



THE INTEGRATION OF WESTFIELD AND NEW ORGANISATION



UNIBAIL-RODAMCO-WESTFIELD

Our short-term integration objectives have been reached:



- ✓ Day 1
- ✓ Integration workshops
- ✓ Cost synergies exceeded



3 levers to have a value-creation focused organisation

A

Scaling up
our winning models

B

Leveraging
our talent pool

C

Building up
a new company culture



We deployed identified winning models across the Group (1/2)

A

Leadership

1

Group International Leasing



Apply the ex-UR International Leasing approach to the UK and the US

Ex-W

2

Commercial Partnerships



Leverage the ex-W UK expertise across Europe

Ex-W

3

Operating Management



Leverage the ex-UR expertise for a 360° asset approach across the UK and the US

Ex-W
in the US

Ex-UR
in the UK



We deployed identified winning models across the Group (2/2)

A

Leadership

4	 Brand		 10 ex-UR centres to be rebranded in 2019	Ex-W
5	Digital		 Deploy proven ex-UR approach for loyalty programs and data management in US & UK	Ex-UR
6	Development, design and construction		 Leverage unique expertise for complex/mixed-used projects	Hybrid
7	Strong corporate governance and processes		 Deploy 5Y BP, Investment Approval Processes (6A), Talent Reviews	Ex-UR

We had to overcome some challenges

A

LEADERSHIP CHANGE



**MOBILISATION OF THE CORPORATE AND LOCAL TEAMS +
SUCCESSION PLAN**

BEST PRACTICES ALIGNMENT



50+ WORKSHOPS TO IDENTIFY BEST PRACTICES

CHANGE MANAGEMENT



TRAINING & INTERNATIONAL MOBILITY



We accelerated international mobility to support the integration...

B

19



International mobility
moves between ex-UR
and ex-W geographies

13



International Graduate Program
missions in the US and UK
between Sept 18 and May 19

11



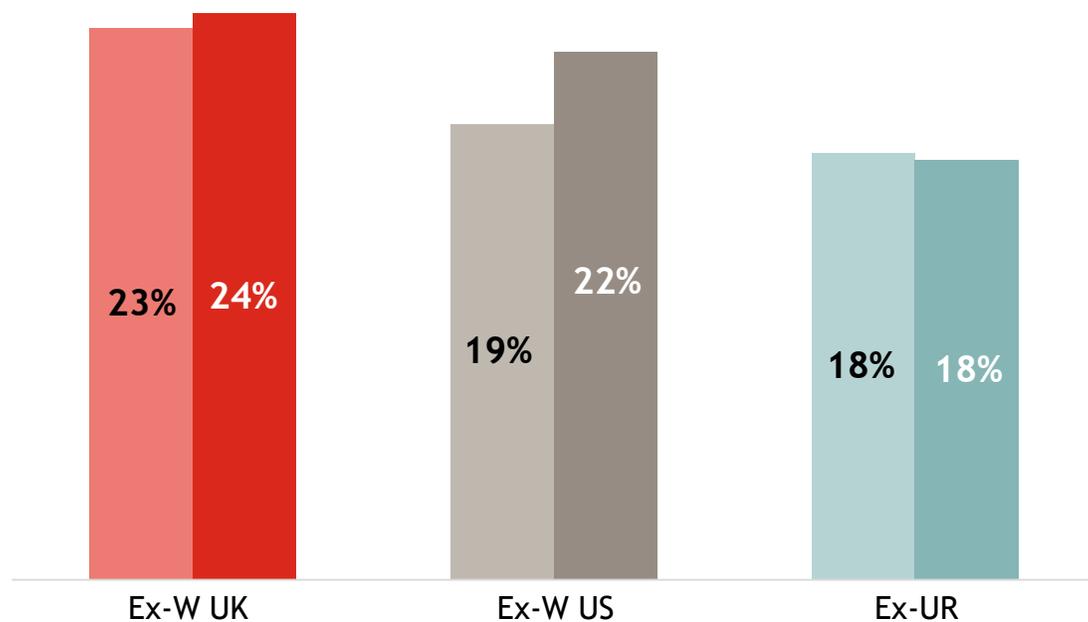
Nationalities involved
in the international mobilities
and graduate programs



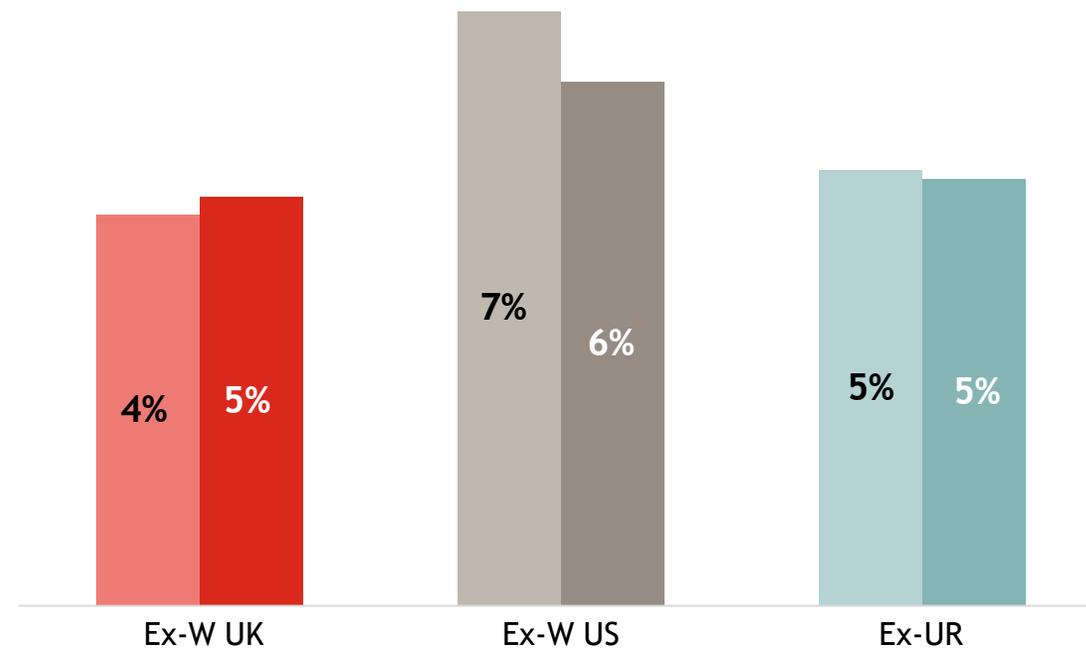
... while keeping turnover under control

B

FY-2017 vs FY-2018



Q1-2018 vs Q1-2019



Note:
Turnover year Y = Number of departures Year Y / Number of Employees Y-1
UR legacy excluding Congres & Exhibition

We built a new company culture, with a highly inclusive approach

C

An in-depth cultural diagnosis...

- > Organisational Health Index
- > 70% participation rate
- > 5,000 comments collected



A collaborative approach to define the new culture...

- > 1,850 employees involved in workshops
- > Entire organisation involved in the unveiling



TOGETHER AT URW

EXCELLENCE • TEAMWORK • ETHICS
BOLDNESS • PASSION • OWNERSHIP



HR strategy roll-out

Corporate values



Roll-out and internal & external communication

“IGP”



Accelerate our “International Graduate Program”

Academy



Roll-out in the US



Finance transformation: master the execution of our roadmap - well underway

2019 - 2020

Finance transformation: streamline overall processes and roll out common tools



Identify new synergy opportunities

Organisational structure



Benchmarking

Process and IT tools



Convergence and IT decommissioning

Revenue synergies



Monitor the execution plan + identify new opportunities

THANK YOU



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