

## **Deutsche Annington Immobilien SE**

## **Capital Markets Day 2014**

Bochum, 17<sup>th</sup> September 2014



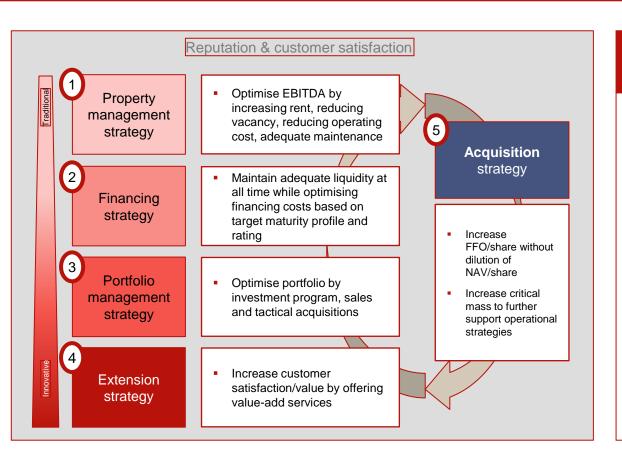








### The engine and the turbo...



## Engineering next generation German residential real estate

- Elements 1 & 2 ensure a decreasing cost basis and keep the organisation lean.
- Elements 3 & 4 create sustainable growth and power portfolio value generation. We are changing the product.
- Acquisitions do feed all elements, but are not necessary for growth generation.

We have a strategy that works without acquisitions, but acquisitions can be a turbo



### Strong operational performance sets the basis...

Property management strategy

#### Good and getting better...

- Our property management is the backbone of our strong operational performance.
- This operational strength is reflected in the numbers:
  - Net vacancy is effectively at 2.3%.
  - In the major hotspots, our rental level and rent increase has outperformed our peers in 2014.
- This shows that our processes and the platform work very well.
- It further ensures integration is simple and fast – proved at DeWAG, to come at Vitus and Franconia.

Vacancy	DAIG
Total	3.8%
./. Privatisation	0.6%
./. Sales	0.6%
Rental Vacancy	2.6%
./. Ongoing Mod	0.1%
./.Vacant Flat Program	0.3%
Net Vacancy	2.3%

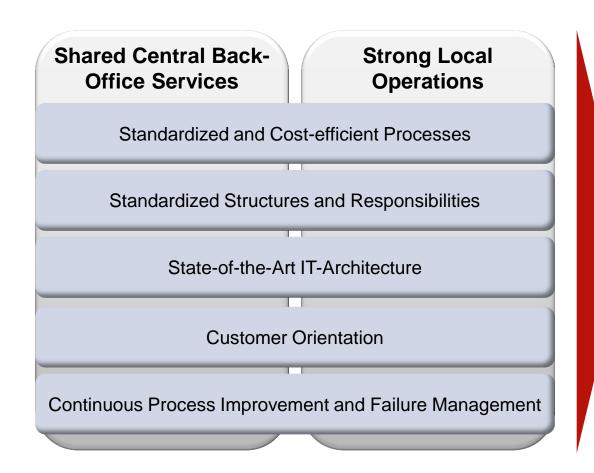
	In-plac	e rent						
	DAIG			In-place r	ent dev	elopme	nt 2014 <sup>3</sup>	+
Berlin	5,84	5,59	5,21		200			
Rhein-Main	7,30	7,05			DAIG			
Frankfurt am Main	7,26		7,72	Berlin	1,4%	1,1%	1,4%	
Wiesbaden	7,49			Rhein-Main	1,7%	1,9%		
Rheinland	6,62	6,59	6,31	Frankfurt am Main	1,7%		0,8%	
Düsseldorf	7,14		7,14	Wiesbaden	1,6%			
Köln	6,70		6,77	Rheinland	3,6%	2,8%	1,4%	
Bonn	6,21		6,10	Düsseldorf	3,0%		2,1%	2,2%
Leverkusen			5,60	Köln	4,4%		1,2%	
München	6,59		6,26	Bonn	2,5%		2,2%	
Dortmund	4,88		4,84	Leverkusen			1,1%	
Duisburg	5,03		4,73	München	4,1%		0,5%	
Essen	5,25		5,42	Dortmund	1,9%		0,6%	2,2%
				Duisburg	1,2%		1,7%	2,1%
				Essen	0,6%		1,1%	

<sup>\*</sup> Rents as of June 30th, 2014 compared with rents as of Dec 31th, 2013, not I-f-I.

## ...backed by property management with best-in-class processes and an easily scalable platform....



Property management strategy



Scalable operating platform with decreasing cost per unit

 Our operational business model ensures decreasing average cost per unit through standardization and scalability

## ...which drives further optimizing of our processes and easy integration.



Property management strategy

Mature and proven operational business model

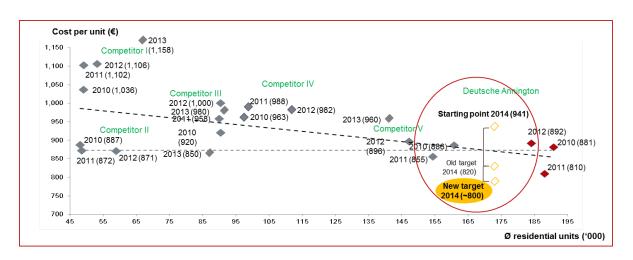
Experience based Key Performance and Dimension Indicators

In-depth documentation of all operational business functions and processes

Up and running IT-landscape for all required business functions

Experience based in-depth time schedules for all organisational and IT-related integration tasks

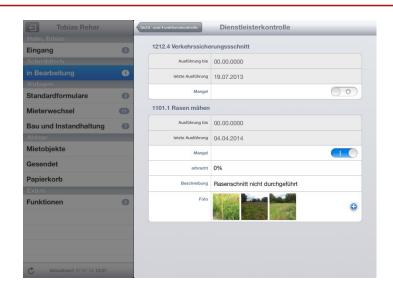
- Structured knowledge management and largely documented best practices guarantee most efficient integration projects
- Smooth and fast integration of acquisitions proves the efficiency and scalability of our property management

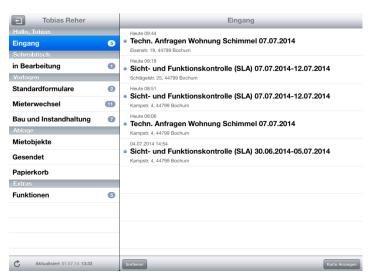


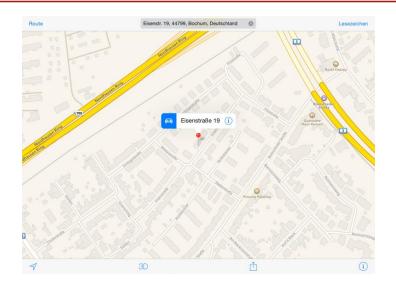
## The use of iPad-Technology in property management reduces the time effort of administrative tasks ...

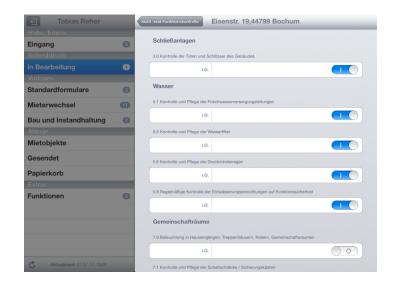


Property management strategy





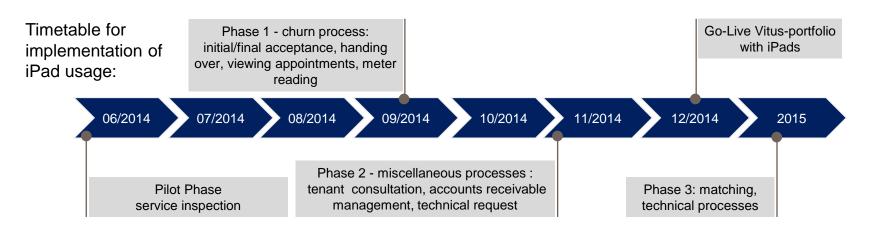




## ...allowing us to optimize field service productivity and reduce costs



Property management strategy



#### **Current situation**

- heavy IT equipment (notebook, camera, DigitalPen with printed form, securitytoken, ...)
- plenty of complex IT processes necessary (e.g. photo export, etc.)
- no off-line solution, sometimes poor mobile broadband support
- cost-intensive IT equipment and licenses necessary
- replacement investment of IT equipment necessary

#### **Future**

- only one device (iPad mini cellular) instead of a current minimum of four
- intuitive app for all business processes with high user friendliness
- 100% off-line processing possible
- integrated photo function to speed-up processes
- Significant cost reduction

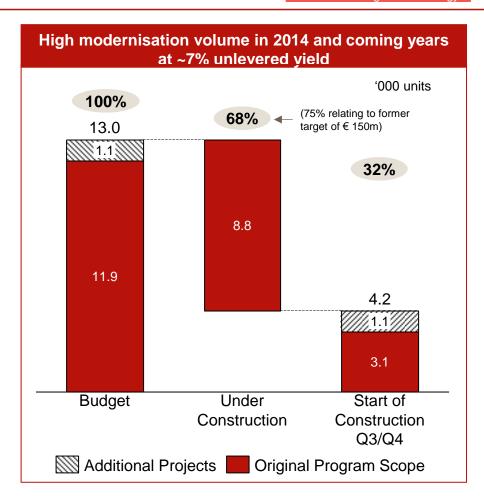
## Modernisation of our portfolio is a highly industrialised & standardised process delivering steady attractive returns



Portfolio management strategy

A positive track record					
Vintage year	Invest (€m)	# Units	Un- levered Asset yield	Lever- age factor	
Ø 2009- 2011	33.7	2,281	7.0%	0%	
2012	56.6	2,982	6.8%	11.2%	
2013	65.3	5,320	7.0%*	64.0%	
2014 (FC)	160	13.000	~7.0%	~ 57%	

<sup>\*</sup>yield forecasted depending on new rents after modernisation



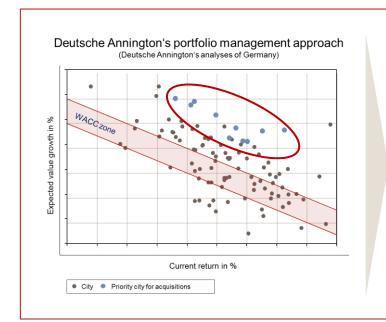
- Through efficiency gains more potential in existing portfolio visible. Cost of modernisation is decreasing,
   i.e. modernisation of units with a lower rental growth potential and earning ~7% unlevered yield is possible
- Activities capped by availability of craftsmen and construction engineers only

## We implemented an efficient process to acquire smaller portfolios fast and smoothly (tactical acquisitions)



Portfolio management strategy

- With tactical acquisitions (≤ 500 units), we enlarge our transaction toolkit
- Our target is to refill reductions from privatisation sales by tactical acquisitions



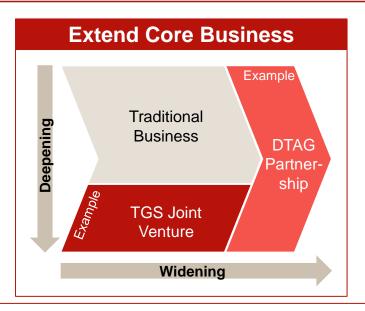
- Standardised and lean "fast track" process (2-4 weeks) for tactical acquisitions implemented
- Low complexity leads to acceptable administrative cost
- Best use of regional market knowledge
- Requirements for strategic fit:
  - Asset deal
  - ✓ Focus region in line with growth-return matrix.
  - Significant Dt. Annington portfolio close by
  - ✓ Property strategy (rental only)

- Lean and tailored process to drive tactical acquisitions
- First acquisitions as testing balloon in 2014, steady deal flow from 2015 onwards

## The target of our Extension Strategy is to enlarge our traditional business and increases customer satisfaction



**Extension strategy** 



#### **Key Objectives**

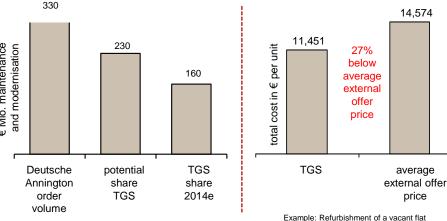
- Increase in customer satisfaction resulting in higher customer loyalty
- Additional contribution and growth from extensions of the value chain
- Improvement of efficiency, costs and quality of DA core business process chain



Strategic advantages of the TGS joint venture:

- Higher quality (build-up of know how, efficient & closely coordinated processes)
- High reliability (direct access to craftsmen capacities)
- Cost reduction (managing total costs of process)
- Nationwide scalable operating platform

# TGS serves the basis of our investments and offers a significant cost advantage



## Our innovative bathroom concept evidences our standardised & innovative processes



Extension strategy

#### **Standardization process**

- Implementation of private brand for ceramics and armatures
- Concept for DAIG standard bathroom types
- Development and implementation of a lump sum complete bathroom solution for sitting tenants
- Direct marketing of bathrooms as service offering for sitting tenants in portfolio estates

Achieved yields significantly higher than standard modernization measures







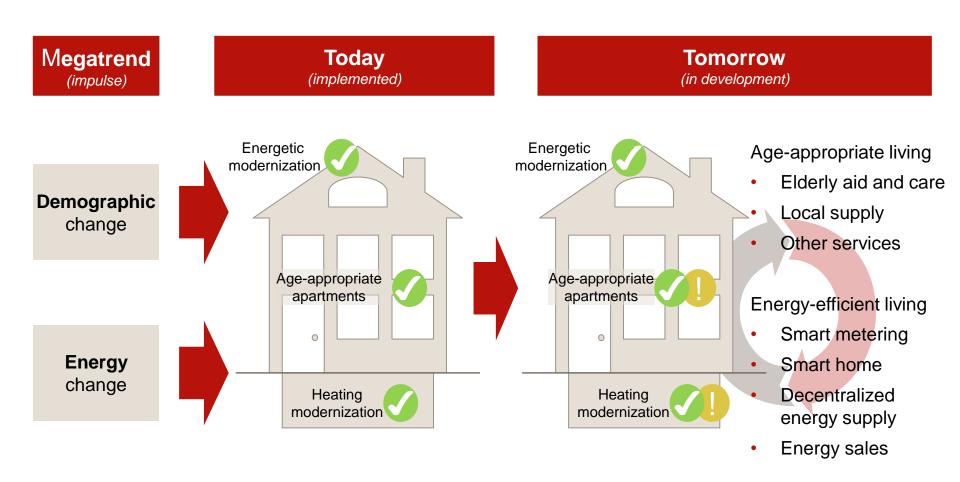


Degree of standardization

## We will focus on the systematical development of new services and products along social megatrends



Extension strategy

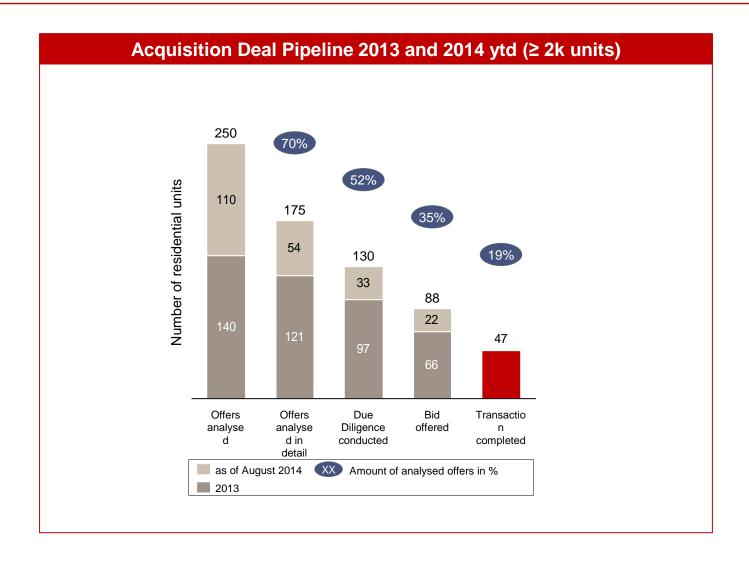


 New services will enlarge our product range and respond to todays social megatrends

## We see plenty of opportunities for acquisition and have the power to bring them home



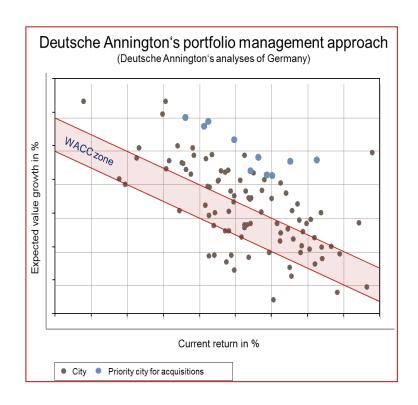
Acquisition strategy

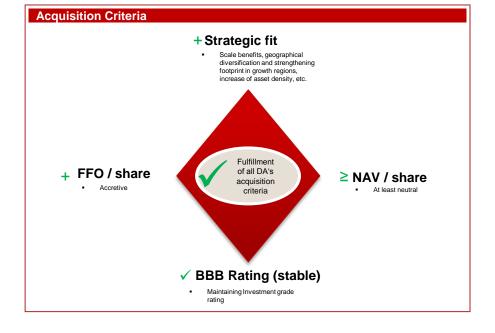


## However every potential acquisition is monitored by a dedicated process, keeping us strongly disciplined



Acquisition strategy





Return matrix is a powerful model to make an early decision about the strategic fit of an offered portfolio The "cage" keeps us highly disciplined and prevents us from overpaying - a high risk in current markets

## We do not need any acquisitions to grow, but if it comes to acquisitions...



Acquisition strategy

### ...we are a highly appreciated and reliable partner

- We offer transaction security. If we sign, we close as well in a relatively short timeframe.
- Best-in-class financing strategy with fast access to a comprehensive set of funding tools.
- Our German-wide presence is a competitive advantage ("You don't easily find portfolios of 5,000 units in one city")
- We have a dedicated and well experienced internal M&A team
- Our processes are standardised and fast
- 6 Our deal criteria are transparent

### The Franconia portfolio transaction proves our competitive advantage to do acquisitions



Acquisition strategy

#### **Summary of Deal**

Units: 5.042

Rent Ø: 5.52 EUR/m<sup>2</sup>

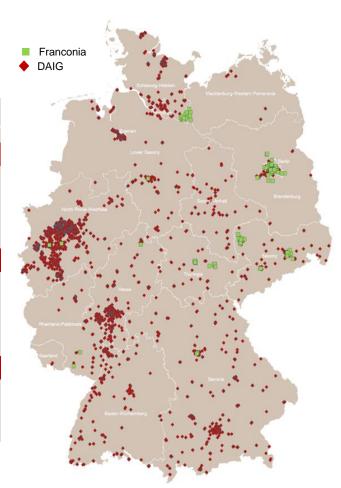
2,500 Berlin Region, Locations:

1,500 Dresden/Erfurt/Jena/Leipzig,

1,000 Boizenburg (Hamburg Region)

Multiple: 14.4x

#### **NOTES PHASE Indicative Phase** Large section of market spoken to Screening DA selected based on certainty of Modelling Valuation transaction Binding Phase Due Diligence Two other bidders Corporate Bond reduces complexity - no Property tours SPA drafting financing required Final Phase SPA negotiation Carried out in fast track: **Approvals** 2 weeks to signing





### **Summary**

- ✓ We are the engineers in the German Residential market.

  Our organisation is running well and continuously getting better.
- ✓ We have an eye on our cost structure.
- ✓ We are able to create value without acquisitions.
- ✓ If an acquisition supports our strategy, we are ready to act quickly and on all levels.



### **Appendix**

 Additional slides for Round Table Meetings (Financing Strategy & Extension Strategy) (Pages 19-24)



### Our key success factors for efficient financings

Financing strategy

#### **USP**



#### Success factor

#### **Execution of best-in-class financial** strategy

Highly experience team with different background (Rating Agency, Corporates, Investment Bank, Hedge Fund)



#### All financial strategic decision have been delivered over recent years, from restructuring to bond issuance debut

- All refinancings at least six month prior to maturity closed
- Top three in European bond issuer within twelve months with performing instruments

#### **Benchmark Front-, Middle und Backoffice**



#### First in real estate sector

- Risk Controlling
- Clear responsibilities and processes

#### **Best-in-class Treasury Management** System (SAP)



#### Scalable platform (process & IT)

Capability of standardised loan integration

#### **Awards**



- Various awards, including best debut bond issuer (Global Capital), real estate financing deal of the year (The Banker)
- Various nominations, including European (ACT) and Germany's treasury team of the **year** (Der Treasurer)



### Our key success factors for efficient financings

Financing strategy

### DAIG executed a clear financial strategy.

1	Lower LTV into target zone	
2	Obtain Investment Grade rating	
3	Establish unsecured financing instruments	
4	Extend and balance maturities	
5	Increase unencumbered assets	
6	Tackle maturities between 6 and 15 months ahead of time	
7	Keep disciplined approach throughout the whole process, by actively managing the balance sheet	
8	Acquisition strategy strictly adhering to credit framework	



## Our key success factors for efficient financings

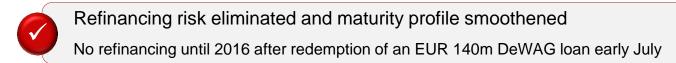
Financing strategy

Front	Office	Middle Office	Back Office
Cash and Liquidity Management	Finance/Capital Markets and Funding	Risk Controlling	Administration
<ul> <li>Cash Management</li> <li>Account clearing</li> <li>Payments</li> <li>Handling of cheques</li> <li>Liquidity forecast</li> <li>Actual data generation</li> <li>Bank fees control</li> <li>Bank reporting</li> </ul>	<ul> <li>Leader of deal-teams</li> <li>Negotiations</li> <li>Structuring deals</li> <li>All external contacts</li> <li>Initiation of refinancing process</li> <li>Coordination of information flows</li> <li>Negotiation and structuring of internal information</li> <li>Creation of presentations for teasers, negotiations and committees etc.</li> <li>Creditor relations</li> </ul>	<ul> <li>Calculation of market values</li> <li>Transaction evaluation</li> <li>Hedge effectiveness tests</li> <li>Risk management</li> <li>Covenant reporting</li> <li>IPDs</li> </ul>	<ul> <li>Administration of loans</li> <li>Administration of guarantees</li> <li>Release process for sales</li> <li>Support for refinancing process (land register, notaries etc.)</li> <li>Administration of securities</li> </ul>

### **Track Record Highlights**

Financing strategy

## Unsecured financing strategy fully established in just 12 month time: #2 in European Real Estate Bond Market today



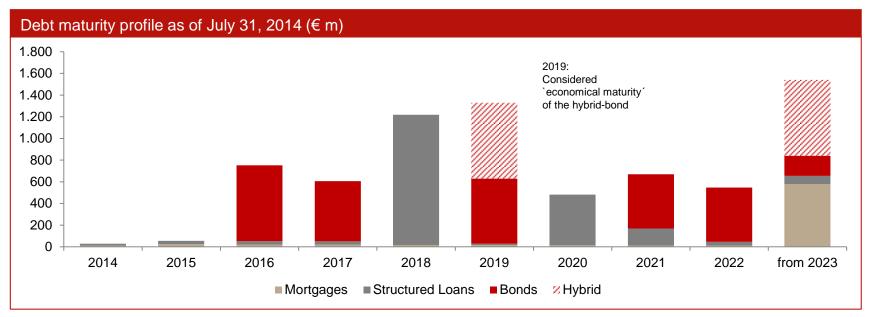
- Most diversified access to various refinancing sources secures best pricing

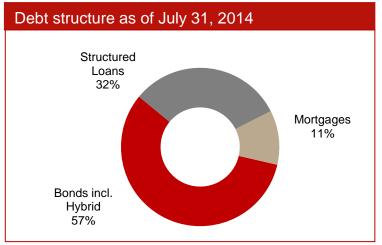
  Ability to raise debt from capital markets, (mortgage)banks, pension funds or secured funding markets (CMBS)
- EUR 500m EMTN due 2022 issued in July competitively and effectively priced at tight 2.125%.
- EMTN-program toped-up to EUR 5.0bn, EUR 1.0bn used after recent EMTN placement. EUR 4.0bn firepower on hand remain within the current EMTN-Program
- Increased liquidity and free float grant access to equity capital markets
  Another 50% authorised capital approved by AGM in May 2014
- Best in class financing strategy with comprehensive toolkit as a basis for operational excellence and qualifies us for several acquisition even in parallel, if they arise.

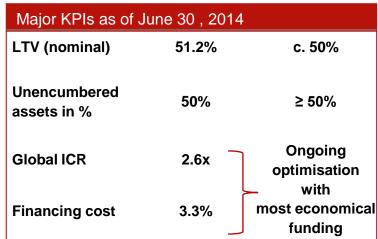


### Long-term and well-balanced maturity profile

Financing strategy







### Significant efficiency gains by thorough product standards from apartment modernization to new construction



Extension strategy

Product standardization is a cornerstone of the industrialization of DA's construction processes

Apartments

Example: progressive standardization of bathrooms

- 1. Implementation of private brand for ceramics and armatures
- 2. Concept for DAIG standard bathroom types
- 3. Development and implementation of a fixed price complete bathroom solution for sitting tenants

Next steps: White label products for central heating systems and construction chemistry products



Buildings

New construction

Example: Development of a supply chain optimization through standardization of windows

- Preproduction of standardized windows in eastern Europe
- Central delivery
- Installation by own craftsmen organization

Further potentials: doors and balconies



Example: Standardized attic conversions in Darmstadt

- Prefabricated modules allow for a on-site installation time reduction of up to 50%
- Significant cost reduction and thus enlargement of attic conversion potential

Further potentials: doors, balconies and new construction



Alignment of product standards with:

- Local demand
- Demographic trends
- Internal letting processes

**Exploitation of** purchasing power by central procurement

Installation by own craftsmen organization **TGS** 



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## **IR Contact & Financial Calendar**

Contact	Financial Calendar H2 2014		
Investor Relations	August 4-5	Management Roadshow, London	
Deutsche Annington Immobilien SE Philippstraße 3	August 6 August 7	Management Roadshow, Brussels  Management Roadshow, Amsterdam	
44803 Bochum, Germany	Sep 9	Management Roadshow, Boston	
Tel.: +49 234 314 1609	Sep 10-11	BAML Conference, New York	
investorrelations@deutsche-annington.com	Sept 17	DAIG Capital Markets Day	
http://www.deutsche-annington.com	Sep 22	Berenberg/GS Conference, Munich	
	Sep 23	Baader Bank Conference, Munich	
	Sep 25	EPRA Conference, London	
	Oct 1	SocGen Conference, London	
	Oct 30	DAIG Interim Report JanSept. 2014	
	Oct 31	Management Roadshow, location tbc	
	Nov 4-5	Management Roadshow, London	
	Nov 12	Management Roadshow, location tbc	
	Dec 1	Berenberg Conference, Penny Hill (UK)	