the SB on all matters of corporate governance and on any corrective action to be taken; including advising on the SB’s and SB committees’ organisation, memberships, functions, duties and responsibilities.

1.6. Evaluating, developing and recommending to the SB (changes in) the Company’s corporate governance policies and arrangements appropriate for the Company and consistent with best practices;

1.7. Reviewing and advising the SB on insider and related party transactions and/or conflict of interest matters involving SB or MB members;

1.8. Ensuring that the Company’s corporate governance policies and the Company’s practices are transparently described in the Company’s universal registration document and on the Company’s website;

1.9. Annually evaluating the functions of the Group Director of Internal Audit and Compliance and recommending to the SB the (re-)appointment of the Group Director of Internal Audit and Compliance, upon proposal of the CEO.

#### B. Nomination

1.10. Preparing the profile and selection criteria and appointment procedures for the Company’s (independent) SB members;

1.11. Preparing the profile and selection criteria for the Company’s MB members;

1.12. Periodically evaluating the scope and composition of the MB, the SB and its committees, and proposing possible changes in the profile of the SB and, as the case may be, in the composition of the SB committees in relation thereto;

1.13. Periodically evaluating the functioning of the individual SB (committee) members, the MB Chairman and the recommendations by the MB Chairman on the performance of the other MB members, and reporting the results thereof to the SB;

- 1.14. Proposing the appointments and renewals of members of the SB and MB;
- 1.15. Supervising the policy of the MB in relation to the selection and appointment criteria for senior management; reviewing the Company's human resources policy;
- 1.16. Preparing the annual SB (self-)assessment process: the SB itself; the SB in relation to the MB; the Secretariat supporting the SB;
- 1.17. Such other nomination and related matters as may come to the attention of the GNRC.

#### **C. Remuneration**

- 1.18. Preparing a proposal for the SB concerning the remuneration of the Company's Chairman of the MB and the recommendations by the MB Chairman for the remuneration of the other MB members, including where relevant but not limited to the terms and conditions of their contracts, bonus, pension rights, Company's long-term incentive plan and/or other incentive arrangements, severance pay and other forms of compensation as well as the performance criteria and the application thereof;
- 1.19. Reviewing and preparing proposals for the SB on the Company's remuneration policy;
- 1.20. Reviewing the allocation of Performance Stock Options and Performance Shares;
- 1.21. Such other, remuneration related, matters as may come to the attention of the GNRC;
- 1.22. Subject to, if applicable, the vote of such remuneration at a shareholders' general meeting pursuant to applicable law.

#### **Article 2. Composition, Expertise and Independence of the GNRC**

- 2.1. The GNRC shall consist of at least 4 members.
- 2.2. At least 3/4 of the members of the GNRC shall be independent within the meaning of Article 3.4 of the SB Charter.
- 2.3. The GNRC shall be assisted by the Chief Resources and Sustainability Officer, the Group General Counsel and the SB Secretary.

#### **Article 3. Chair**

The Chair of the GNRC, appointed by the SB, shall be primarily responsible for the proper functioning of the GNRC. He/she shall act as the spokesperson of the GNRC and shall be the main contact for the SB and the MB.

#### **Article 4. GNRC Meetings (committee calendar, participants, minutes)**

- 4.1. The GNRC will hold a meeting at least 2 times a year and whenever one or more SB or MB members request a meeting. GNRC meetings are generally held at the Company's registered office but may also take place elsewhere. GNRC meetings may take place by any means of telecommunication allowing the identification of participants and ensuring their effective participation under the conditions set by the regulations in force.
- 4.2. GNRC meetings shall be convened by the SB Secretary on behalf of the SB or MB member(s) requesting the meeting. Where practically possible, notices convening a meeting and the agenda of items to be considered and discussed therein shall be received by the GNRC members at least 3 days prior to the meeting.



- 4.3. Meetings of the GNRC shall be attended by its members and by the persons invited by the Chair of the GNRC. The MB Chairman, the Chief Resources and Sustainability Officer and the Group General Counsel shall attend the meetings unless the GNRC expresses a wish to meet without them.
- 4.4. The meetings of the GNRC shall be held in French or English and minutes of the meeting shall be prepared in English.
- 4.5. Minutes of the meeting shall be prepared. These minutes shall generally be adopted in the next meeting. The minutes shall be signed for adoption by the Chair of the GNRC and shall be dispatched to all GNRC members as soon as practically possible.
- 4.6. The SB shall be informed of the deliberations and findings of the GNRC in the first SB meeting following the relevant committee meeting.
- 4.7. The GNRC will perform an annual review of its functioning and report the conclusions to the SB.

## DECISIONS OF THE MANAGEMENT BOARD REQUIRING THE PRIOR APPROVAL OF THE SUPERVISORY BOARD

In accordance with Article 11 paragraph 5 of the Company's Articles of Association, the following proposed decisions of the Management Board require the prior approval of the Supervisory Board:

- (a) Any acquisition of an asset or several assets (including the acquisition of real estate properties (*immeubles par nature*) and the acquisition of all or part of shareholdings), directly or through legal entities, exceeding the amounts laid down by the Supervisory Board in its internal charter.
- (b) Investments and capital expenditures for internal development exceeding the amounts laid down by the Supervisory Board in its internal charter.
- (c) Any sale of an asset or several assets (including the disposal of real estate properties (*immeubles par nature*) and the sale of all or part of shareholdings), directly or through legal entities, exceeding the amounts laid down by the Supervisory Board in its internal charter.
- (d) Any additional indebtedness or security interests exceeding the amounts laid down by the Supervisory Board in its internal charter.
- (e) Outsourcing asset management and retail management activities or asset and retail management responsibilities to third parties if this involves more than twenty-five per cent (25%) of the total value of the investments and participations of the Company.
- (f) Transferring the entire or a material part of the business to a third party exceeding the amounts laid down by the Supervisory Board in its internal charter.
- (g) Making significant changes in governance and/or organisational structure of the group, including allocation of tasks within the Management Board, approval of amendment to the Management Board Charter, relocation of group central functions and the taking of any step that might affect the SIIC regime provided for in Article 208 C of the French General Tax Code (*Code Général des Impôts*) or any other favourable tax exempt status in any other country.
- (h) Any overall remuneration policies of the Group and remuneration of the Management Board subject to, if applicable, the vote of such remuneration at a shareholders' general meeting pursuant to applicable law.
- (i) Participating or otherwise taking an interest in other companies or businesses and to terminate or modify such participation or interest (including any change to the participation held by the Company in Unibail-Rodamco-Westfield N.V.), exceeding the amounts laid down by the Supervisory Board in its internal charter.
- (j) Any off-balance sheet commitment exceeding the amounts laid down by the Supervisory Board in its internal charter.
- (k) To submit to the shareholder's general meeting a proposal to amend the Company's Articles of Association.
- (l) To submit a proposal to (re-)appoint or dismiss the Company's external Statutory Auditors and Sustainability Auditors or its main subsidiaries and to review their fees.
- (m) To submit a proposal to the General Meeting for authorization (*délégation de compétence*) to, subject to the Stapled Security Principle (as defined in article 6 in the Company's Articles of Association), issue or repurchase stapled shares of the Company.
- (n) To modify the Company's dividend policy and the declaration of the interim dividends and all dividends to be distributed.

- (o) To participate or otherwise take an interest in or enter into an agreement with other companies or businesses on the basis of which these companies or businesses obtain the right of recommendation or appointment of Supervisory Board members.
- (p) To submit applications for a moratorium or file petitions for the bankruptcy of the Company or any company of the Group.
- (q) To submit a proposal to dissolve or wind up the Company or its main subsidiaries.
- (r) To enter into a transaction in which there is a conflict of interest or is deemed to exist between Supervisory Board or Management Board members on the one hand, and the Company on the other hand for the purposes of Articles L 225-86 and seq. of the French Commercial Code (*Code de commerce*).
- (s) To amend the Company's insider trading rules.
- (t) To approve the Group's strategy and its annual budget, as submitted by the Management Board upon presentation of the financial statements for the ended fiscal year.

### THRESHOLDS OF THE MANAGEMENT BOARD'S DECISIONS THAT REQUIRE THE PRIOR APPROVAL OF THE SUPERVISORY BOARD

On February 12, 2025, the Supervisory Board decided to determine, for the purposes of the present Supervisory Board Charter, the thresholds referred to in Article 11 paragraph 5 of the Articles of Association of the Company, as follows:

No	Type of decision	Threshold
5.a	<b>Commitment of acquisition (excluding Capex):</b>	<p>Except for any commitment between Group entities, acquisition commitments require the prior approval of the Supervisory Board when they concern amounts greater than:</p> <ul style="list-style-type: none"> <li>▪ <b>EUR 2,500,000</b> (two million five hundred thousand euros) excluding taxes and duties, Group share, by legal commitment for any commitment <b>not in accordance</b> with the Group's Acquisition Strategy;</li> <li>▪ <b>EUR 25,000,000</b> (twenty-five million euros) excluding taxes and duties, Group share, for any commitment <b>in accordance</b> with the Group's Acquisition Strategy.</li> </ul> <p>By delegation, the Chairman of the Supervisory Board and a member of the Supervisory Board designated for this purpose have the power to authorize together any commitment <b>in accordance</b> with the Group's Acquisition Strategy between <b>EUR 25,000,000</b> (twenty-five million euros) and <b>EUR 150,000,000</b> (one hundred and fifty million euros) excluding taxes and duties, Group share, by legal commitment.</p> <p>Is consistent with the <b>Group's Acquisition Strategy</b>, any acquisition commitment (i.e. asset, land, building rights, activity, business), through controlling or non-controlling asset or share deal, relating to commercial real estate flagships, high-quality office assets, urban regeneration projects, office and retail buildings retrofitting or mixed-use development or any directly related activities, located in the most dynamic cities in Europe or the United States.</p>
5.b	<b>Capital expenditure commitments (Capex):</b>	<p>The capital expenditure (Capex) envelopes are set annually when the budget is approved by the Supervisory Board upon the proposal of the Management Board.</p> <p><b>1/ For development Capex:</b></p> <p>By delegation, the Capex commitments <b>identified in the approved budget</b> require the prior approval of the Chairman of the Supervisory Board and a member of the Supervisory Board designated for this purpose, when they involve (by commitment):</p>

No	Type of decision	Threshold
		<ul style="list-style-type: none"> <li>▪ A decision to acquire building rights and/or to launch work on a development or extension project for a Total Investment Cost (TIC) exceeding <b>EUR 100,000,000</b> (one hundred million euros) excluding tax, Group share;</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>▪ an additional commitment on a development project (i.e. exceeding the last authorized multi-year envelope) exceeding <b>EUR 10,000,000</b> (ten million euros) excluding tax, Group share.</li> </ul> <p><b>2/ For maintenance and leasing Capex</b></p> <p>By delegation, <b>commitments exceeding the Capex envelope identified in the approved budget</b> require prior approval from the Chairman of the Supervisory Board and a member of the Supervisory Board designated for this purpose, when they relate to an aggregate amount greater than <b>EUR 10,000,000</b> (ten million euros) excluding tax, Group share, per commitment.</p>
5.c	<b>Commitment of disposal:</b>	<p>The list of assets/activities identified as transferable within 3 years is determined annually when the budget is approved by the Supervisory Board upon the proposal of the Management Board.</p> <p>By delegation, except for any commitment between Group entities, <b>commitments relating to assets/activities identified as transferable</b> require the prior approval of the Chairman of the Supervisory Board and a member of the Supervisory Board designated for this purpose when the commitment:</p> <ul style="list-style-type: none"> <li>▪ relates to an amount greater than <b>EUR 150,000,000</b> (one hundred and fifty million euros) excluding taxes and duties, Group share;</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>▪ involves a depreciation of the book value of the asset/activity greater than <b>10%</b> or <b>EUR 10,000,000</b> (ten million euros).</li> </ul> <p><b>Commitments relating to assets/activities not identified as transferable</b> require the prior approval of the Supervisory Board when the commitment relates to an amount greater than <b>EUR 25,000,000</b> (twenty-five million euros) excluding taxes and duties, Group share.</p> <p>Transfers between Group entities are only brought to the</p>

No	Type of decision	Threshold
		attention of the Supervisory Board.
5.d	<b>Any additional indebtedness or security interests:</b>	When they are not the subject of an annual or specific delegation granted by the Supervisory Board, such transactions require the prior approval of the Supervisory Board provided they involve in scope of consolidation (impact on consolidated accounts), amounts in excess of <b>EUR 500,000,000</b> (five hundred million euros). This amount will be increased to <b>EUR 1,000,000,000</b> (one billion euros) with respect to any indebtedness or security interest for corporate debt with proceeds being used for financial debt refinancing purposes.
5.j	<b>Any off-balance sheet commitment:</b>	When they are not the subject of an annual or specific delegation granted by the Supervisory Board, such transactions require the prior approval of the Supervisory Board provided they involve, in scope of consolidation (impact on consolidated accounts), amounts in excess of <b>EUR 25,000,000</b> (twenty-five million euros).