# Ordinary General Meeting September 8, 2010

#### Dear Shareholder,

We are pleased to invite you to the shareholder's Ordinary General Meeting, convened extraordinarily, to be held on: Wednesday September 8, 2010 at 10.00 am, at

the CNIT – Amphitheatre Goethe - Level D 2 place de la Defense - 92053 PARIS LA DEFENSE

For the purpose of considering and acting on the following agenda:

- I. Distribution of an amount deducted from the "contribution premium" account
- II. Powers for formalities.

Please find enclosed information on the organisation of the General Meeting and its agenda, as well as conditions and arrangements for participating in the shareholders' General Meeting.

Yours sincerely,

The Management Board

# Summary of the half-year 2010 results

#### Steady operational performance

The Group presents mid-year results in line with guidance: Recurring Earnings Per Share up 0.4%, despite low indexation, disposals ahead of plan, a seasonaly slow first half year for Convention & Exhibition and a later than planned closing of the Simon Ivanhoe transaction. The positive results are mostly due to continued growth in the Retail division combined with lower administrative, interest and tax expenses.

#### Net asset value back on a positive trend

After a two years decrease, the Group's appraised asset values grew by €1 billion, or 4.7% like-for-like to €23.3 billion. This is a consequence of the increasing long term investors interested in buying prime shopping centre and office properties. Despite the impact of the annual €8 per share distribution paid in May 2010, the triple net NAV increased by 2.2% to €131/share, on the back of higher asset values.

Key consolidated indicators (in € Mn)	H1-2010	H1-2009	Growth %	Growth % like for like
Shopping centres Offices Convention & Exhibition Net Rental Icome	474 108 41 <b>624</b>	469 111 54 <b>634</b>	1.0% -2.1% -23.5% <b>-1.6%</b>	1.8% 8.7% -23.5% <b>0.4%</b>
Valuation movements and gain on disposals	977	-1,911		
Net profit group share of which net recurring profit	1,107 429	-1,324 426	0,8%	
Recurring Earnings Per Share	4,70 €	4,68 €	0,4%	

	30 June 2010	Dec 31 2009	%	
Fully diluted liquidation Net Asset Value per share	131.00 €	128.20 €	2.2%	

#### **Shopping centres**

Footfall in the Group's shopping centres was up 0.9% in H1 2010 and tenants' sales evolution is back to positive, with 2.2% increase (May year-to-date figures).

Total consolidated Net Rental Income (NRI) of the shopping centre portfolio amounted to €474.3 Mn in first half of 2010. As a consequence of the ongoing divestments of non strategic assets especially in The Netherlands, the growth in NRI was limited to 1% compared to H1′09. Like for like net rental income growth for shopping centres was up 1.8%, i.e. 1.2% above indexation.

During the first half year, Unibail-Rodamco continued to benefit from its differentiating retailer strategy: 726 leases were signed in H1'10 (545 in H1'09), of which 106 contracts signed with Cross-Border and Premium retailers, including 20 contracts which introduced brands to new countries, shopping centres or cities for the first time.

Financial vacancy as at June 30, 2010 stood at 2.3% on average across the total portfolio, increasing slightly compared to Dec 31, 2009 (1.9%).

The Group has continued to apply its strategy of divestment of non core assets. All the sales of the first half year took place in The Netherlands with net disposal proceeds of €290.6 Mn and a net profit of €7 Mn. On July 13, 2010, the Group sold St Martial shopping centre (15,100  $\text{m}^2$ ) in Limoges for a disposal price of €99 Mn. In The Netherlands, divestment contracts signed in H1′10 were finalised in July for an additional amount of €467.7 Mn.

#### Offices

Unibail-Rodamco consolidated net rental income from offices portfolio came to €108.1 Mn in H1'10. Like for like, net rental income growth came to a strong 8.7%, mostly due to leasing of vacant units.

The Group sold 4 office buildings in H1'10 for a total net disposal price of €315.1 Mn and a net profit of €12.1 Mn, of which Capital 8-Messine (18,107 m<sup>2</sup>) in Paris, sold for a net disposal price of €242.1 Mn at a net initial yield of 5.6%.

The total net gain over the last appraised value (Dec 2009) was +5.7%.

On July 2, 2010, one building located 168 av. Ch. de Gaulle in Neuilly-France was sold for a net disposal price of €62 Mn corresponding to a net initial yield of 5.7%.

#### **Convention & Exhibition**

The Convention and Exhibition business is showing the effects of the global economic crisis. Several shows, such as the Furniture Show and the Paris Tuning show were cancelled, while the creation of new shows is slowing down. Despite this environment, shows remain for exhibitors one of the most effective advertising mediums.

As a result of the seasonal effects and in view of the challenging external environment, H1'10 EBITDA amounted to a satisfactory  $\in$  52.0 Mn. Compared to H1'09, this represents a decrease of  $\in$  17.4 Mn while compared to the more relevant H1'08 results it has come down with  $\in$  9 Mn.

#### Priority on selective acquisitions and major developments

The €715 million acquisition of the Simon Ivanhoe portfolio, announced in February 2010, received competition authority clearance on July 12th, and closed on July 15th. Deliveries of several development projects took place such as Tour Oxygène and the Lyon Part-Dieu extension in Lyon, and the La Maquinista extension in Barcelona. In addition, the Group made very significant progress in structuring and obtaining authorisations for major projects of its €5.7 billion development pipeline.

#### Distribution of the contribution premium

Since the merger between Unibail and Rodamco in 2007, the Group has pursued its strategy of concentrating on prime assets and building an exceptional portfolio of large shopping centres. Doing so enables a stronger management focus, fully dedicated to a smaller number of large, visible and highly profitable investments, where the Group's know-how in operation, marketing and development creates all the difference.

This strategy was implemented through an ambitious divestment programme. Since the merger, some €4 billion worth of assets have been sold. Backed by good market conditions, the group is accelerating this policy with €1.2 billion of disposals signed or closed in H1 2010 (including the Capital 8 Messine Building) with an average 9% price premium achieved on appraisal value on these disposals. A further €500 million of disposals are expected for the remainder of 2010.

As a consequence of this successful strategy and the strength of its balance sheet, the Group has the opportunity to reshape its balance sheet structure to improve the quality of the return it generates for shareholders.

The joint Supervisory and Management Boards propose to distribute to shareholders part of the contribution premium for an amount corresponding to approximately  $\in$  1.8 billion. This amount is broadly in line with the disposal proceeds achieved (net of acquisitions), since the merger. For this purpose, the Group intends to call an ordinary general meeting to be held extraordinarily on September 8, 2010 to resolve to distribute  $\in$ 20 per share from the contribution premium, to be paid on October 12, 2010. The distribution would be paid from the available undrawn credit lines, which came to  $\in$ 4 billion at June 30, 2010.

The Group has approached two rating agencies Standard & Poor's and Fitch to rate the Group's financial position post distribution. The rating from these agencies after the distribution will be an "A" rating with a stable outlook for Fitch and a negative outlook for Standard & Poor's.

The Group will still be among the least indebted companies within its peer group and will retain sufficient financial flexibility to deal with its significant development pipeline and any acquisition opportunities which may emerge while maintaining its highly focused strategic approach.

# Report of the Management Board On the Resolutions presented to the Ordinary General Meeting to be extraordinarily convened on September 8, 2010

Dear Shareholders,

We have called an Ordinary General Meeting to be extraordinaly convened to submit the following resolutions to you for approval:

- the distribution of a sum to be deducted from the "contribution premium" account; and
- the necessary powers for the performance of legal formalities.

For your information, the Management Board has prepared the below analysis of the two resolutions. You are reminded however, that the analysis is provided for information purposes only and should only be referred to as a general guide. For your complete information, please refer to the full text of the resolutions.

• Resolutions no. 1: Distribution of an amount deducted from the "contribution premium" account Resolution no.1 asks you to approve the distribution of €20 per share to be deducted from the "contribution premium" account.

From a tax standpoint, the distribution is characterised as a reimbursement of capital in accordance with the provisions of Article 112-1° of the French General Taxation Code.

In addition, you are asked to delegate authority to the Management Board to adjust and determine the definitive amount to be distributed from the "contribution premium" account based upon the number of shares issued (if any) between June 30, 2010 and the last trading day prior to the distribution payment date (i.e. 12 October 2010) (inclusive).

The number of shares traded and the amount to be distributed from the "contribution premium" account may vary between June 30, 2010 and the last trading day prior to the distribution payment date as a result of:

- the exercise of stock options (options de souscription d'actions) allocated prior to June 30, 2010 which could result in the creation of up to 460,347 additional shares;
- a request for the allocation of shares from the bearers of ORA (convertible bonds) which could result in the creation of a maximum of 39,362 additional shares, subject to the application of an adjustment which allows ORA bearers to purchase complementary shares pursuant to the terms and conditions stated in the note of operation (note d'opération) endorsed by the Autorités des Marchés Financiers (French Financial Markets Authority) on May 18, 2007 under number 07-153).
- a request for the allocation of shares from the bearers of ORNANE (convertible bonds), possible pursuant to a number of very limited conditions which, at the date of publication of this report, have not been not fulfilled. The conditions are prescribed in the note of operation (note d'opération) relating to the issuance of ORNANE endorsed by the Autorités des Marchés Financiers on April 21, 2009 under number 09-0104. In the event that the bearers of ORNANE are able to exercise their rights and convert their bonds, the number of shares to be allocated will depend upon the conversion value of the ORNANE as defined pursuant to the note of operation (note d'opération).

In light of the above considerations, the maximum number of traded shares on the distribution payment date could be in the order of 91,943,741 shares; excluding the potential attribution of shares to the bearers of ORNANE. Accordingly, the definitive global distribution amount could be as high as  $\leqslant$ 1,838,874,820. As a result, the "contribution premium" account, with a balance of  $\leqslant$ 5,920,648,917.36 as at June 30, 2010, could be reduced to  $\leqslant$ 4,081,774,097.36.

In accordance with the law, we hereby inform the bearers of ORA and ORNANE (convertible bonds) that they will benefit from a parity adjustment pursuant to the terms and conditions prescribed in the notes of operation (notes d'opération) relating to their issuance. The beneficiaries of stock options (options de souscription ou d'achat d'actions) will benefit from an adjustment to the exercise conditions of the stock options (options de souscription ou d'achat d'actions) pursuant to the relevant legal and regulatory provisions. Information on these adjustments will be provided by the Company.

#### • Resolution no°2: Powers for formalities

**Resolution n°2** asks you to authorise the Management Board to carry out the necessary legal formalities as required.

The above resolutions are subject to the quorum and voting requirements applicable to Ordinary General Meetings.

As indicated in the report of the Supervisory Board on the Management Board's report to shareholders, the Supervisory Board is in favour of both resolutions.

We hope that you find this analysis helpful and you will vote in favour of the proposed resolutions.

The Management Board

## Report of the Supervisory Board On the Report of the Management Board (Article L 225-68 of the Commercial Code)

Dear Shareholders,

The Supervisory Board has prepared this report for the attention of the shareholders.

Pursuant to Article L 225-68 of the French Commercial Code, the Supervisory Board has no observations to make on the report of the Management Board on the resolutions to be presented to the Ordinary General Meeting to be exceptionally convened on 8 September 2010.

Having examined the resolutions, the Supervisory Board invites the Shareholders' Meeting to adopt all the resolutions submitted to it by the Management Board.

The Supervisory Board

## DRAFT Resolutions

# RESOLUTIONS SUBJECT TO THE QUORUM AND MAJORITY REQUIREMENTS OF ORDINARY GENERAL MEETINGS

#### **FIRST RESOLUTION**

#### Distribution of an amount deducted from the "contribution premium" account

The General Meeting, acting in accordance with the quorum and voting requirements of an Ordinary General Meeting and having considered the report of the Management Board, resolves to distribute an amount of €20 per share, corresponding to a global sum of €1,828,880,640 for a total number of 91,444,032 shares, as at June 30, 2010.

On the basis of the number of shares in existence on June 30, 2010, the distribution sum, i.e.  $\le$  1,828,880,640, shall be deducted from the "contribution premium" account (as it stands on June 30, 2010) and the "contribution premium" account total will be reduced from  $\le$ 5,920,648,917.36 to  $\le$ 4,091,768,277.36.

The distribution, realised as such, is characterised as a reimbursement of capital contribution pursuant to article 112-1° of the French General Taxation Code.

The sum will be paid on October 12, 2010.

The General Meeting of shareholders authorises the Management Board to adjust and determine the definitive distribution amount from the "contribution premium" account relative to the number of shares issued by the Company (if any) between June 30, 2010 and the last trading day (inclusive) prior to the distribution payment date due to an eventual exercise of stock options (options de souscription d'actions), request for the allotment of shares by the bearers of ORA (convertible bonds) or a valid request for the allotment of shares by the bearers of ORNANE (convertible bonds) pursuant to the terms and conditions stated in the note of operation (note d'opération) relating to the issuance of ORNANE endorsed by the Autorités des Marchés Financiers (French Financial markets authority) on April 21, 2009 under number 09-0104.

As a result of the distribution of the contribution premium, the Management Board must adjust: the parity of allotment of ORA, pursuant to the terms and conditions stated in the note of operation (note d'opération) relating to the issuance of ORA endorsed by the Autorités des Marchés Financiers (French Financial markets authority) on May 18, 2007 under number 07-153; the parity of allotment of ORNANE, pursuant to the terms and conditions stated in the note of operation (note d'opération) relating to the issuance of ORNANE endorsed by the Autorités des Marchés Financiers (French Financial markets authority) on April 21, 2009 under number 09-0104; and the conditions pertaining to the exercise of the stock options (options de souscription ou d'achat d'actions) pursuant to the applicable legal and regulatory provisions. The above adjustments will be duly disclosed by the company.

#### SECOND RESOLUTION

#### Powers for formalities

The General Meeting confers all powers upon the bearer of an extract or copy of these minutes for the purposes of carrying out all necessary filing, publication and other legal formalities.

#### Consolidated key figures (in millions d'euros)

	2005	2006	2007(2)	2008	2009
Portfolio valuation (1)	8,556	10,856	25,229	24,572	22,313
New investment	783	535	1,032	1,886	797
Disposals	586	530	570	1,470	699
Shareholder's equity before appropriation under IFRS	4,668	6,834	15,620	14,150	12,436
Net rental income					
Shopping centres	199	220	529	888	942
Offices	142	129	179	228	219
Convention-exhibitions and hotels	61	64	63	99	96
Total net rental income of divisions	402	413	771	1,215	1,257
Valuation movement and profit					
on disposals (Group share)	1,281	1,801	406(3)	- 1,898 <sup>(4)</sup>	-2,304
Net operating profit before financing costs	1,672	2,227	1,067(3)	-597	-1,073
Recurring net profit under IFRS (group share)	264	313	539	782 <sup>(4)</sup>	836
Net profit under French Gaap (group share) Net profit under IFRS (group share)	1,385	2,140	945 <sup>(3)</sup>	-1,116	-1,468

<sup>(1)</sup> Including transfer taxes.

#### Key figures per share (in euros)

Recurring EPS (under IFRS)	5.81	6.81	7.86	8.58(2)	9.19
Fully diluted triple net liquidation					
asset value	94.8	140.6	169.3	151.2	128.2
Net dividend for the financial year	4.00	5.00	7.00	7.50	8.00(3)
Total distribution over the calendar year	26.80 <sup>(1)</sup>	4.05	5.70	7.05	5.75
Number of shares at year end	45,731,144	46,123,217	81,761,974	81,444 653	91,264,549
Average number of shares	45,499,713	45,901,800	68,572,651	91,132 579 <sup>(4)</sup>	90,979,941(4)
Number of fully diluted shares	47,606,343	48,004,323	93,279,736	93,465 395(4)	93,586,481(4)

<sup>(1)</sup> Including the  $\leqslant$ 23 exceptional payout of January 7, 2005.

 $<sup>(2) \</sup>textit{ Further the completion of the Purchase Price Allocation of the business combination of Unibail-Rodam co, the 2007 goodwill impairment has been adjusted.}$ 

<sup>(3)</sup> Including  $\in$  1,350 Mn of Goodwill impairment.

 $<sup>(4) \</sup> lighty \ differ from \ 2008 \ publication \ due \ to income \ tax \ allocation \ restated \ between \ recurring \ and \ non-recurring \ result.$ 

 $<sup>(2) \</sup>textit{Slighty differ from 2008 publication due to income tax allocation restated between recurring and non-recurring result.}\\$ 

<sup>(3)</sup> Subject to approval at the 2008 General Meeting.

<sup>(4)</sup> Including ORAs.

# FURTHER TO THE GROUP'S CONVERSION INTO AN EUROPEAN COMPANY, THE VOTING RULES FOR THE GENERAL MEETING HAVE BEEN MODIFIED IN LINE WITH THE APPLICABLE REGULATIONS.

The power has been modified<sup>1</sup>. Please read the following information carefully.

# How to take part in the General Meeting?

#### 1. By attending the General Meeting personally

To simplify admission formalities at the General Meeting, it is recommended that a request be made in advance for an admission ticket.

- If you hold registered shares: you just have to send the form below, dated and signed, with the box "I request an admission card to attend the general meeting ticked", in the attached pre-paid envelope, to CACEIS Corporate Trust Service Assemblées 14, rue Rouget de Lisle 92862 Issy-Les-Moulineaux cedex 9 France.
- If you hold bearer shares: your request for a ticket should be made to the financial agent responsible for the management of your share account, at the same time as your request for a certificate of participation.

#### 2. By appointing the Chairman of the General Meeting as your proxy

Please fulfil the form by ticking the box "I hereby give my proxy to the Chairman of the meeting", date and sign the form at the bottom.

#### 3. By appointing another person as your proxy

Please fulfil the form by ticking the box "I hereby appoint" and inserting the surname and first name of the person you wish to represent you (either another shareholder or your spouse), date and sign the form at the bottom.

#### 4. By voting by post

Please complete the form by ticking the box with the words "I vote by post" and:

- If you wish to vote "For" one or more resolutions presented at the General Meeting by the Management Board, you have to tick the box "Yes", date and sign the form at the bottom.
- If you wish to vote "Against" one or more resolutions, you have to tick the boxes "No", date and sign the form at the bottom.
- If you wish to "Abstain" from one or more resolutions, you have to tick the boxes "Abs", date and sign the form at the bottom.
- If you wish to vote on any draft resolution that has not been approved by the Management Board, you have, in addition to tick the boxes corresponding to your choice "Yes", "No" or "Abs", as said above.
- Furthermore, in the event that amendments or new resolutions are presented at the General Meeting, you have to indicate your choice by ticking the box "I appoint the Chairman of the general meeting...", "I abstain from voting" or "I appoint...", as said above.

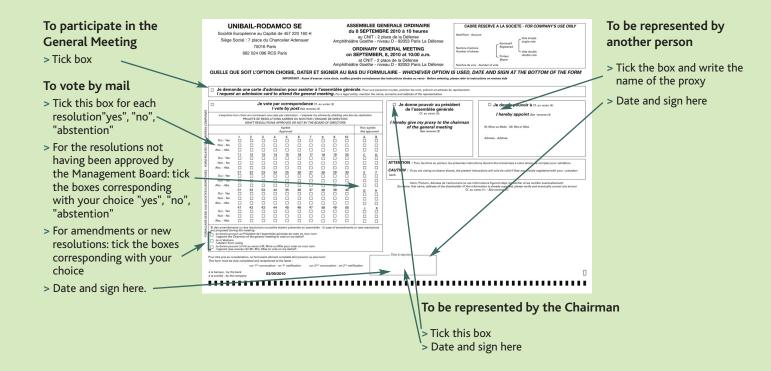
Postal voting forms of the owners of bearer shares must be accompanied by a certificate of participation<sup>2</sup>, issued by the agent holding the share account.

Votes attached to blank votes, abstentions or nil votes are considered to be non-expressed votes (article 58 of EC Regulation 2157/ dated October 8, 2001).

#### In all cases, the duly completed documents should be returned as soon as possible:

- **If you hold registered shares**, to CACEIS Corporate Trust Service Assemblées 14, rue Rouget de Lisle 92862 Issy-Les-Moulineaux cedex 9 France.
- **If you hold bearer shares**, to the financial agent responsible for the management of your share account, at the same time as your request for the certificate of participation.

<sup>&</sup>lt;sup>2</sup> After the issue of this Certificate, the shareholder cannot choose another method of taking part in the Meeting (article R 225-85 of the French Commercial Code).



#### Conditions to be fulfiled to take part in the General Meeting:

#### Owners of registered shares:

At least three days before the General Meeting and until it is concluded, you must be registered as a shareholder with the Securities Department of CACEIS (in the case of registered owners) or with your financial agent (in the case of administrated accounts).

Furthermore, whatever method of participation you choose<sup>3</sup>, you must send, the completed form or the postal vote, to CACEIS Corporate Trust - Service Assemblées - 14, rue Rouget de Lisle - 92862 Issy-Les-Moulineaux cedex 9 - France, using the attached pre-paid envelope.

#### Owners of bearer shares:

Whichever method of participation you choose<sup>3</sup>, you must imperatively and at least three open days before the General Meeting, give your instructions to the financial agent responsible for the management of your shares, who will refer them to CACEIS, accompanied by a participation form justifying your shareholding position. The state of your Unibail-Rodamco share account will, in all cases, be confirmed by CACEIS, three open days before the General Meeting.

Precision: If you sell your shares after your instructions are transmitted (and until three open days before the Meeting) your financial agent will signal this disposal to CACEIS Corporate Trust who will cancel your instructions (vote, request for admission ticket, appointment of proxy) without intervention on your part.

#### If you wish to receive further information, please contact:

CACEIS Corporate Trust
Service Assemblées
14, rue Rouget-de-Lisle
92862 ISSY-LES-MOULINEAUX CEDEX 9
Téléphone: 01.57.78.32.32 - Fax: 01.49.08.05.82
ct-assemblees@caceis.com

UNIBAIL-RODAMCO SE Service des relations avec les actionnaires 7, place du Chancelier Adenauer 75016 Paris Téléphone: 0 810 743 743 www.unibail-rodamco.com

<sup>&</sup>lt;sup>3</sup> To attend the Meeting personally, to appoint the chairman as proxy, to appoint another person as proxy or to vote by post.

#### Request for documents and information

(art. R.225-81 of the French Commercial Code)

I, the undersigned,	Surname	
	First name(s)	
	Adress	
Request the docum	ents and information concerning the C	Ordinary General Meeting to be held extraordinarily on
September 8, 2010	referred to in Art. R.225-83 of the Fren	nch Commercial Code.
S	igned at	on

Note: Shareholders in possession of registered shares may request the Company to forward the documents and information referred to in Art. R.225-81 and R.225-83 of the French Commercial Code on the occasion of the subsequent shareholders' Meeting.

Unibail-Rodamco SE 7, place du Chancelier Adenauer 75772 Paris cedex 16 - France www.unibail-rodamco.com

Service des relations avec les Actionnaires : +33 (0)810 743 743