



Human Resources - Astrid Panosyan, Chief Resources Officer

2016 INVESTOR DAYS **unibail-rodamco**

DISCLAIMER

Unibail-Rodamco S.E., a Société Européenne à Directoire et Conseil de Surveillance incorporated under French law, is a listed closed end property investment company. Unibail-Rodamco is registered with the French Authority of Financial Markets (AMF). The value of your investment may fluctuate. Past performance is no guarantee for the future.

The information in this presentation has been included in good faith but is for general informational purposes only. All reasonable care has been taken to ensure that the information contained herein is not untrue or misleading. It should not be relied on for any specific purpose and no representation or warranty is given as regards its accuracy or completeness.

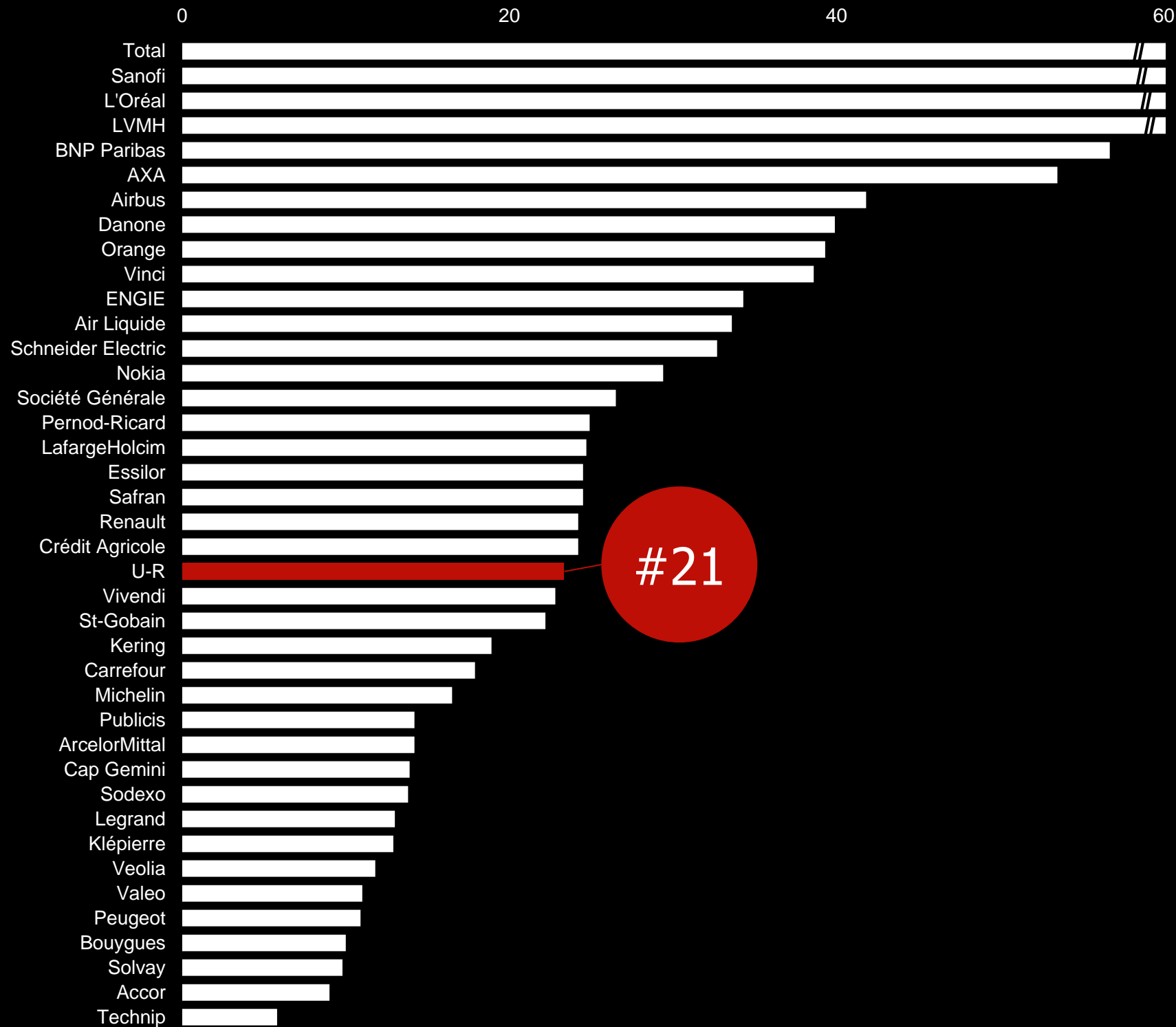
Certain of the statements contained in this release are statements of future expectations and other forward-looking statements. These expectations are based on management's current views and assumptions and involve known and unknown risks and uncertainties. The outlook is based on the current property portfolio and disregards the potential effects of acquisitions and divestments, or significant changes in exchange and interest rates. Actual results, performance or events may differ materially from those in such statements due to, among other things, (i) general economic conditions, in particular economic conditions in Unibail-Rodamco's core markets, (ii) performance of financial markets, (iii) interest rate levels, (iv) currency exchange rates, (v) changes in laws and regulations, and (vi) changes in the policies of governments and/or regulatory authorities. Unibail-Rodamco assumes no obligation to update any forward-looking information contained in this document. Any opinions expressed in this presentation are subject to change without notice. The presentation should not be regarded by recipients as a substitute for the exercise of their own judgment. Investors should seek financial advice regarding the appropriateness of investing in any securities or investment strategies discussed or recommended in this presentation and should understand that statements regarding future prospects may not be realised. It does not constitute an offer to purchase any securities or a solicitation to purchase or subscribe securities neither in the United States nor in any other country where such offer or solicitation is restricted by applicable laws or regulations.

Neither Unibail-Rodamco nor any affiliates nor their or their affiliates' officers or employees shall be liable for any loss, damage or expense arising out of any access to or use of this presentation, including, without limitation, any loss of profit, indirect, incidental or consequential loss.

No reproduction of any part of the presentation may be sold or distributed for commercial gain nor shall it be modified or incorporated in any other work, publication or site, whether in hard copy or electronic format.

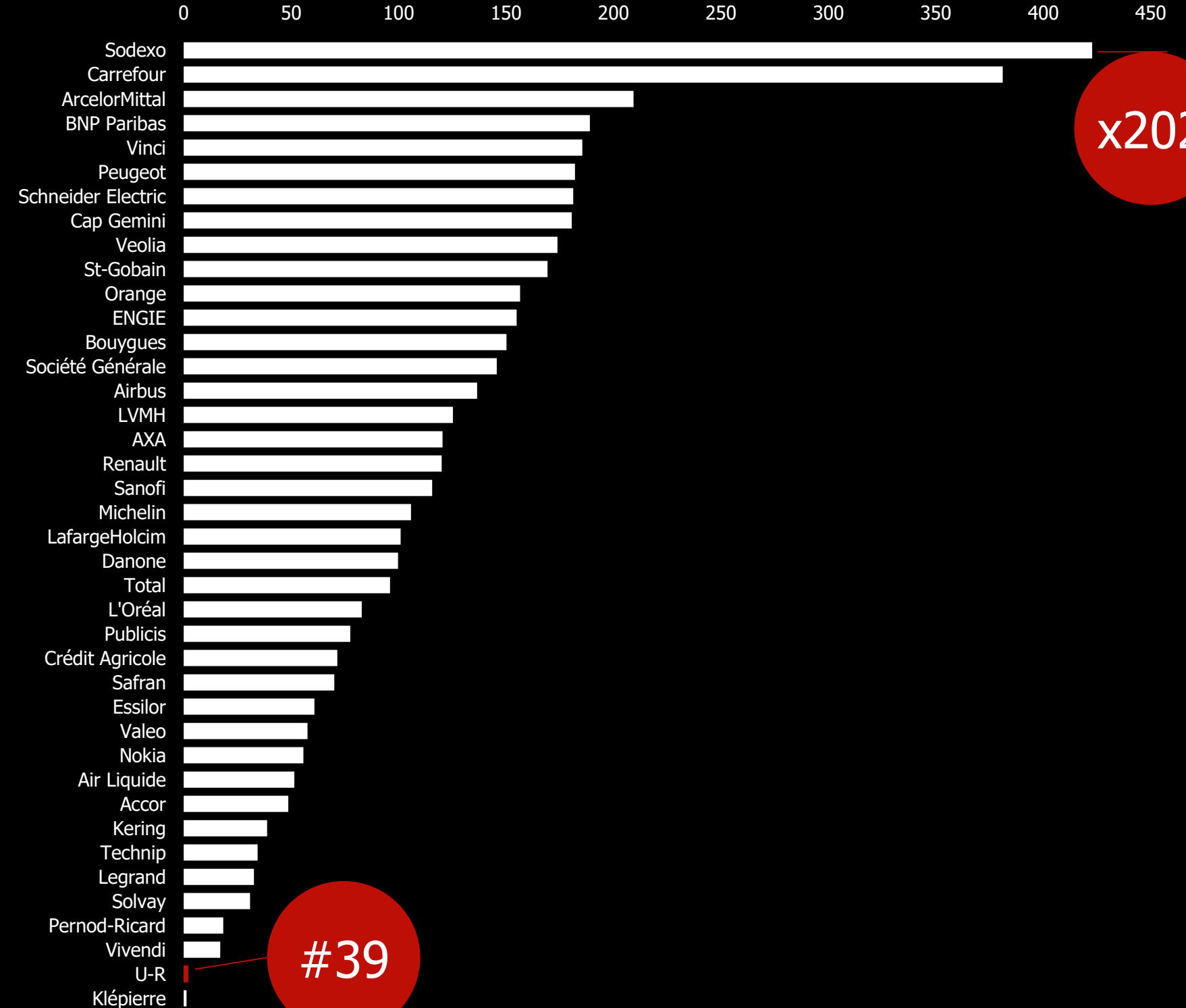
"THE SMALL BUSINESS OF THE CAC 40"

By Market Capitalisation (€ Bn)



#21

By Number of Employees ('000)



x202

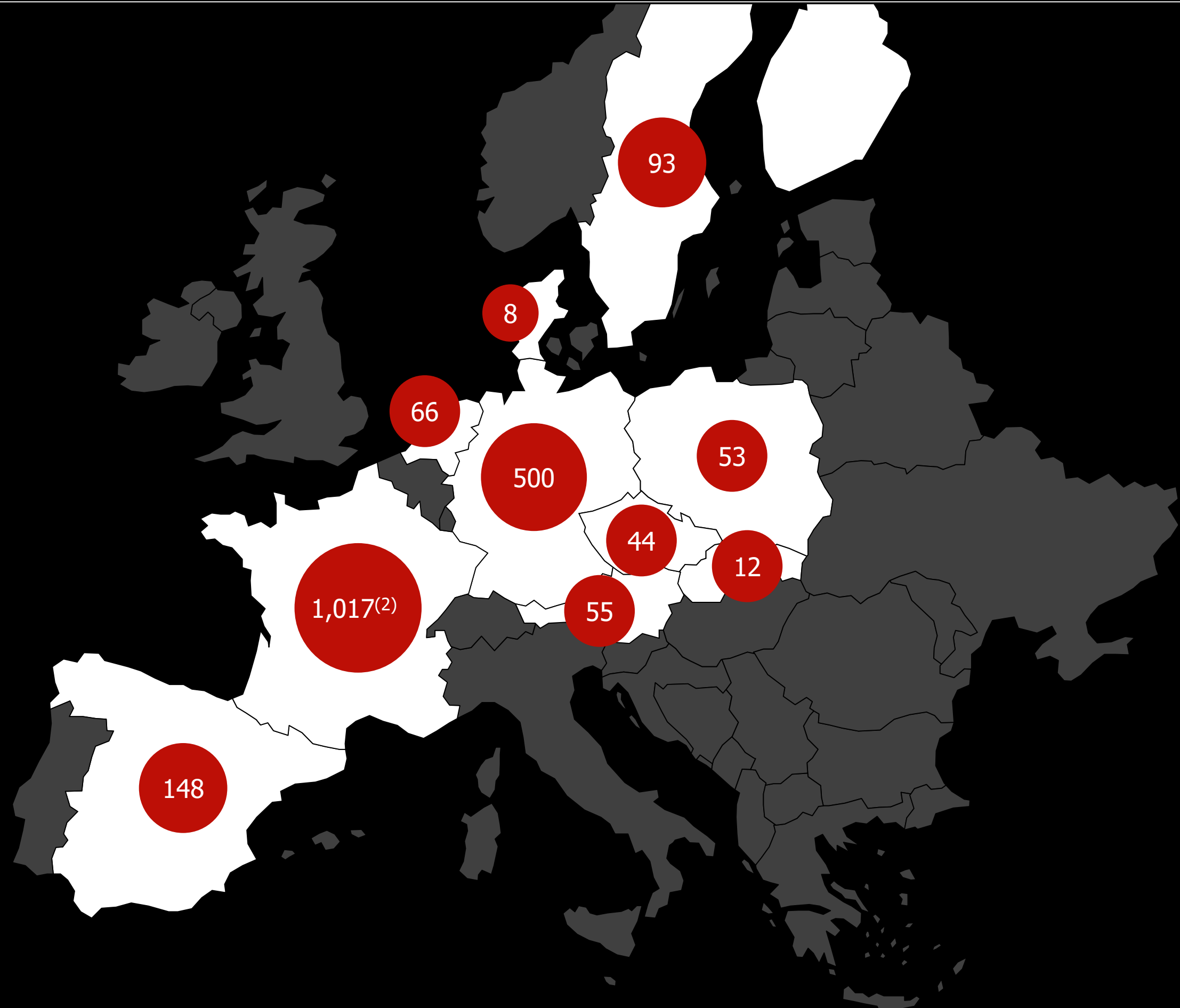
#39

Source: Bloomberg (03-May-2016). 1,996 employees in Unibail-Rodamco, including 100% of Viparis

OUR EMPLOYEES

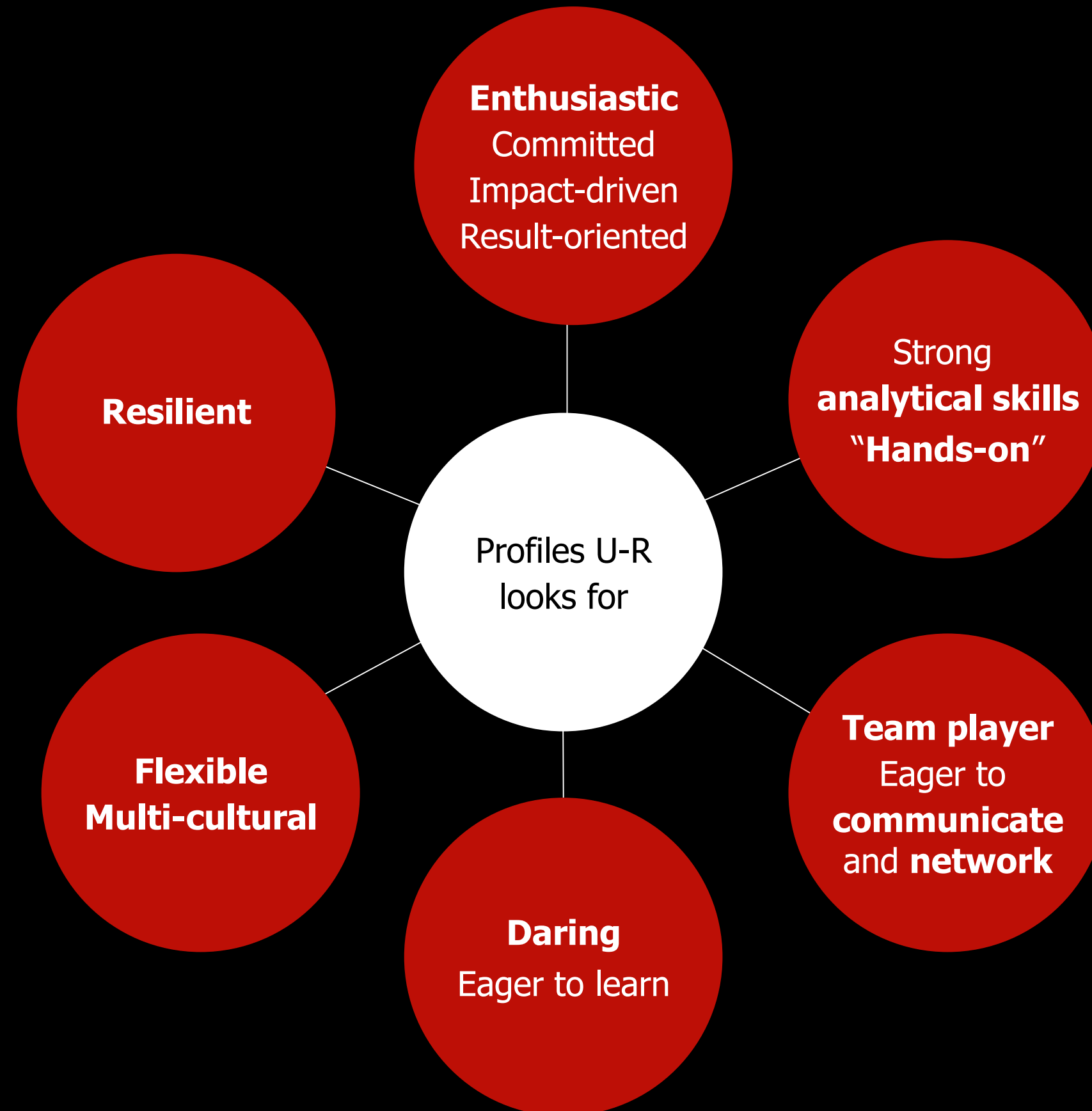
37.3 years
AVERAGE AGE⁽¹⁾

30+
DIFFERENT
NATIONALITIES



FTE average over 2015 as of December 31, 2015
(1) excluding Viparis
(2) of which 383 for Viparis

ATTRACT THE BEST



THE SIX PILLARS OF OUR CULTURE

We work harder, we deliver faster

We create unique opportunities

We only play to win

We never compromise on ethics

We turn individual strengths into collective power

We trust our people, we empower them to dare

Having pillars allows us to raise our game

ATTRACT THE BEST: EUROPEAN GRADUATE PROGRAM

Backbone of our "*We grow our own people*" strategy

➤ EGP Program

- 1st year
- 2 countries
- 3 different assignments
- Full time contract
- An induction seminar
- Training on fundamentals
- A mentoring program

2008 CLASS

- 1 nationality
- French only
- 44% women

9

2010 CLASS

- 3 nationalities
- 40% international
- 40% women

25

2015 CLASS

- 14 nationalities
- 56% international
- 56% women

55

DEVELOP AND RETAIN

Talent Management Program

UR Academy

Large responsibilities at early stage

Internal, international and cross functional mobilities

EGP

21.3 hours
of training
per employee in 2015⁽¹⁾

6.3 years
of average U-R tenure
for a Senior Operating
Manager

195
promotions in 2015⁽¹⁾

Young Talent

80%
of classes given
by Unibail-Rodamco
managers in 2015

9.5 years
of average U-R tenure
for a Director of Operations

46
active international
assignments in 2015

Next Leader

(1) Excluding Viparis

DEVELOP AND RETAIN

Recognition and competitive packages, including LTI, at early stage of careers through fair & transparent talent review process

Recognition & competitive packages

Exhaustive, fair and transparent talent review process

309 people have LTI⁽¹⁾
i.e. ~19% of employees

Performance review twice a year including a 360° evaluation

Full alignment of LTI scheme between employees and MB

Career development of 100% of Young Talents and Next Leaders discussed in presence of all Board Members

>3.5% wage increase in 2016 vs 2015⁽¹⁾

2/3 of core functions reviewed in Talent Review by at least two Board Members

“Up or out” system

(1) Excluding Viparis

PARTICULAR AREAS OF FOCUS

Accelerate internationalization

Internationalize
our corporate center

42% of Young Talents
are international profiles

Increase of expatriates
from 21 to 52
between 2010 and 2015

"Gender diversity matters"

40% of SB Members...

37% of country management
teams across Europe...

32% of top 100 hundred
managers...

...are women

"Women@UR" internal
network created in 2011

Innovation
at the heart of our culture

URLab.
BY UNIBAIL-RODAMCO

in 2012



Innovation Champions

UR>Link
THE RETAIL ACCELERATOR

in 2015

WHAT DRIVES OUR ENGAGEMENT?

- ✓ **High performance company**
- ✓ **International opportunities**
- ✓ **Challenging environment**

- ✓ **Passion for retail**
- ✓ **Fast track careers**

✓ **IMPACT**

unibail-rodamco

www.unibail-rodamco.com