



Convention & Exhibition - Michel Dessolain, Managing Director

2016 INVESTOR DAYS **unibail-rodamco**

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# AN EXCEPTIONAL FOOTPRINT IN PARIS

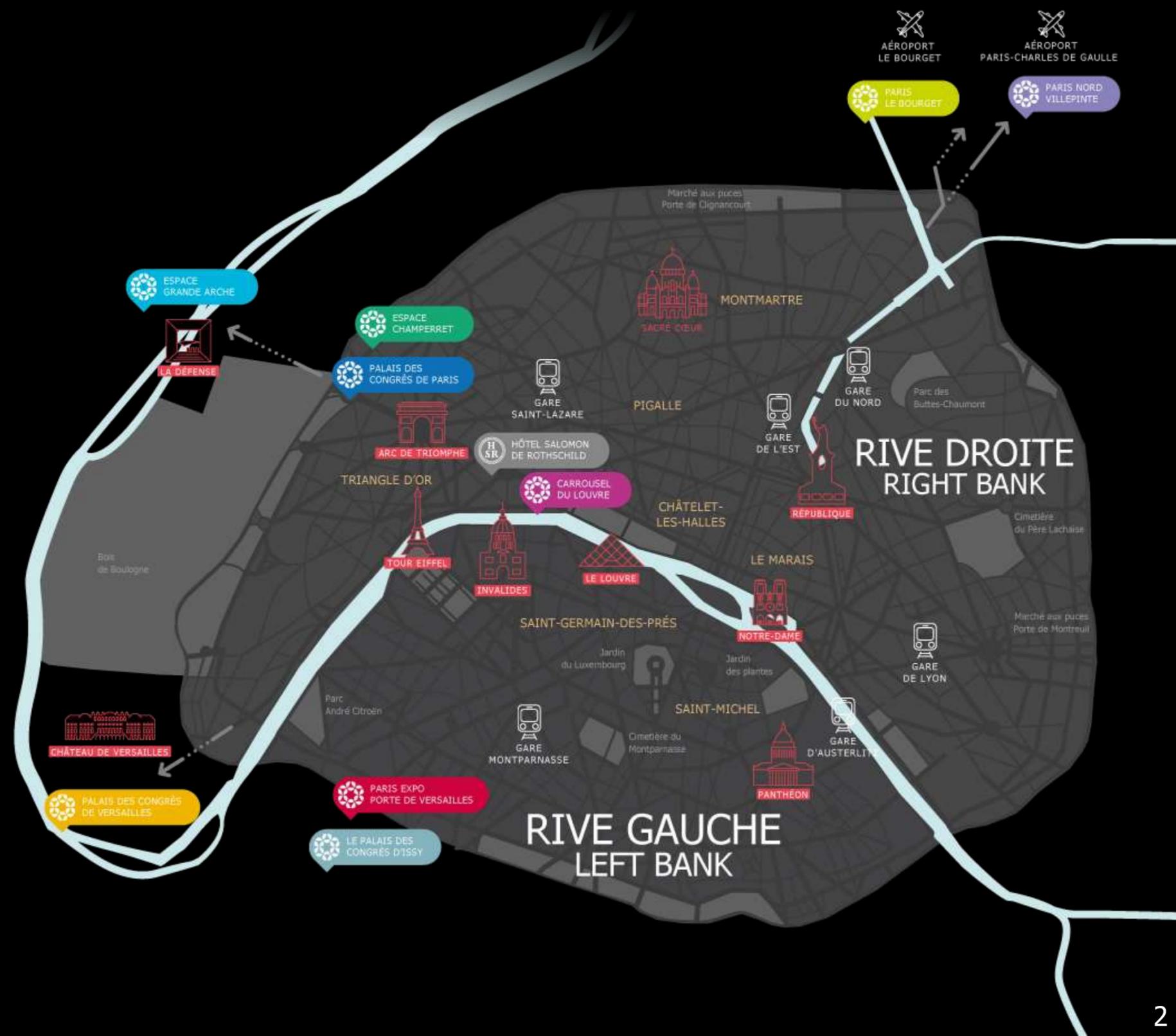
Palais des Congrès de Paris

# 10 EXCEPTIONAL VENUES THROUGHOUT THE GREATER PARIS AREA

**10** venues totaling 617,000 m<sup>2</sup>  
The largest offer in Europe

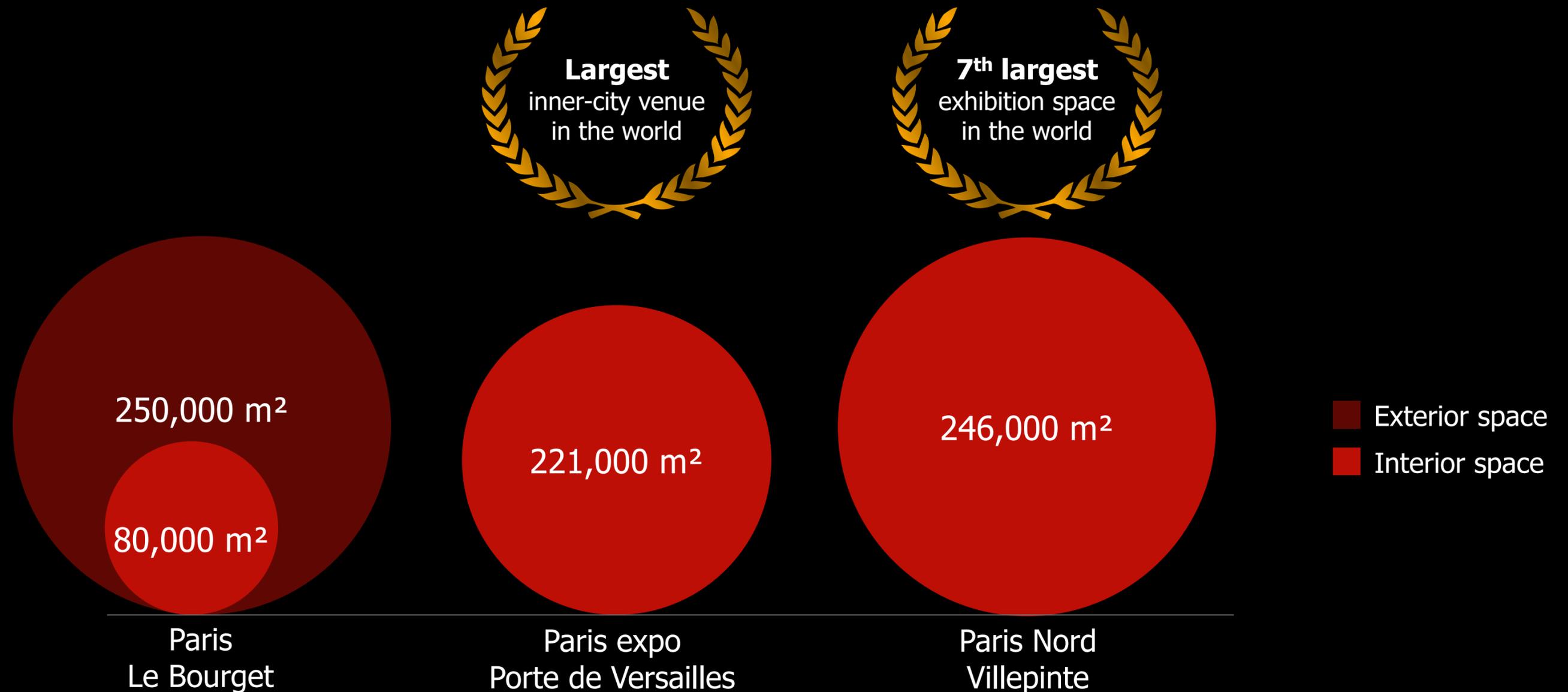
**10 Mn** visitors per year

**800** events



# A COLLECTION OF VENUES FOR VARIOUS EVENTS SIZES

Large indoor space for exhibitions



+ Palais des Congrès de Paris, Hôtel Salomon de Rothschild, Carrousel du Louvre, Palais des Congrès de Versailles, Palais des Congrès d'Issy, Espace Champerret and Espace Grande Arche

# PARIS, THE MOST ATTRACTIVE DESTINATION FOR EVENTS

Number of large scale congresses in 2014



**PARIS**

**214**



**VIENNA**

**202**



**MADRID**

**200**



**BERLIN**

**193**



**60%**  
market share

Source: International Congress and Convention Association (ICCA)

# EVENTS: A MAJOR CONTRIBUTOR TO THE PARISIAN ECONOMY

**€17.5 Bn**

Turnover generated by businesses at salons and trade shows in the greater Paris area<sup>(1)</sup>

**€5.1 Bn**

Direct and indirect economic benefits of business travel every year<sup>(2)</sup>

**80,000 jobs**

Full-time equivalent positions funded in the greater Paris Region through business travel<sup>(2)</sup>

**40%**

of overnight stays in Parisian hotels and 35% of catering due to business travellers<sup>(3)</sup>



**Matthias Fekl**

*Minister of State in charge of Foreign Trade, the Promotion of Tourism and French Nationals Abroad*

“

Events, as it turns out, highlight French savoir-faire. Spending by conference exhibitors and attendees, whether French or foreign, is much higher than that of regular tourists – about three times higher. In partnership with the Ministry for the Economy, we are working with industry stakeholders to expand our ability to bring more events to France and to provide better support for them. This in turn will provide greater economic benefits for every region of France.

”

(1) UNIMEV  
(2) CCI Paris Île-de-France  
(3) Paris Tourist Office



**VIPARIS: AN ORGANISATION TAILORED**

**TO BE THE LEADER IN EVENTS**

Palais des Congrès de Paris

# A COMPLEMENTARY MIX OF VENUES TO HOST A LARGE VARIETY OF EVENTS

		Congresses	Exhibitions	Corporate events	Live shows
	Paris expo Porte de Versailles		✓	✓	✓
	Paris Nord Villepinte		✓	✓	✓
	Palais des Congrès de Paris	✓	✓	✓	✓
	Carrousel du Louvre	✓	✓	✓	✓
	Paris Le Bourget		✓	✓	
	Espace Champerret		✓	✓	
	Espace Grande Arche		✓	✓	✓
	Palais des Congrès d'Issy	✓	✓	✓	✓
	Palais des Congrès de Versailles		✓	✓	
	Hôtel Salomon de Rothschild			✓	

# A PREDICTABLE CALENDAR OF EVENTS ENSURING RECURRING REVENUES

## A predictable calendar of events

	2012	2013	2014	2015	2016	2017	2018
Who's Next	📍 x2						
Foire de Paris	📍	📍	📍	📍	📍	📍	📍
International Air Show		📍		📍		📍	
Motor Show	📍		📍	📍	📍		📍
SIAL	📍		📍	📍	📍		📍
Batimat		📍		📍		📍	
Intermat	📍			📍			📍
SIMA		📍		📍		📍	



50<sup>th</sup> anniversary of the SIAL trade show

**92%** of activity guaranteed in June n-1

**87%** of activity is recurring

# CONTINUOUSLY ATTRACTING LANDMARK EVENTS

Paris Nord Villepinte  
30,000 participants



European Society of Cardiology Congress

Le Bourget  
117,000 attendees



COP21

Future Paris Convention Centre at Porte de Versailles  
8,000 and 11,000 participants



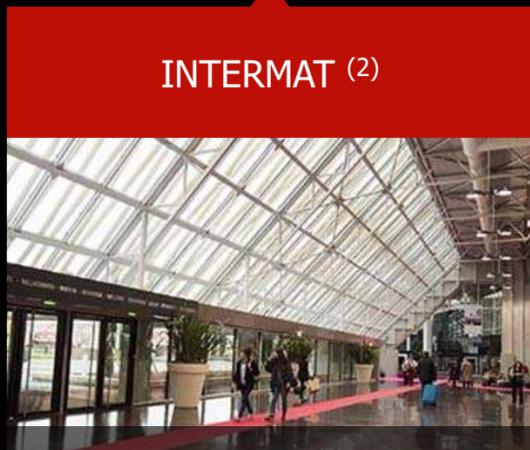
EASL and ISMRM<sup>(1)</sup> Congresses



World's fair ?



INTERMAT <sup>(2)</sup>



Paris Nord Villepinte

European League Against Rheumatism Congress



Palais des Congrès de Paris  
14,000 participants

EURO 2016 Broadcast Centre



Paris expo  
Porte de Versailles

Olympic Games ?



*(1) European association for the study of the Liver Congress & International Society for Magnetic Resonance in Medicine  
(2) First edition*



# AMBITIONS FOR THE FUTURE

Paris expo Porte de Versailles – Future project

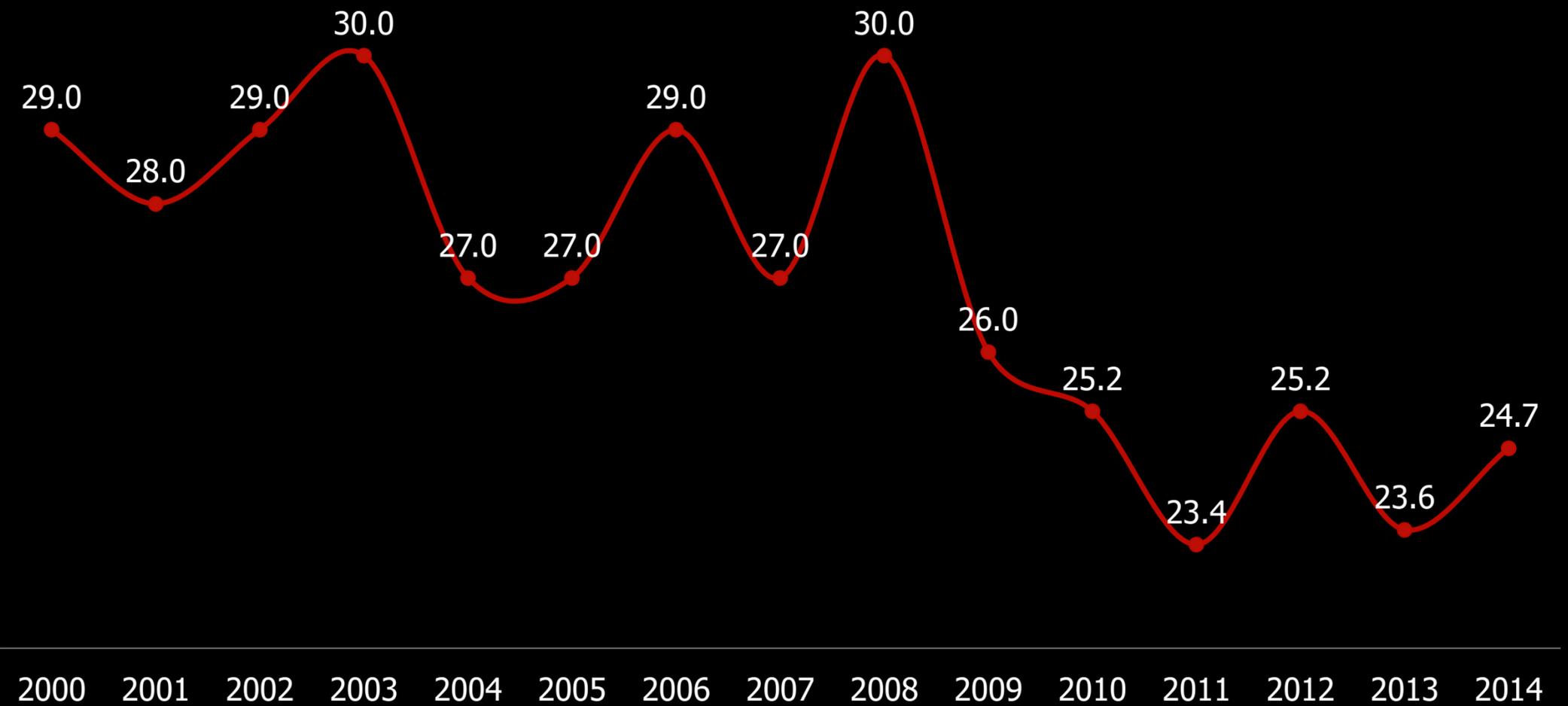
# NEW CHALLENGES AHEAD

The exhibition market  
is a mature market

Paris appeal challenged:  
Economic situation  
Terrorist attacks

New congress  
venues in Europe

Growth of the average size of exhibition booth,  
in the Greater Paris (in m<sup>2</sup>)



# FOCUS ON CONGRESS: A STRONG TRACK RECORD AS WORLD LEADER



Worldwide for congresses

But mostly on medium-size congresses (up to 10,000 PAX)  
due to limited seating capacity

**A dedicated venue for Congresses:**  
Palais des Congrès de Paris – Porte Maillot:  
**3,700 seats**

**Mixed-use facilities:**  
Paris Nord Villepinte hosted the world's largest  
congress in 2011:  
Congress of the European Society of Cardiology,  
**30,000 participants**

# A NEW AMBITION: A LEADING POSITION IN WORLD-CLASS CONGRESSES (7-30,000 PAX)

## New commercial organization being implemented

- By industry
- Focus on medical (80%)

## The future largest conference centre in Europe at Porte de Versailles

- A 72,000 m<sup>2</sup> structure, including a main conference room (up to 5,200 seats)
- Opening in 2018: a winning strategy
  - Four contracts already signed, of which:
    - International Liver Conference 2018  
11,000 participants expected
    - International Society for Magnetic Resonance in Medicine  
8,000 participants expected
- Discussions to host congresses > 20,000 participants



# KNOW OUR VISITORS BETTER



**7.5 Mn visits per year** in Porte de Versailles, of which **6 Mn unique visitors**

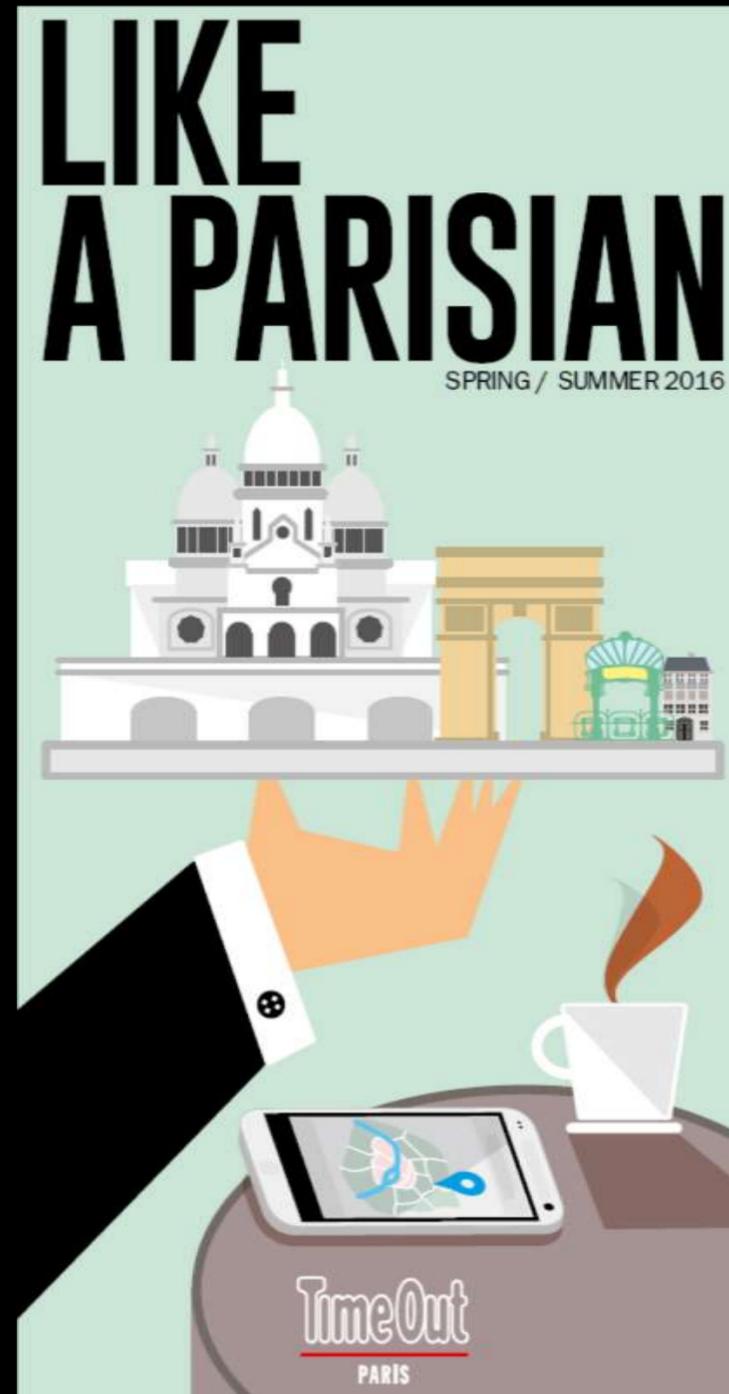
- **10%** of the French population
- 2.5 times more than Les 4 Temps, the largest shopping centre in Europe

**An increased connection with visitors through social networks**

- **Viparis.com:** 2 Mn visitors
- **Viparis on Facebook:** more than 190,000 fans (London Excel: 32,000 fans; Reed Messe Vienna: 1,400 fans)
- **Viparis on Twitter:** over 6,000 followers

**New digital advertising and brand events will generate additional revenues**

# CUSTOMER EXPERIENCE





# BUSINESS CASE: PORTE DE VERSAILLES

Porte de Versailles, Paris

# PORTE DE VERSAILLES TODAY



## Multi-functional product

- **7.5 Mn visitors** per year (Eiffel Tower: 7Mn)
- **35-hectare complex**  
(largest inner-city exhibition venue in the world)
- **200 events** per year
- **1<sup>st</sup> European complex**  
for large-scale public events since 1926

## No longer meets future needs

- Need a **bigger convention center** for larger congresses

# A €500 Mn TRANSFORMATION PROJECT



€500 Mn<sup>(1)</sup>

10-Y  
project

*started in 2015 without  
interrupting day-to-day operations*

7  
exhibition pavilions

*with 216,000 m<sup>2</sup> of floor space*

5  
world-renowned  
architects

*Including two Pritzker prize winners*

Paris Convention Centre  
the largest conference  
center in Europe

*(5,200 seats)*

(1) At 100%

# CREATING A PLACE TO LIVE

- Creating a permanent World's fair
- Introducing a new food offer
- Opening the spot to the neighbors
- Meeting point for Parisians, neighbors, visitors, tourists and congress participants

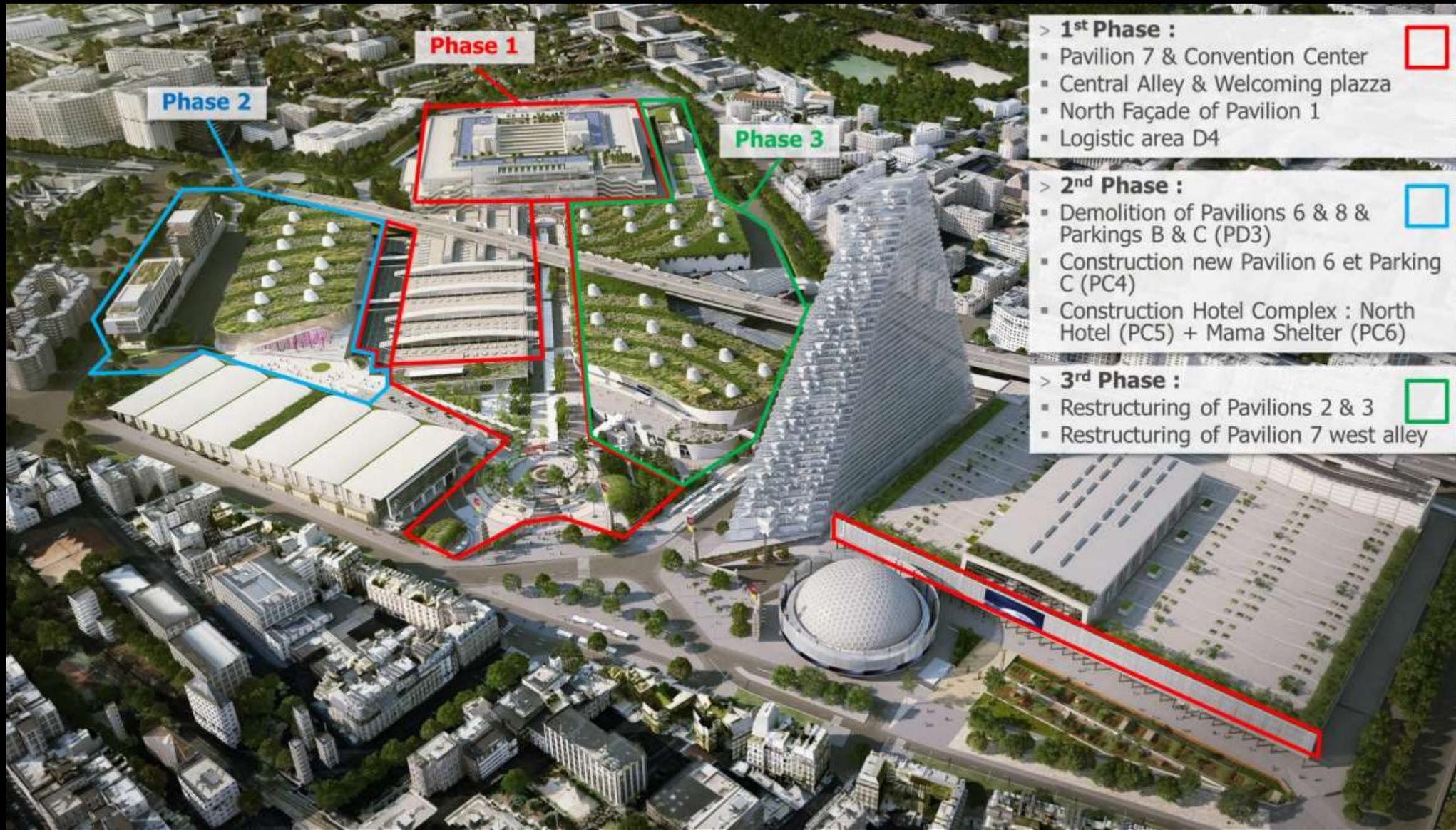


Guy Martin new Restaurant  
"L'Exposition" in new Pavilion 2-3



Urban Farming project on new Pavilion 6 rooftop :  
open air spaces, restaurant, event space

# THE LARGEST CONSTRUCTION WORKS IN PARIS



#PHASE 1  
2015-2017

#PHASE 2  
2018-2020

#PHASE 3  
2021-2024



# FIRST PHASE OF THE PROJECT



**Phase 1 of Modernization:** a new welcoming plaza, with restaurants and shops opening end of 2016

# FIRST PHASE OF THE PROJECT

Pavilion 7 before works



Pavilion 7 renovated



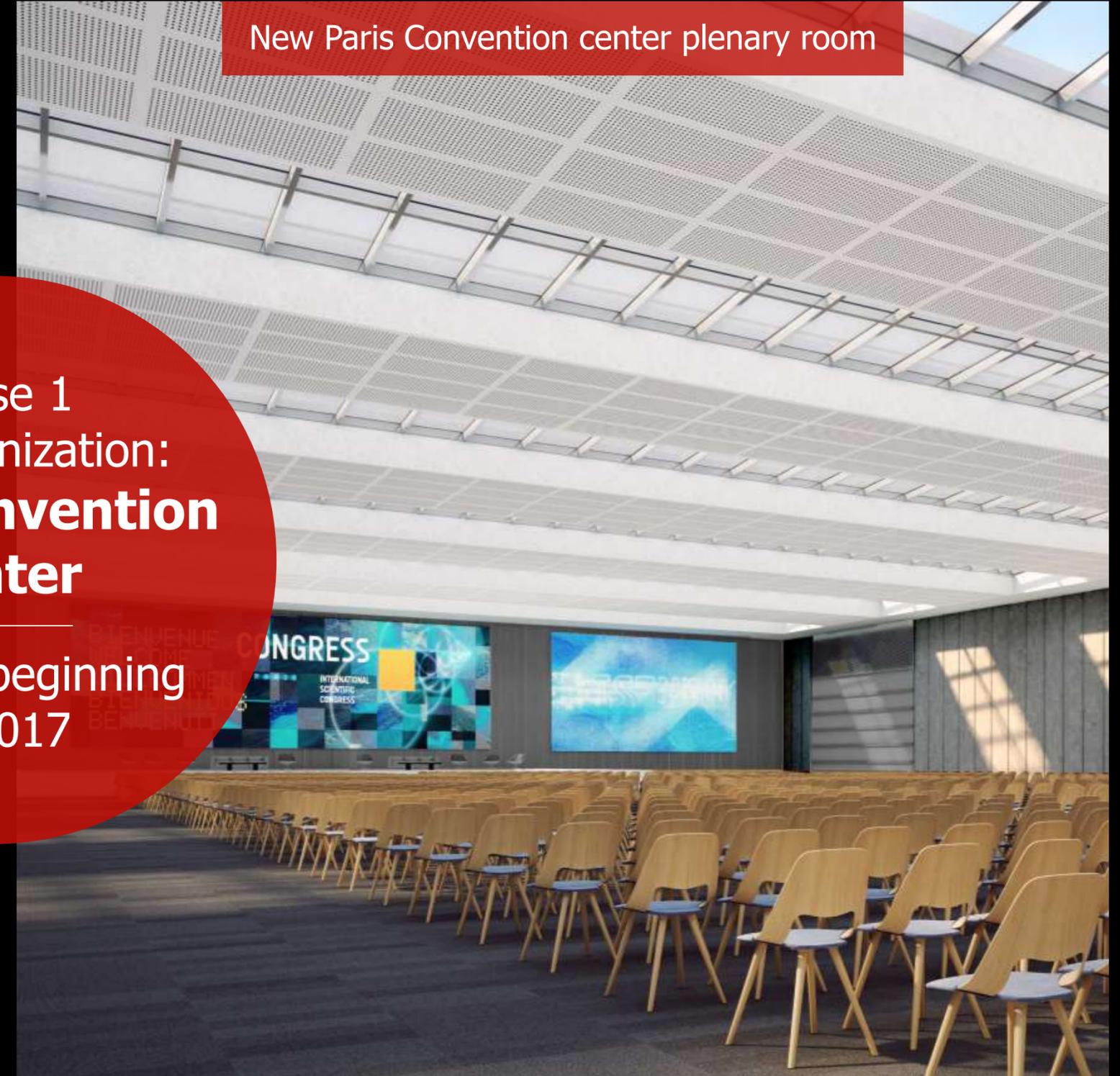
Phase 1  
of Modernization:  
**Paris Convention  
Center**  
Opening beginning  
of 2017

# FIRST PHASE OF THE PROJECT

Opening of roof structure, Paris Convention Center



New Paris Convention center plenary room



Phase 1  
of Modernization:  
**Paris Convention  
Center**

Opening beginning  
of 2017

# FROM AN EXHIBITION VENUE...

- Signature of 1<sup>st</sup> Mama Shelter hotel in Western Paris with one of the largest rooftops in the city
- Direct access to Paris expo Porte de Versailles
- Opening H1 2019



Mama Shelter Hotel



... TO ONE OF THE MOST ATTRACTIVE PLACES IN PARIS



Mama Shelter  
Porte de Versailles Rooftop

# SUSTAINABILITY: A BEST IN CLASS APPROACH

- 52,000 m<sup>2</sup> of green roofs (the largest in France)
- 20,000 m<sup>2</sup> of biotopical gardens

**NF HQE** **BREEAM**<sup>®</sup>

- Effinergie, HQE, and BREEAM labelling

# CONVENTION & EXHIBITION: STRONG PERFORMANCE

in € Mn	FY-2015	FY-2014	Growth 2015/2014	FY-2013	Growth 2015/2013
Net Rental Income	105	100	+5.1%	96	+10.3%
On site property services + share of the profit of associates	52	50	+3.5%	40	+30.4%
Recurring Net Operating Income	157	150	+4.6%	135	+16.2%
Valuation	2,726	2,498	+9.1%	2,094	+30.2%

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