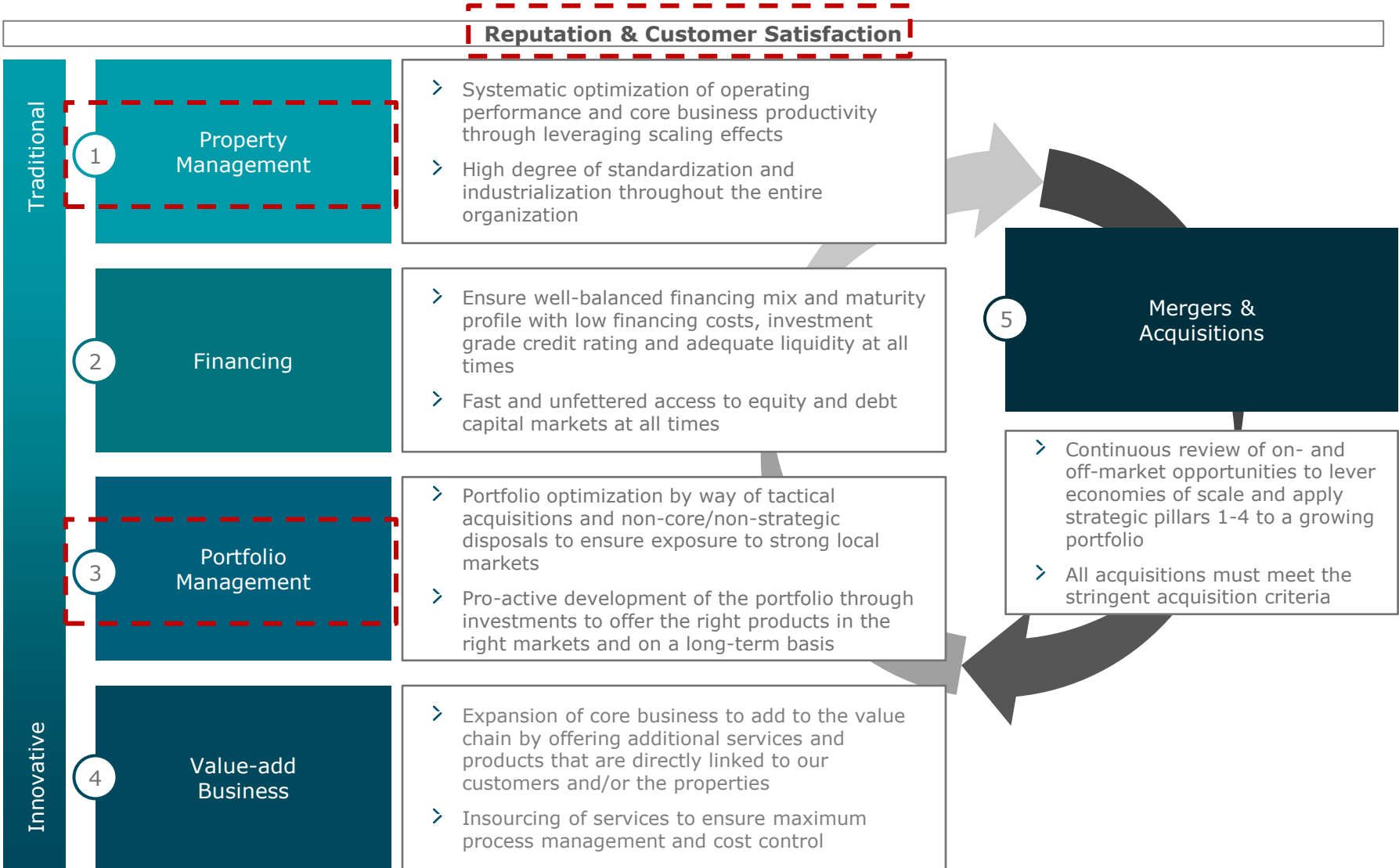


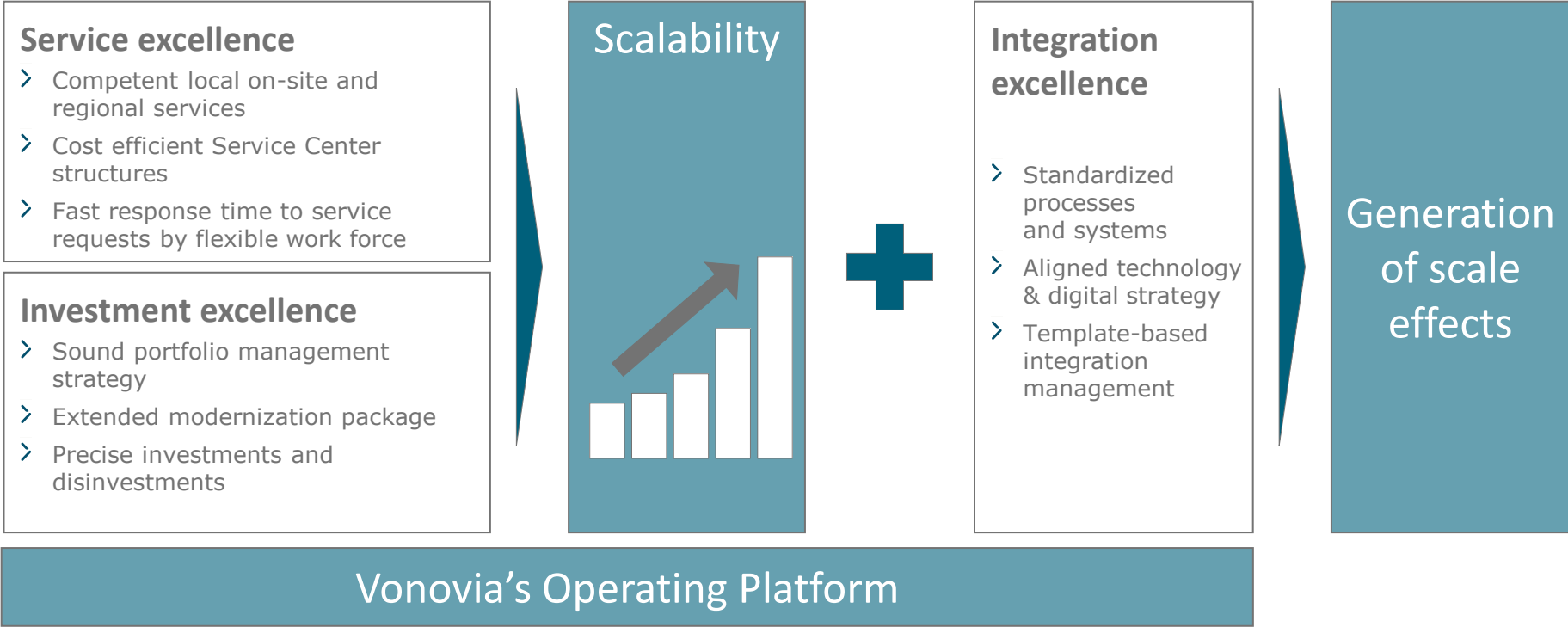
## Capital Markets Day 2017


Operating Platform & Customer Service



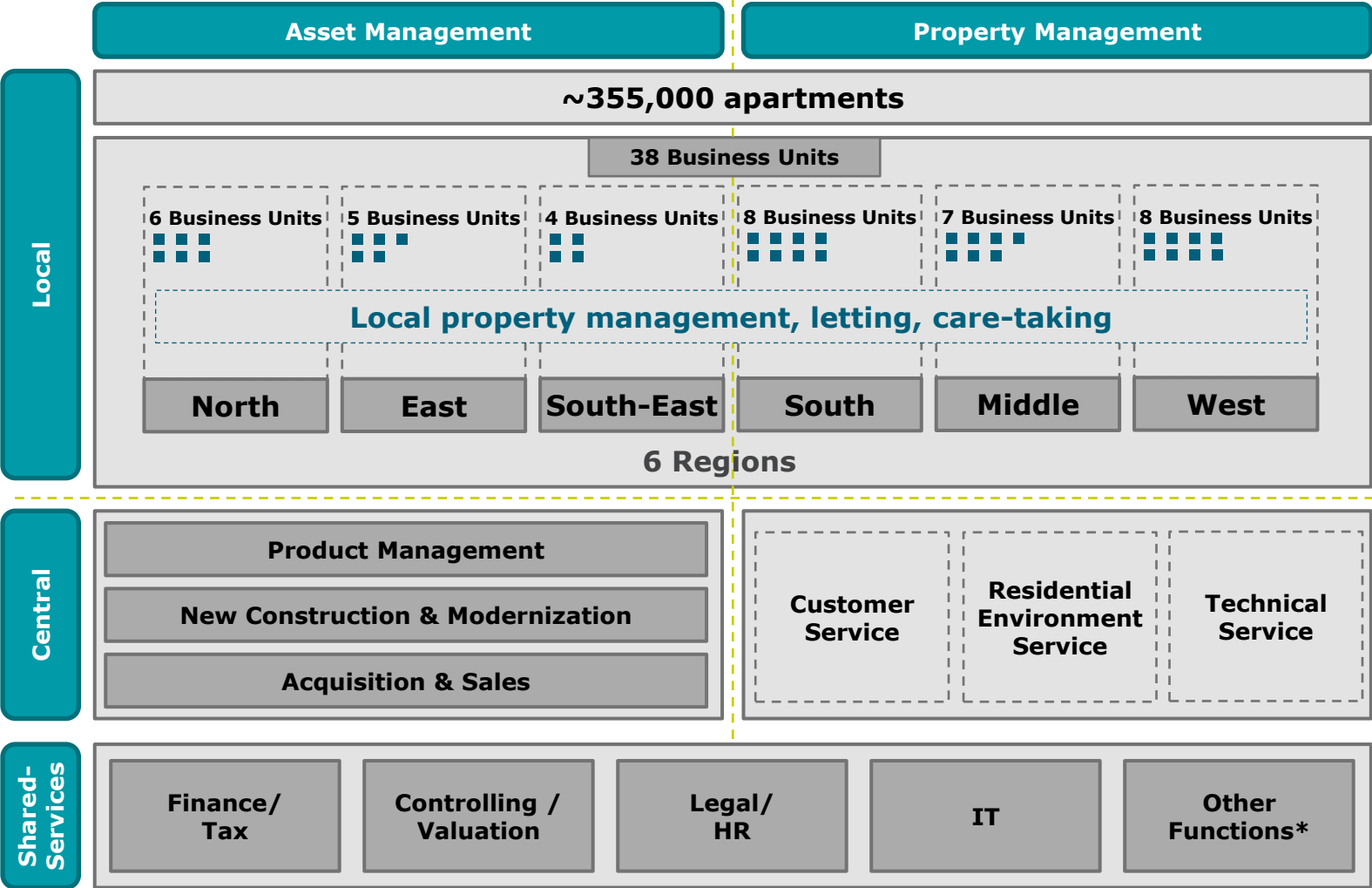


# Vonovia's Operating Platform is the Basis for the Generation of Scale Effects with each Single Integration




 Service and investment excellence combined with our integration expertise generates scale effects

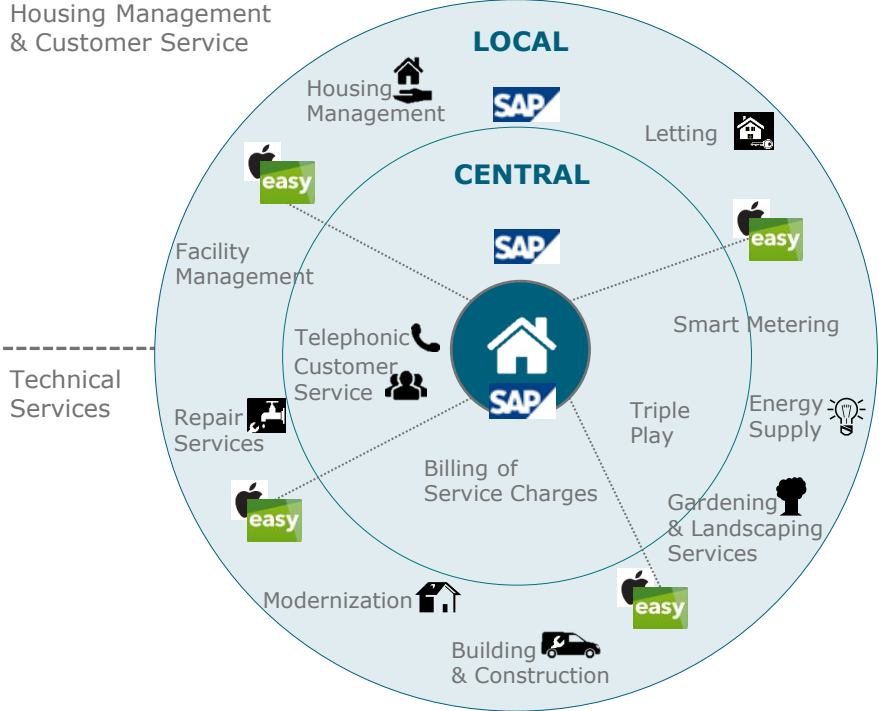
# Scalable Organization Based on Standardized Processes & Systems Enables Cost-efficient Integrations



\*Other shared services: Internal Audit, Communications, Central Procurement, Insurances, Investor Relations, Accounting

 New portfolios can be integrated in Vonovia's operating platform by using tried and tested standards, allowing both tailor-made and simplified processes.

# Standardized Processes & Systems Enable Cost-efficient and Scalable Property Management and Integrations



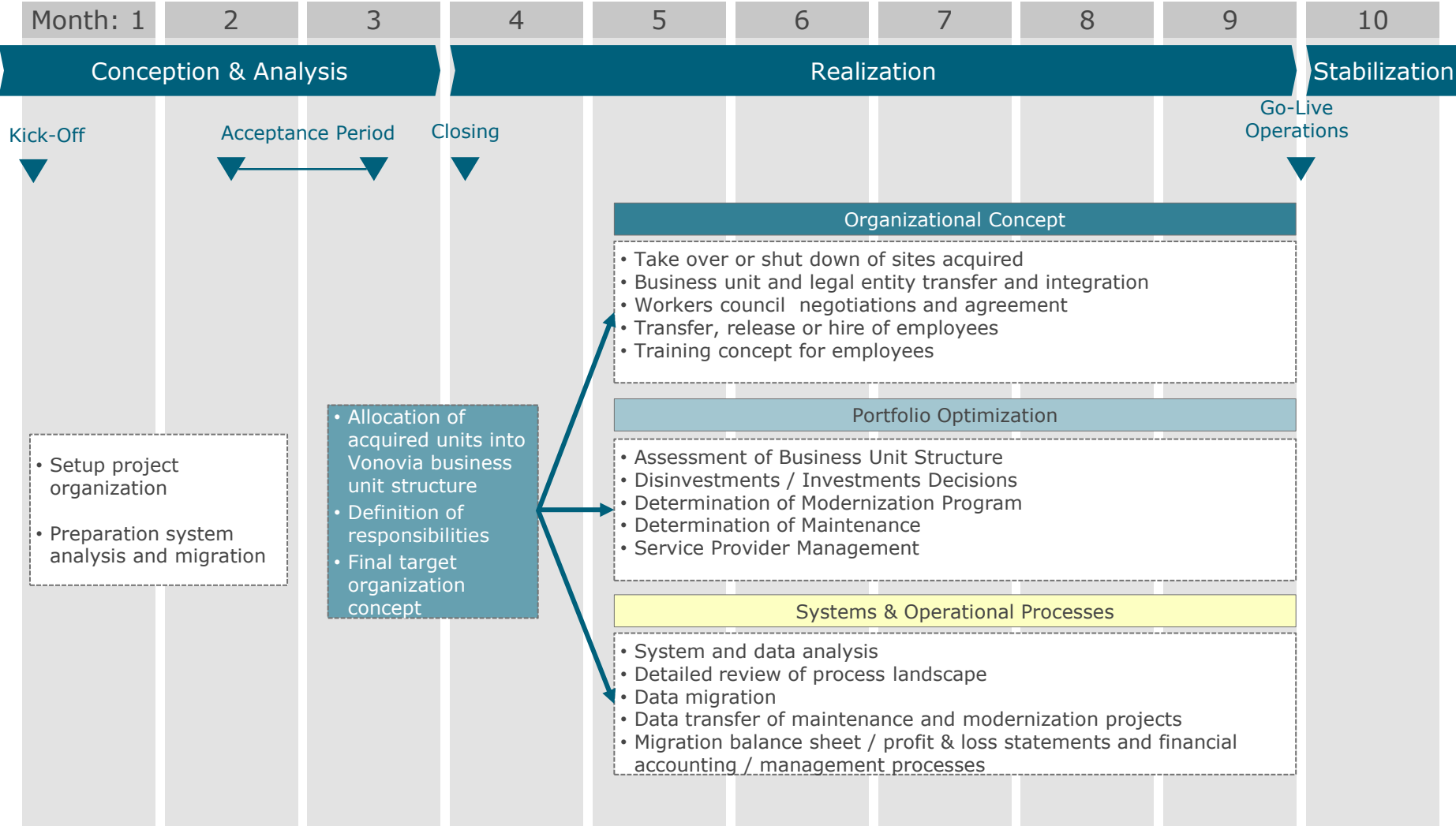
## Standardized processes & systems lead to:

- Cost-efficient Housing Management, Customer and Technical Services
- High degree and continuous improvement of labor productivity
- Flexibility to increase or reduce work load
- Predictable variable cost effects while scale effects positively impact fixed costs
- Efficient and fast integration of new portfolios irrespective of size and complexity

 The IT architecture allows continuous productivity improvements through efficient labor cost management and an increase in labor productivity

# Standardized Template-based Project Management.

## Realization of Scale Effects



▼ = important milestone



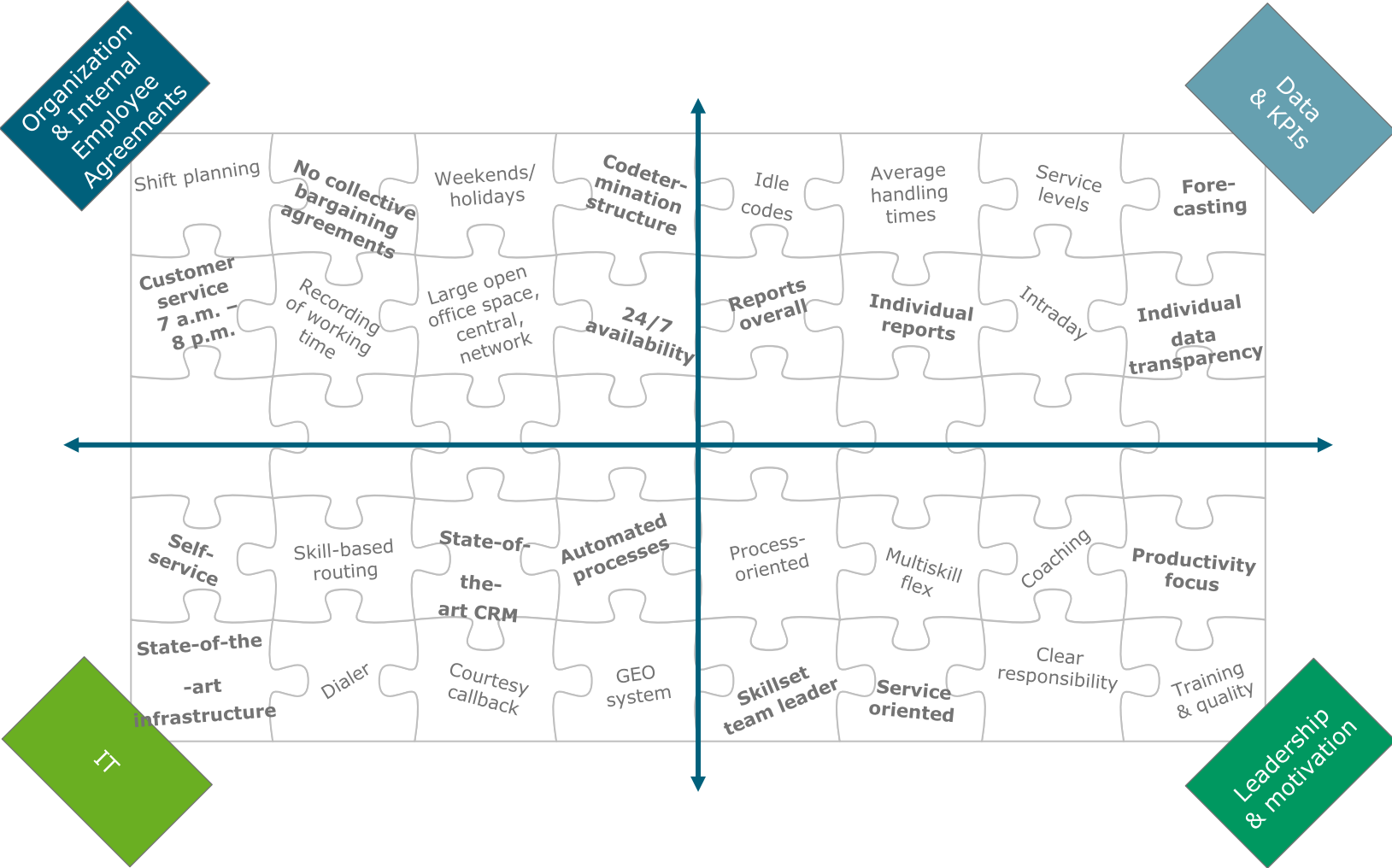


# The Customer Service Platform of Vonovia SE. Flexibility and Productivity Make Up Its Foundation





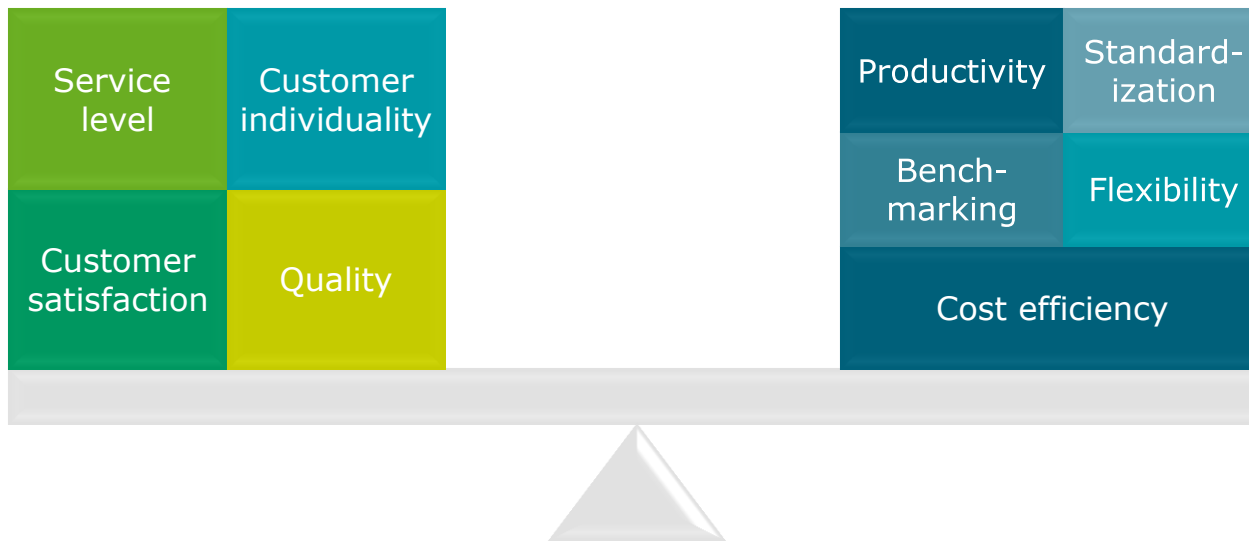
# The Building Blocks for Successful Customer Service Have Been Established



# No Contradiction: Customer Satisfaction and Cost Efficiency

Customer focus

Cost focus



Customer focus and a market-oriented approach to cost are not mutually exclusive, but complementary goals!

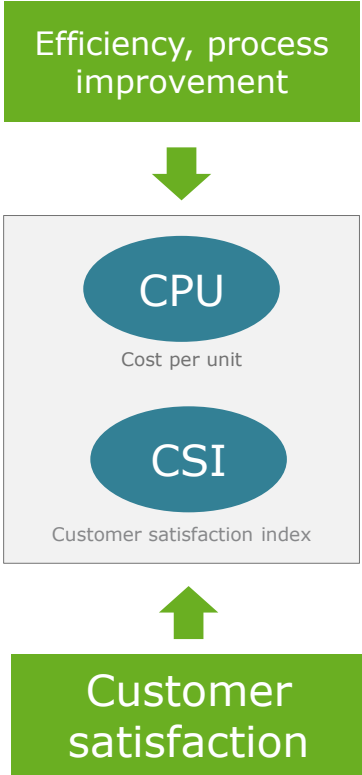
# Customer Service Development Focuses on Increasing Customer Satisfaction and Efficiency

Flexibility and multiple skills are the basis for customer service

### > Annual volume planning (workforce management)

- > Efficient intraday management
- > Aggregated vacation and flextime scheduling of 1,000 employees
- > Expansion of the share of multi-skilled employees where it makes sense
- > Clear view of processes and individual cases
- > Across all (specialized) departments

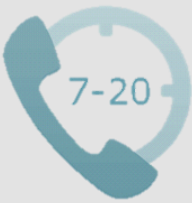
☎ Telephone service  
Property management / new home search  
Billing of ancillary expenses  
Receivables management  
Creditor management  
Rental management  
Back office



Focus: Efficiency, customer satisfaction, quality, competition, benchmarking → strategy implementation

## Productivity & flexibility

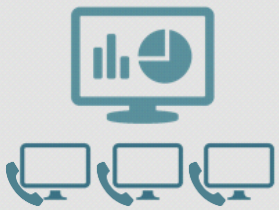
Service hours



Multiskill



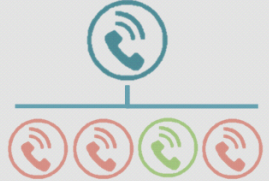
Media routing



Self-service



Dialer program

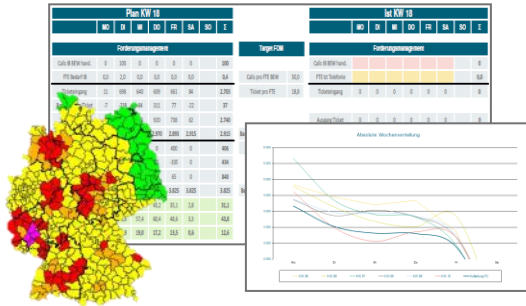


Automation

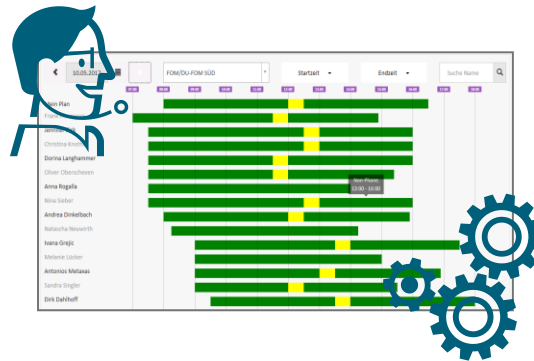


# State-of-the-Art Workforce Management. Targeted Adjustment of Resources = Efficiency

## Forecasting



## Staffing



## Intraday

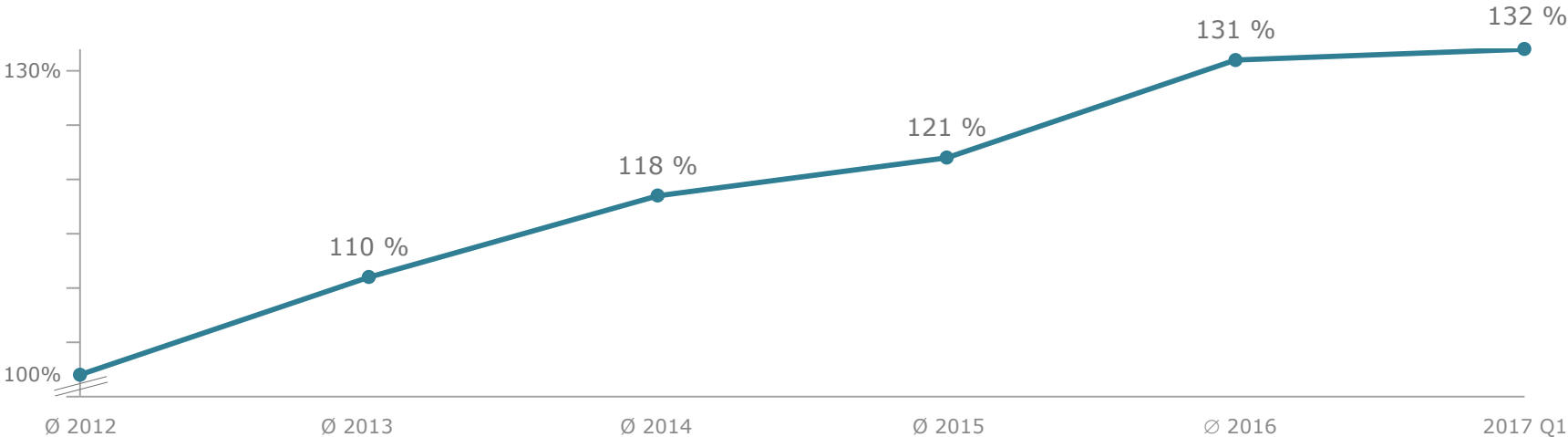


Targeted volume & workforce management  
⇒ good service level & optimal costs



Targeted volume & workforce management ⇒ good service level & optimal costs

# Continued Sustainable Increase in Customer Satisfaction and Productivity



Insourcing

—●— CSI\* Vonovia



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