VONOVIA

9M 2018 Earnings Call December 6, 2018

Rolf Buch, CEO Helene von Roeder, CFO

Agenda					VONOVIA
1. Highlights	2. Business update	3. Housekeeping	4. Guidance 2019	5. Wrap-up	6. Appendix

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Highlights					VONOVIA
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Operations (excl. Buwog)	> Operating expension conwert included	for the first 6 mor	• o-y. 9.4% as a result of elination of 2017 as well as a (excl. maintenance) of	continued efficiency of	gains.
FFO1 (excl. Buwog)	excl. perpetual h	m (+12.7% y-o- ybrid interest and o-y) per end-of-pe o-y) on weighted a	eriod NOSH	attributable to VNA s	shareholders (i.e.
Valuation	Value growth o in ~13% value	f €2.7 - €3.0bn (growth for the fu	of Sep 30, 2018 (no v 6.6% - 7.3%) estima Ill year 2018 . hare for year-end 2018	ted for H2 valuatio	- ,
Guidance 2018	 > 2018 Guidance c > DPS of €1.44 to 		e Annual General Meeti	ng in May 2019.	
Guidance 2019 and new Performance KPIs from 2019 onwards	Development and Group FFO.	d going forward wil	four segments: Rental, Il report Adj. EBITDAs fo s estimated to grow b	or each segment plus	Total EBITDA, and

KPI Growth in spite of Smaller Portfolio and Higher NOSH

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> Rental income slightly up 3.1% on an almost 2% smaller but higher quality portfolio.

- > Adjusted EBITDA Operations up 5.9% because of substantially lower operating expenses and higher contribution from the Value-add Business.
- As a result, and supported by lower interest expenses, FFO1 grew by 12.7% (5.6% per share due to the 6.8% increase in NOSH from the May ABB and scrip dividend).

		9M 2018	9M 2017	Delta	
Average number of residential sqm	`000	21,793	22,134	-1.5%	
Average number of residential units	#	347,770	354,095	-1.8%	
Organic rent growth (y-o-y)	%	4.1	3.9	+20 bps	
In-place rent (eop)	€/month/sqm	6.45	6.19	+4.2%	
Vacancy rate (eop)	%	2.7	2.9	-20 bps	
Rental income	€m	1,287.6	1,249.4	+3.1%	+€38.2m
laintenance expenses	€m	-202.2	-192.2	+5.2%	
Operating expenses	€m	-173.4	-191.3	-9.4%	
Adj. EBITDA Rental	€m	912.0	865.9	+5.3%	+€46.1m
Adj. EBITDA Value-add Business	€m	90.7	76.0	+19.3%	
Adj. EBITDA Operations	€m	976.2	922.1	+5.9%	' +€ 54.1m
interest expense FFO1	€m	-189.2	-216.5	-12.6%	
Current income taxes FFO1	€m	-8.8	-15.1	-41.7%	
FF01	€m	778.2	690.5	+12.7%	+€87.7m
FO1 per share (eop NOSH)	€	1.50	1.42	+5.6%	
FO1 per share (avg. NOSH)	€	1.55	1.46	+6.4%	

Rent Growth Dr	rivers								VC	סחו	VIA
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Rent growth drivers				Positive rent	growth t	rajectory	(Germa	ny only)			
(last 12M)	9M 2018	9M 2017	Delta		2013	2014	2015	2016	2017	2018E	2019E
				Market driven	1.6%	1.6%	1.7%	1.5%	1.6%	-	-
Sitting tenants (<i>incl.</i> subsidized rents)	1.1%	1.2%	-10bps	Modernization	0.4%	0.9%	1.2%	1.8%	2.5%	-	•
				Space creation					0.1%		
New lettings (with no material investment)	0.4%	0.5%	-10bps	Organic rent growth	1.9%	2.5%	2.9%	3.3%	4.2%	~4.4%	~4.5%
Subtotal market- driven rent growth	1.5%	1.7%	-20bps								
Modernization (including new lettings with investments → Optimize Apartments)	2.5%	2.1%	+40bps	Investment	track reco	ord (€m)					
Subtotal I-f-I rent growth	4.0%	3.8%	+20bps	New Construct Upgrade Buildi Optimize Apart	-	oorhood Develo	pment)			1	,300 ,600
Space creation	0.1%	0.1%				347	472	778	~1,0	00	
Subtotal organic rent growth	4.1%	3.9%	+20bps	2013	172 2014	2015	2016	2017	2018	BE 20)19E

Excluding Buwog and Victoria Park

Continued EBITDA Margin Expansion

. Highlights

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NOUDA

- > Adj. EBITDA Operations is up 5.9% to €976.2m.
- > EBITDA Operations margin (excl. maintenance) expanded to 91.3%.



€m	9M 2018	9M 2017	Delta
Rental income	1,287.6	1,249.4	+3.1%
Maintenance expenses	-202.2	-192.2	+5.2%
Operating expenses	-173.4	-191.3	-9.4%
Adj. EBITDA Rental	912.0	865.9	+5.3%
Income	1,002.0	795.4	+26.0%
of which external	125.0	115.1	+8.6%
of which internal	877.0	680.3	+28.9%
Operating expenses	-911.3	-719.4	+26.7%
Adj. EBITDA Value-add Business	90.7	76.0	+19.3%
Adj. EBITDA Other ¹	-26.5	-19.8	+33.8%
Adj. EBITDA Operations	976.2	922.1	+5.9%

¹ Mainly consolidation

Driven by better operational performance and lower interest expenses, FFO1 was up 12.7% y-o-y or 5.6% per share (eop) on the basis of 6.8% more issued shares.

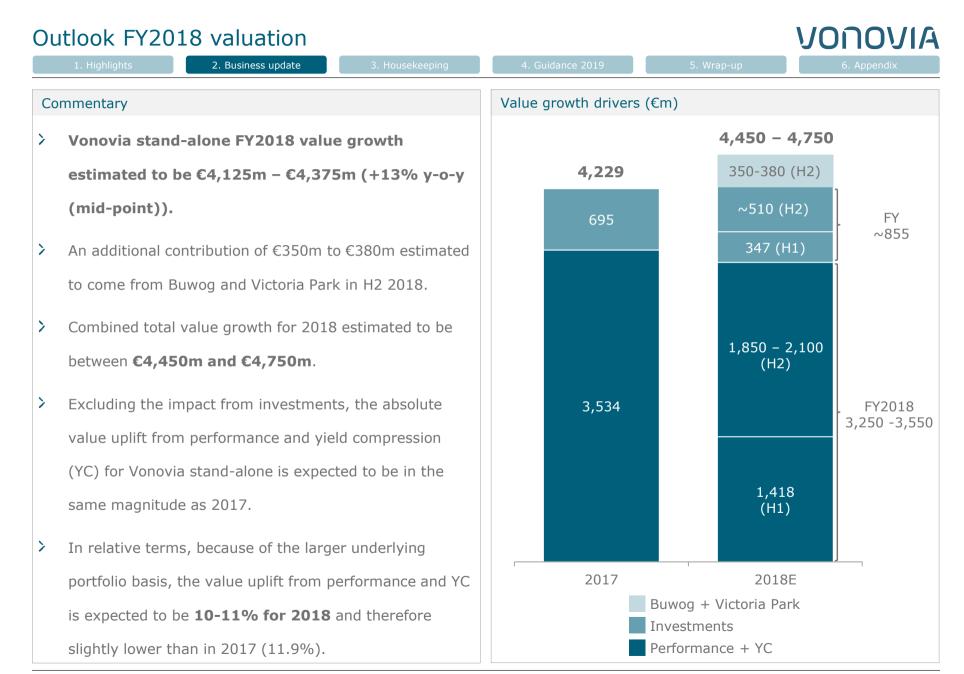
€m (unless indicated otherwise)	9M 2018	9M 2017	Delta
Adj. EBITDA Operations	976.2	922.1	5.9%
Interest expense FFO1	-189.2	-216.5	-12.6%
Current income taxes FF01	-8.8	-15.1	-41.7%
FF01	778.2	690.5	12.7%
of which attributable to Vonovia's shareholders	739.8	650.6	13.7%
of which attributable to Vonovia's perpetual hybrid capital investors	30.0	30.0	
of which attributable to non-controlling interests	8.4	9.9	-15.2%
Capitalized maintenance	-74.4	-50.3	47.9%
AFFO	703.8	640.2	9.9%
Adjusted EBITDA Sales	87.0	81.3	7.0%
Current income taxes FFO2	-10.8	-23.8	-54.6%
FFO2	854.4	748.0	14.2%
FFO1 € / share (eop NOSH) (9M 2018: 518m; 9M 2017: 485m)	1.50	1.42	5.6%
FFO1 € / share (avg. NOSH) (9M 2018: 502m; 9M 2017: 473m)	1.55	1.46	6.4%



> Adj. NAV is up 12.3% ytd or 5.1% per share in spite of 6.8% more issued shares.

€m (unless indicated otherwise)	Sep 30, 2018	Dec 31, 2017		Is	Adj. NAV a good proxy for the value of a
				div	verse operating business?
Equity attributable to Vonovia's shareholders	17,052.6	15,080.8		Ву	definition, the Adj. NAV
Deferred taxes on investment properties and assets held for sale	7,364.7	6,185.7		>	reflects the brick and mortar value of the buildings
Fair value of derivative financial instruments ¹ Deferred taxes on derivative financial	70.5	26.9		>	applies market terms and assumes the
instruments EPRA NAV	-20.7 24,467.1	-8.8 21,284.6			properties are owned by "anyone"
				Th	is approach ignores
Goodwill	-3,499.9	-2,613.5		>	the Value-add Business
Adj. NAV	20,967.2	18,671.1	+12.3%	>	the cost advantage and operating platform
					of a professional owner
EPRA NAV €/share ²	47.23	43.88		>	the development business profit
Adj. NAV €/share ²	40.47	38.49	+5.1%	>	the recurring sales business profit

¹ Adjusted for effects from cross currency swaps. ² Based on the number of shares on the reporting dates Sep 30, 2018 (518.1m) and Dec 31, 2017 (485.1m).



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Increasingly Diverse Value-add Business with Growing Contribution

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Concept		N	/alue-add and NAV		
 management and cos Expansion of core bus revenues by walking I services that were pre (internalization of ma Two types of Value-ac 1.Internal savings (cr 	iness to generate additional back the value chain and offer eviously provided by third part rgin).	ring ties	 NAV does not accour Business. Applying the impairm Adj. EBITDA Value-a additional value of ~ 9M Adj. NAV). 	nent test WACC ¹ dd Business trar	to the 2019E Inslates into an
Penetration (%) shows upsi	de potential in established initiativ	/es [argest contribution from	internal cost savi	nas (Adi. EBITDA)
Craftsmen (maintenance)	70 70	•	2013		<u>2018(E)</u>
Craftsmen (modernization) Multimedia Smart Metering Residential Environment 30	40 70 80 ~100 ~100 70 70	•	 Craftsmen (cost savings) Multimedia Smart metering Residential environment Energy 	there is a second	~€120m
Energy 3	80		Other (e.g. 3rd		

Cash flow stability

slightly below rental

business

 $^{\rm 1}$ Pre-tax WACC of 4.68% as per Dec. 31, 2017.

actual % target % Cash flow stability

identical to rental

business

party mgt)

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Sales – Steady Cash Flow at Attractive Margins

2. Business update

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Total sales volume in 9M 2018 was 9,331 residential units (prior-year period: 8,304), of which 1,666 from Recurring Sales (prior-year period: 1,704) and 7,665 Non-core Disposals (prior-year period: 6,600).

- > In spite of value growth of the portfolio, Recurring Sales fair value step-ups could still be maintained around 30% for 9M 2018.
- The Non-core Disposals saw a fair value step-up of 16.3% in 9M 2018, driven largely by two block sales, as we are utilizing the high market liquidity to profitably dispose of our Non-core Portfolio.
- > The income and fair value figures of the Non-core Disposals for the prior-year period include a substantial amount of commercial property sales.

	RECURRING	RECURRING SALES		SPOSALS	TOTAL	
€m (unless indicated otherwise)	9M 2018	9M 2017	9M 2018	9M 2017	9M 2018	9M 2017
Income from disposal	200.3	214.4	411.8	736.8	612.1	951.2
Fair value of disposal	-153.7	-161.6	-354.1	-688.5	-507.8	-850.1
Adj. profit from disposal	46.6	52.8	57.7	48.3	104.3	101.1
Fair value step-up (%)	30.3%	32.7%	16.3%	7.0%		

Selling costs	-17.3	-19.8
Adj. EBITDA Sales	87.0	81.3

LTV Remains in Comfort Zone

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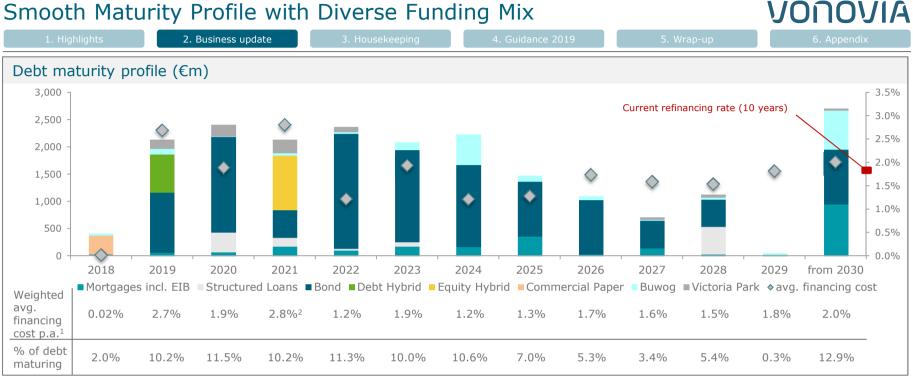
4. Guidance 2019

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- > LTV as of September 30, 2018 was 45.1%.
- > Against the background of the stable cash flows and the strong fundamentals in our portfolio locations we see continued upside potential for our property values, and we do not see material long-term downside risks.
- > We therefore continue to believe that the LTV target range of 40% 45% is adequate for our low risk portfolio, and we feel comfortable with this range.
- Based on our internal projections we estimate the year-end LTV to be below 44% and the Debt/EBITDA multiple¹ below 12x.

€m (unless indicated otherwise)	Sep 30, 2018	Jun 30, 2018	Mar 31, 2018	Dec 31, 2017
Non-derivative financial liabilities	20,053.2	19,774.6	18,887.0	14,060.5
Foreign exchange rate effects	-31.5	-29.6	-17.8	-23.5
Cash and cash equivalents	-507.3	-865.8	-829.3	-266.2
Net debt	19,514.4	18,879.2	18,039.9	13,770.8
Sales receivables	-273.2	- 239.8	-232.4	-201.2
Adj. net debt	19,241.2	18,639.4	17,807.5	13,569.6
Fair value of real estate portfolio	41,948.6	41,732.3	38,485.6	33,436.3
Shares in other real estate companies	733.6	734.5	666.6	642.2
Adj. fair value of real estate portfolio	42,682.2	42,466.8	39,152.2	34,078.5
LTV	45.1%	43.9%	45.5%	39.8%
LTV (incl. perpetual hybrid)	47.5%	46.3%	48.0%	42.8%

¹ Adj. net debt average 2018E over Total EBITDA 2018E



Smooth Maturity Profile with Diverse Funding Mix



¹ Average financing cost of debt maturing in the relevant year. ² Weighted avg. financing costs excl. Equity Hybrid. Including Equity Hybrid, avg. interest rate of debt maturing in 2021 is 3.4%. ³ excl. Equity Hybrid. ⁴ excl. Buwog Squeeze Out. ⁵ LTM EBITDA/LTM interest expense.

2018 Guidance Confirmed		4. Guidance 2019 5. Wrap-u	νοπονια
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		Incl. 9 months Buwog & 6	5 months Victoria Park
Organic rent growth (eop)	4.2%	$\sim 4.4\%^{1}$	~4.4%1
Vacancy (eop)	2.5%	<2.5%	<2.5%
Rental Income (€m)	1,667.9	1,890 - 1,910	1,890 - 1,910
FFO1 (€m)	920.8	1,050 - 1,070	1,050 - 1,070
FFO1 (€/share, eop)	1.90	2.03 - 2.07	2.03 - 2.07
Maintenance (€m)	346.2	~410	~410
Modernization & Investments (€m)	778.6	~1,000	~1,000
Recurring Sales (number of units)	2,608	~2,800	~2,800
FV step-up (Recurring Sales)	32.7%	30% - 35%	~35%
Non-core disposals (number of units)	11,780	up to 14,000	~13,000
FV step-up (Sell Portfolio)	7.9%	10% - 15%	>20%
Dividend €/share	1.32	~70% of FFO1	1.44 ²
EPRA NAV (€/share)	43.88	n/a	~52
Adj. NAV (€/share)	38.49	n/a	~45
Underlying number of shares (million)	485.1	518.1	518.1
		L.	

2018 Guidance Confirmed

¹ Vonovia stand-alone. ² To be proposed to the 2019 AGM and based on current number of shares outstanding.

NOUDA European Activities Update 3. Housekeeping Cautious step-by-step approach to minimize risk. Currently ca. 10% of the portfolio are located outside Germany. We will > continue to monitor the German market and our defined European target markets for accretive acquisition opportunities. Germany is expected to remain the dominant market also in the foreseeable future. No specific target rate or ratios in terms of > German vs. non-German exposure but highly opportunistic approach as is the case for our German M&A activities. Signing of MoU with CDC First (minor) exposure to Acquisition of 10% stake in Rolf Buch is appointed to D. Tender offer for Victoria non-German resi portfolio Habitat (formerly SNI) a 4,000 unit portfolio sold Carnegie Board Park (14k units) via conwert tender offer Tender offer for Buwog by French SNCF Q1 Q2 Q3 04 Q1 Q2 Q3 04 Q1 Q2 Q3 04 2016 2017 2018 Researching and understanding European housing markets

	Austria (run a scalable business)	Sweden (main focus)	France (biggest long-term potential)	The Netherlands (no active role)
As a % of total portfolio	~6%	~4%	Not meaningful	0%
Next steps	 Gradual asset rotation via recurring sales of mature assets and development of new assets in a similar magnitude Run scalable operating business Follow accretive acquisition opportunities on an opportunistic basis 	 Pursue accretive acquisition opportunities on an opportunistic basis Add Vonovia experience and skill set and use Victoria Park as a platform to further grow in the Swedish residential market Demonstrate success and sustainability of Vonovia business model to show it also works outside of Germany 	 Utilize 10% stake in SNCF portfolio to gain more profound understanding of the market Safeguard pole position and first-mover advantage for potential opening of social housing to commercial ownership Pursue accretive acquisition opportunities on an opportunistic basis if and when legislation changes and allows the payout of economic dividends from social housing 	 Continue market research Be prepared for accretive acquisition opportunities on an opportunistic basis

Update Integration Buwog and Victoria Park AIVONOVIA 3. Housekeeping Victoria Park Buwoq > Buwog squeeze out effective as of Nov 16, 2018; 100% of Buwog shares > Vonovia exercises control via its seats on the Board and sets the now owned by Vonovia. parameters within which Vonovia Park is expected to continue its successful track record > Integration of Buwog Rental Business Germany fully on track and to be completed by year end, as expected. > No operational integration of Victoria Park, in contrast to all previous acquisitions. > Combination of conwert assets with Buwog assets in Austria fully on track and to be managed on our SAP platform by mid 2019, as expected. > Victoria Park is to serve as the nucleus in Sweden from which we try to → this will also serve as a blueprint for potential future integrations outside build a scalable business model, grow in the Swedish residential market of Germany. and aim to prove that the Vonovia business model also works in markets outside of but similar to Germany. Development business to be transferred onto our platform by mid 2019. > Of the €30m synergies announced with the transaction, €5m will be realized > in 2018, another €20m in 2019 and the remainder in 2020. 50% debt + 50% equity financing as per acquisition criteria (FY2019E) 50% debt + 50% equity financing as per acquisition criteria (FY2019E) €2.06 €2.07 €2.06 2.06 €2.09 €2.08 FFO 1 VNA EBITDA Interest + taxes Pro forma FFO 1 FFO 1 VNA **EBITDA Operations VP** Pro forma FFO 1 Interest + taxes stand-alone **Operations Buwog** stand-alone 492.1m 543.0m 492.1m shares shares shares shares 2019 pro forma accretion analysis (actual financing) €2.14-€2.18 p.s. €2.06 p.s FFO 1 VNA stand-alone **EBITDA Operations Buwog EBITDA Operations VP** Interest + taxes Pro forma FFO 1 shares shares

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Update on German Rental Regulation

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"Mietrechtsanpassungsgesetz" (legislation passed by German parliament on Nov 29, 2018)

Regulation	Impact
Modernization allocation to be reduced from 11% to 8% of the investment amount. Contrary to initial plans, this shall apply to all housing markets, not just those that are defined as "tight housing markets."	Vonovia will of course honor the new 8% threshold, just as the 11% threshold has always been honored. As very few upgrade building modernizations saw more than 8% of the investment amount to be allocated on top of the annual rent, the impact of this change in the regulation is expected to be immaterial.
 Following a modernization, an absolute cap of €2/sqm rent growth for apartments with a rent of <€7/sqm prior to the modernization and €3/sqm rent growth for apartments with a rent of >€7/sqm prior to the modernization 	Vonovia has committed itself to a €2/sqm rent growth cap following all upgrade building modernizations for 2019 and 2020. As a consequence, some of the energy efficiency modernizations from our overall pipeline will now be put on hold and the funds will be redirected towards more optimize apartment modernizations, space creation, development-to- hold projects and investments in Sweden.
Further tightening of rent cap: Landlords are required to disclose the previous rent vis-à-vis the new tenant if they want to set the new rent at more than 10% above the local comparable rent.	Vonovia has always been transparent about the previous rent level and our continued compliance with this regulation will have no impact on the business.

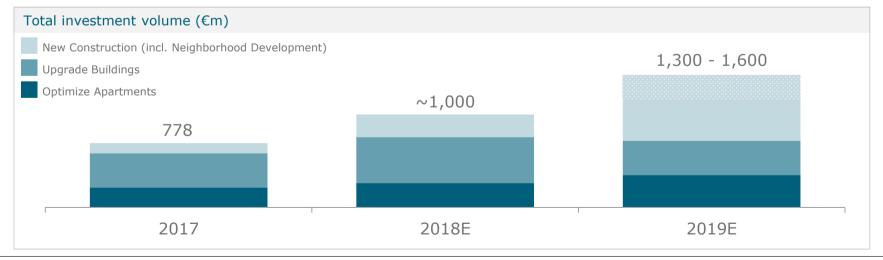
Evolution of Modernization and New Construction Investments

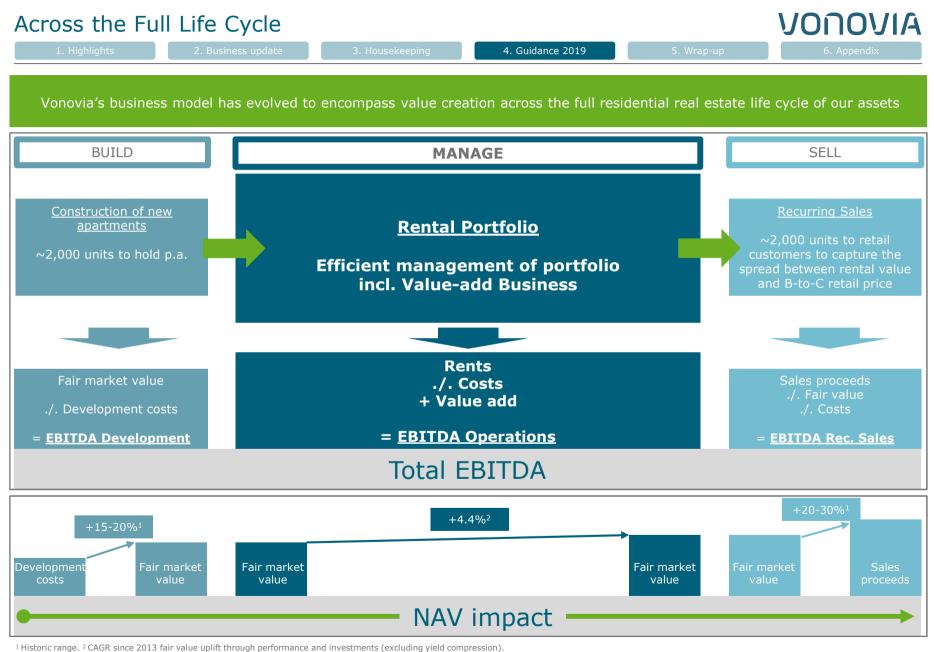
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3. Housekeeping

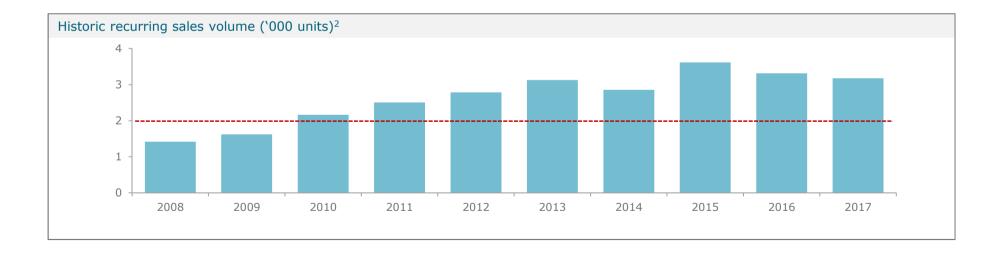
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- The supply/demand imbalance in urban areas and the conflict between the need for energy efficiency modernization of Germany's housing stock and affordability of rents have given rise to an intense political and public discussion.
- Yonovia's investment volume 2019 brings a reduction of Upgrade Building volumes as the focus shifts from energy efficiency to affordability for parts of our customer base. We respect that there is growing resistance among parts of our customer base when it comes to energy efficient modernizations. That is why we have committed ourselves to only do upgrade building modernizations with a maximum rent growth of €2/sqm for the 2019 and 2020 modernization programs.
- At the same time, we are increasing our investments into Optimize Apartment, Space Creation and Development to Hold. As the market leader, Vonovia clearly acknowledges its responsibility and continues its efforts to be part of the solution when it comes to providing affordable, adequate and modern buildings and apartments. So while we will be reducing the investment volume of energy efficient modernizations we will be increasing our investments into other parts of the investment program including new construction and portfolio investments in Sweden so that the overall impact is not expected to be material.



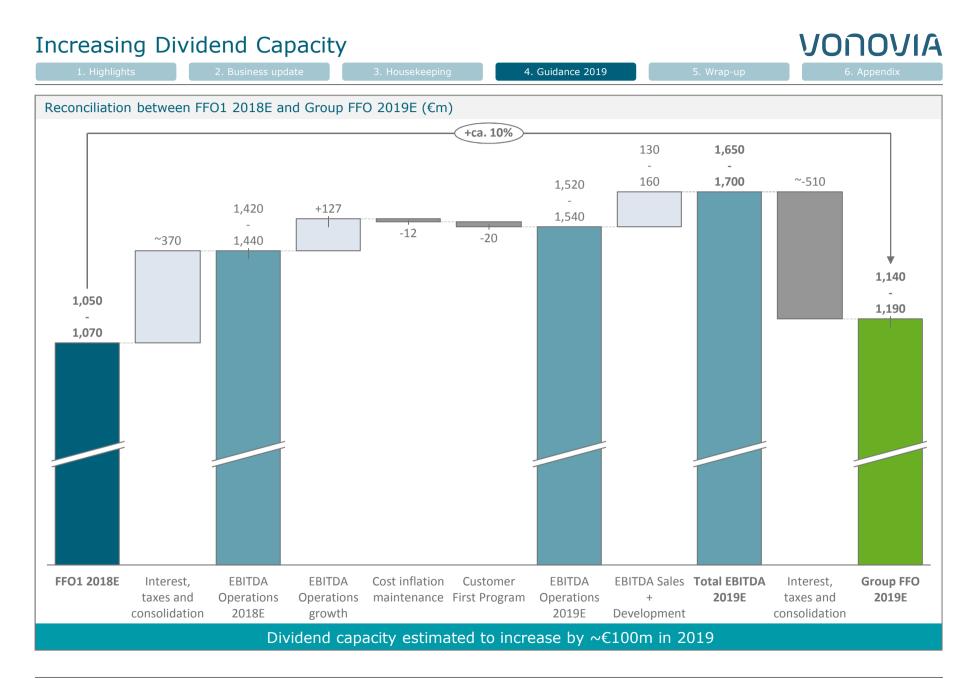


- In contrast to opportunistic sales, portfolio clean-up sales or large asset sales known from other sectors, recurring sales ("privatization") are a **robust and granular sales channel** that has delivered very stable volumes above 2k units p.a. over the last 10 years with an average annual volume of 2.7k (after an initial ramp-up phase of two years).
- > We currently have ca. 29k units (excl. Buwog) that are eligible¹ for recurring sales.



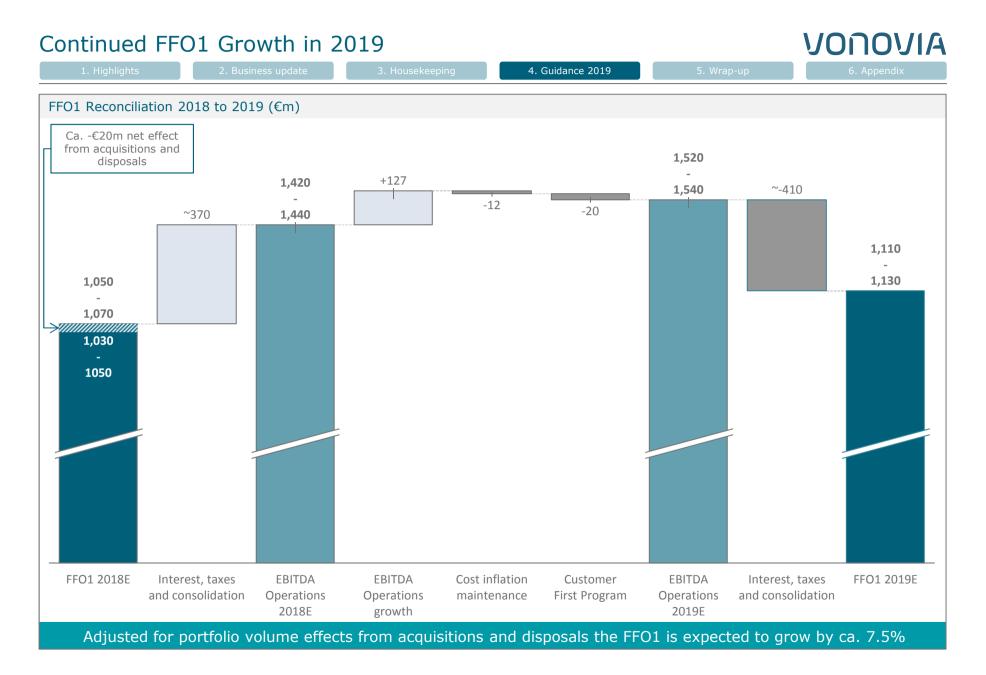
¹ Including all units that have been legally prepared for retail sales by way of separate land register entries. ² 2013-2017 including Buwog recurring sales.

	Evolution of the Business and Additional Revenue Streams Require a Fresh Look at Performance Metrics								
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>	The business has s across the full resi	dential real esta	te life cycle o	f our assets a	nd not just re	ental revenues		Why interest an cannot be disclo segment	
>	As a consequence, growth, cash-flow Going forward we Rental, Value-add,	generation and will be reporting	value creation performance	n potential.	e Adj. EBITDA	s of the four s	segments	 Interest and optimization on a corpora and not with individual se Interest and not part of the performance 	happens te level in gments taxes are he key indicators
4	Revenues Fosts Adj. EBITDA Interest Taxes Consolidation Froup FFO	Rental	Value-add	Develop- ment	Recurring Sales	Total	Non- core Dis- posals	 Financing is corporate level pooling), deed from the assign and allocation be arbitrary debt and interverse debt	vel (cash coupled et level; n would as the erest rate to a s cannot ocated to segment across curred by



Initial Guidan	ce 2019 – New	Structure			VONOVIA
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	Initial 2019 Guidance	y-o-y vs. 2018
Organic rent growth (eop)	~4.4%	-
Rental Income (€m)	2,020 - 2,070	
Recurring Sales (# of units)	~2,500	-
FV step-up Recurring Sales	~30%	-
Total EBITDA (€m)	1,650 - 1,700	
Group FFO (€m)	1,140 - 1,190	-
Group FFO (€/share)	2.20 - 2.30	-
Dividend €/share	~70% of Group FFO	-
Modernization & New Construction (\in m)	1,300 - 1,600	
Underlying number of shares (million)	518.1	



4. Guidance 2019

5. Wrap-up

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Operating business continues on its strong trajectory.



Investment volume grows and sees a shift towards more new construction, reflecting Vonovia's ambition to be part of the solution.



Market fundamentals remain attractive as evidenced by H2 valuation estimate.



New performance indicators better reflect Vonovia's full earnings growth, cash-flow generation and value creation potential.

IR Contact & Financial Calendar

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VONOVIA

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	Financial Calendar
Dec 7-13	Roadshow Europe (Zurich, Paris, London, Amsterdam)
Dec 12	EPRA Corporate Access Day, London
Dec 17-18	Roadshow Canada
Jan 14-15, 2019	German Investment Seminar, NYC
Jan 16, 2019	Management Roadshow, USA
Jan 21, 2019	KeplerCheuvreux German Corporate Conference, Frankfurt
Jan 31, 2019	Bankhaus Lampe German Equity Forum (London) ¹
Feb 3-4, 2019	Roadshow Tel Aviv (Israel) ¹
Mar 7, 2019	FY2018 Results
Apr 3, 2019	Bankhaus Lampe Deutschlandkonferenz, Baden-Baden
May 7, 2019	Interim results 3M 2019
May 16, 2019	Annual General Meeting
Jun 4-5, 2019	Capital Markets Day
Jun 6, 2019	dB Access Berlin Conference, Berlin
Jun 12, 2019	Exane BNP Paribas European CEO Conference, Paris
Aug 2, 2019	Interim results 6M 2019
Nov 5, 2019	Interim results 9M 2019

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49	Portfolio Evolution				
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57	No Correlation between German	Residential Yields	and Interest Rates		
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Reconciliation IFRS Profit to FFO		V	AIVORO
1. Highlights 2. Business update 3. Housekeeping	4. Guidance 2019	5. Wrap-up	6. Appendix
€m (unless indicated otherwise)	9M 2018	9M 2017	Delta
IFRS PROFIT FOR THE PERIOD*	1,399.0	1,205.2	16.1%
Financial result ¹	296.5	218.2	35.9%
Income taxes*	728.8	663.8	9.8%
Depreciation and amortization*	37.8	23.0	64.3%
Income from fair value adjustments of investment properties*	-1,386.7	-1,164.7	19.1%
= EBITDA IFRS*	1,075.4	945.5	13.7%
Adj. EBITDA BUWOG	-91.8	-	-
Non-recurring items*	93.8	75.9	23.6%
Total period adjustments from assets held for sale	-0.2	-5.0	-96.0%
Financial income from investments in other real estate companies	-14.0	-13.0	7.7%
= ADJUSTED EBITDA	1,063.2	1,003.4	6.0%
Adjusted EBITDA Sales	-87.0	-81.3	7.0%
= ADJUSTED EBITDA OPERATIONS	976.2	922.1	5.9%
FFO interest expense ²	-189.2	-216.5	-12.6%
Current income taxes FFO1	-8.8	-15.1	-41.7%
= FF01	778.2	690.5	12.7%
Capitalized maintenance	-74.4	-50.3	47.9%
= AFFO	703.8	640.2	9.9%
Current income taxes Sales	-10.8	-23.8	-54.6%
FFO2 (FFO1 incl. Adjusted EBITDA Sales / Current income taxes Sales)	854.4	748.0	14.2%
FFO1 per share in € (eop NOSH)	1.50	1.42	5.5%
AFFO per share in € (eop NOSH)	1.36	1.32	2.9%
Number of shares (million) eop	518.1	485.1	6.8%

All values excluding Buwog except figures marked with *. 1 Excluding income from investments. 2 Including financial income from investments in other real estate companies.

IFRS P&L			AIVOROVIA
1. Highlights 2. Business update 3. Housekeeping	4. Guidance 2019	5. Wrap-up	6. Appendix
€m (unless indicated otherwise)	9M 2018	9M 2017	Delta
Income from property letting	1,954.8	1,753.9	11.5%
Other income from property management	39.7	34.0	16.8%
Income from property management	1,994.5	1,787.9	11.6%
Income from disposal of properties	673.6	951.2	-29.2%
Carrying amount of properties sold	-592.6	-905.6	-34.6%
Revaluation of assets held for sale	48.0	60.5	-20.7%
Profit on disposal of properties	129.0	106.1	21.6%
Income from the disposal of properties (Development)	122.9	-	-
Cost of sold properties	-107.8	-	-
Profit on the disposal of properties (Development)	15.1	-	-
Net income from fair value adjustments of investment properties	1,386.7	1,164.7	19.1%
Capitalized internal expenses	433.3	326.8	32.6%
Cost of materials	-993.4	-866.8	14.6%
Personnel expenses	-360.5	-307.1	17.4%
Depreciation and amortization	-37.8	-23.0	64.3%
Other operating income	87.4	75.8	15.3%
Other operating expenses	-252.0	-196.7	28.1%
Financial income	27.3	46.2	-40.9%
Financial expenses	-301.9	-244.9	23.3%
Earnings before taxes	2,127.8	1,869.0	13.8%
Income taxes	-728.8	-663.8	9.8%
Profit for the period	1,399.0	1,205.2	16.1%
Attributable to:			
Vonovia's shareholders	1,323.1	1,117.6	18.4%
Vonovia's hybrid capital investors	22.4	22.4	0.0%
Non-controlling interests	53.5	65.2	-17.9%
Earnings per share (basic and diluted) in €	2.64	2.36	11.9%

IFRS Balance Sheet (1/2 – Total Assets)		2019 5. Wrap-up 6. Append				
1. Highlights 2. Business update 3. Housekeeping 4. Guide	dance 2019 5. Wrap-t	.р <u>6. Ар</u>	pendix			
€m	Sep 30, 2018	Dec 31, 2017	Delta			
Assets	······					
Intangible assets	3,601.1	2,637.1	36.6%			
Property, plant and equipment	237.9	177.6	34.0%			
Investment properties	41,265.0	33,182.8	24.4%			
Financial assets	823.5	698.0	18.0%			
Other assets	18.4	13.8	33.3%			
Deferred tax assets	10.4	10.3	1.0%			
Total non-current assets	45,956.3	36,719.6	25.2%			
Inventories	8.8	6.2	41.9%			
Trade receivables	434.5	234.9	85.0%			
Financial assets	5.6	0.5	>100%			
Other assets	165.7	98.4	68.4%			
Income tax receivables	43.8	47.9	-8.6%			
Cash and cash equivalents	507.3	266.2	90.6%			
Real estate inventories	299.8					
Assets held for sale	118.6	142.6	-16.8%			
Total current assets	1,584.1	796.7	98.8%			
Total assets	47,540.4	37,516.3	26.7%			

IFRS Balance Sheet (2/2 - Total Equity and Liabiliti	es)	าดบ	OVIA
1. Highlights 2. Business update 3. Housekeeping 4. Guidance	2019 5. Wrap-ı	р 6. Ар	opendix
€m	Sep 30, 2018	Dec 31, 2017	Delta
Equity and liabilities	518.1	485.1	6.8%
Subscribed capital	7,181.8	5,966.3	20.4%
Capital reserves	-	·····	
Retained earnings	9,100.8	8,471.6	7.4%
Other reserves	251.9	157.8	59.6%
Total equity attributable to Vonovia's shareholders	17,052.6	15,080.8	13.1%
Equity attributable to hybrid capital investors	1,031.5	1,001.6	3.0%
Total equity attributable to Vonovia's shareholders and hybrid capital investors	18,084.1	16,082.4	12.4%
Non-controlling interests	1,016.3	608.8	66.9%
Total equity	19,100.4	16,691.2	14.4%
Provisions	594.3	607.2	-2.1%
Trade payables	1.0	2.4	-58.3%
Non derivative financial liabilities	17,755.6	12,459.4	42.5%
Derivatives	54.7	8.7	>100%
Liabilities from finance leases	94.4	94.7	-0.3%
Liabilities to non-controlling interests	31.8	24.9	27.7%
Financial liabilities from tenant financing	54.5		
Other liabilities	47.3	65.3	-27.6%
Deferred tax liabilities	6,444.0	5,322.6	21.1%
Total non-current liabilities	25,077.6	18,585.2	34.9%
Provisions	434.7	376.5	15.5%
Trade payables	212.4	130.7	62.5%
Non derivative financial liabilities	2,297.6	1,601.1	43.5%
Derivatives	41.9	4.4	>100%
Liabilities from finance leases	4.9	4.6	6.5%
Liabilities to non-controlling interests	6.7	9.0	-25.6%
Financial liabilities from tenant financing	104.9	7.7	>100%
Other liabilities	259.3	105.9	>100%
Total current liabilities	3,362.4	2,239.9	50.1%
Total liabilities	28,440.0	20,825.1	36.6%
Total equity and liabilities	47,540.4	37,516.3	26.7%

IFRS Cash Flow 1. Highlights 2. Business update 3. Housekeeping	4. Guidance 2019 5. V		NOVIA . Appendix
€m	9M 2018	9M 2017	Delta
Cash flow from operating activities	876.0	719.0	21.8%
Cash flow from investing activities	-3,781.1	-1,165.2	>100%
Cash flow from financing activities	3,146.2	-754.8	>-100%
Net changes in cash and cash equivalents	241.1	-1,201.0	>-100%
Cash and cash equivalents at the beginning of the period	266.2	1,540.8	-82.7%
Cash and cash equivalents at the end of the period ¹	507.3	339.8	49.3%

Cost of Materials 1. Highlights 2. Business update 3. Housekeeping	4. Guidance 2019	5. Wrap-up	VONOVIA 6. Appendix
€m (unless indicated otherwise)	9M 2018	9M 2017	Delta
Expenses for ancillary costs	514.7	472.0	9.0%
Expenses for maintenance	413.5	322.0	28.4%
Other cost of purchased goods and services	65.2	72.8	-10.4%
Total cost of materials	993.4	866.8	14.6%

All Strategic Markets Show Upward Potential

1. Highlights	2. Bus	iness update		3. Houseke	eping	4	. Guidance 2	.019	5. Wra	ap-up	6. Apr	vendix
	Fair val	Fair value ¹ In-place rent										
Regional Market	(€m)	(€/sqm)	Residential units	Living area ('000 sqm)	Vacancy (%)	Total (p.a., €m)	Residential (p.a., €m)(Residential €/sqm/month)	Organic rent growth (%)	Multiple (in-place rent)	Average rent growth forecast CBRE (5 yrs) (%)	Reversionary potential ² (%) from Optimize Apartments
Berlin	6,349	2,191	43,992	2,804	1.7	228	216	6.53	4.2	27.9	4.3	46.3
Rhine Main Area (Frankfurt, Darmstadt, Wiesbaden)	3,665	2,034	27,766	1,772	1.6	171	165	7.90	4.0	21.5	3.5	42.1
Rhineland (Cologne, Düsseldorf, Bonn)	3,390	1,662	29,657	1,986	2.7	170	162	6.98	3.3	20.0	3.1	28.1
Southern Ruhr Area (Dortmund, Essen, Bochum)	3,175	1,158	43,798	2,679	3.6	187	180	5.83	4.7	17.0	2.9	31.4
Dresden	3,006	1,286	38,582	2,195	3.0	162	152	5.94	3.3	18.6	3.7	31.8
Hamburg	2,358	1,806	20,065	1,272	1.7	108	103	6.85	4.0	21.9	3.3	43.0
Munich	1,898	2,902	9,670	636	0.9	64	60	7.95	4.1	29.8	4.8	56.8
Stuttgart	1,833	2,000	14,097	887	1.9	84	81	7.72	3.5	21.7	3.1	40.6
Kiel	1,826	1,296	23,474	1,351	2.0	102	97	6.07	6.2	17.9	3.2	39.6
Hanover	1,527	1,463	16,251	1,024	3.1	79	76	6.36	4.2	19.4	2.9	39.2
Northern Ruhr Area (Duisburg, Gelsenkirchen)	1,459	885	26,335	1,627	3.5	108	105	5.55	4.4	13.5	2.4	25.7
Bremen	1,049	1,385	12,053	732	3.9	50	47	5.57	3.0	21.1	3.6	30.0
Leipzig	811	1,307	9,161	587	3.9	42	40	5.88	2.9	19.1	2.9	23.3
Westphalia (Münster, Osnabrück)	737	1,183	9,496	616	3.0	43	42	5.86	6.0	17.1	3.0	41.3
Freiburg	556	1,994	4,041	276	1.9	24	23	7.19	4.7	23.2	4.1	45.1
Other Strategic Locations	2,362	1,369	26,611	1,687	2.8	132	127	6.46	4.7	17.8	3.3	41.3
Total Strategic Locations Germany	36,003	1,579	355,049	22,132	2.6	1,753	1,674	6.47	4.1	20.5	3.4	36.4
Austria	2,472	1,312	23,238	1,734	4.4	107	90	4.53	-	23.0	n/a	n/a
Sweden	1,638	1,498	14,051	997	1.3	115	107	9.03	-	14.2	n/a	n/a

Note: In-place rents in Austria and Sweden are not fully comparable to Germany, as Sweden, for example, includes certain ancillary costs. The table above shows the rental level unadjusted to the German definition. ¹ Fair value of the developed land excluding €1,310.7m, of which €355.6m undeveloped land and inheritable building rights granted, €269.3m assets under construction, € 436m development and €249.7m other. Data for Strategic Locations also includes Recurring Sales assets in those markets.

VONOVIA



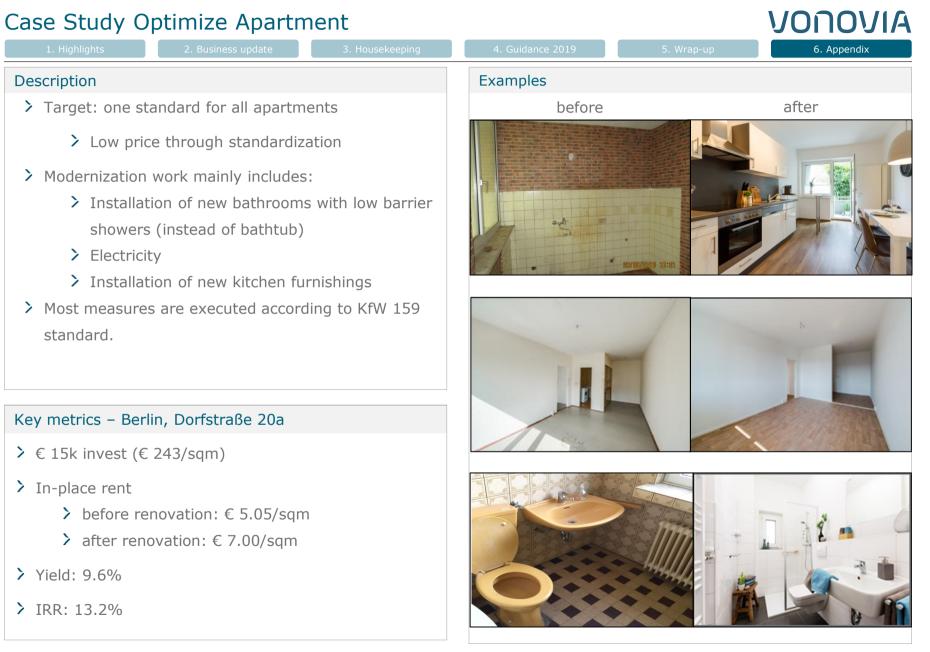
Sep 30, 2018 (pro forma)	Residential	In-place rent	Vacancy rate	Fair value ¹			
	units	(€/sqm/month)	(%)	(€bn)	% of total	(€/m²)	
Operate	120,133	6.56	2.4	12.4	30%	1,548	
Invest	206,611	6.40	2.7	20.4	50%	1,582	
Subtotal Strategic Clusters	326,744	6.46	2.6	32.7	81%	1,569	
Recurring Sales ²	29,330	6.61	3.2	3.4	8%	1,673	
Sell	7,372	5.43	5.3	0.4	1%	884.8	
Total Germany	363,446	6.45	2.7	36.5	90%	1,564	
Austria	23,238	4.53	4.4	2.5	6%	1,312	
Sweden	14,051	9.03	1.3	1.6	4%	1,498	

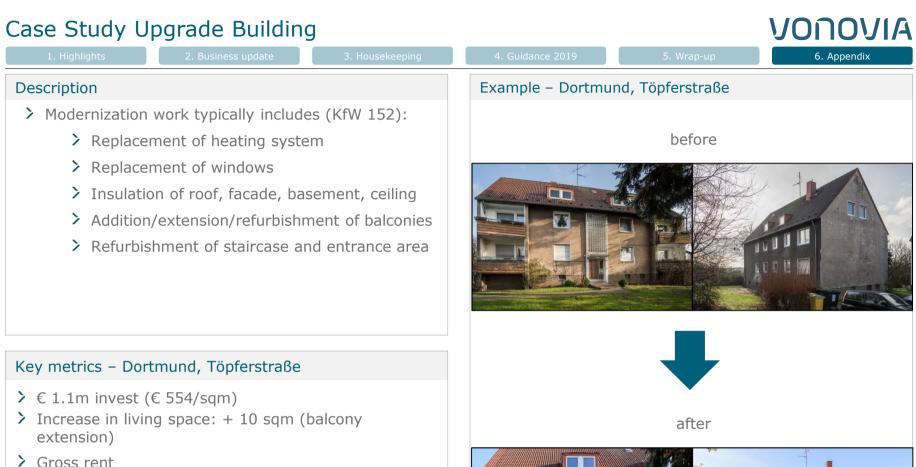
Note: In-place rents in Austria and Sweden are not fully comparable to Germany, as Sweden, for example, includes certain ancillary costs. The table above shows the rental level unadjusted to the German definition. ¹ Fair value of the developed land excluding €1,310.7m, of which €355.6m undeveloped land and inheritable building rights granted, €269.3m assets under construction, € 436.0m development and €249.7m other.

² Including all units that have been legally prepared for retail sales by way of separate land register entries.



€m	ndicated otherwise) 9M 9M 2018 9M Delta €12.79/sqm ¹ 3.51		Delta	€12.79/sqm¹			
(unless indicated otherwise)		3.51	€11.03/sqm¹ 2.35				
Expenses for maintenance	202.2	192.2	5.2%				
Capitalized maintenance	76.5	52.0	47.1%	9.28	8.68		
Total	278.7	244.2	14.0%				
Maintenance capitalization ratio	27%	21%		9M 2018 Expenses for maintenance	9M 2017 Capitalized maintenance		





- Gross rent
 - > before modernization: \in 5.05/sqm
 - > after modernization: € 6.79/sqm
- > Vacancy rate
 - > before modernization: 7.4%
 - > Rate of vacancy after modernization: 0.0%
- > Yield (rent & vacancy): 5.9%
- **>** IRR: 8.5%

Case Study Space Creation



- \succ Construction methods : modular and conventional
 - > Moduls of steel, wood or concrete
- Current projects in Bochum, Cologne, Dresden, Bremen, etc.

Key metrics – Bochum, Kaulbachstraße

- > 3 multi-family houses with 42 units
 - > Size of units: 49 sqm 115 sqm
 - > Gross rent: € 9.70/sqm
- > Modular steel construction
 - > General contractor: ALHO
- > Date of completion: April 2018
 - > 7 months of construction
- > € 6.1m invest (€2,133/sqm)
- > 7.3% IRR (without land)

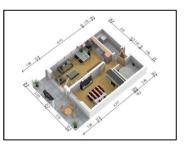
Example – Bochum, Kaulbachstraße







floor plan



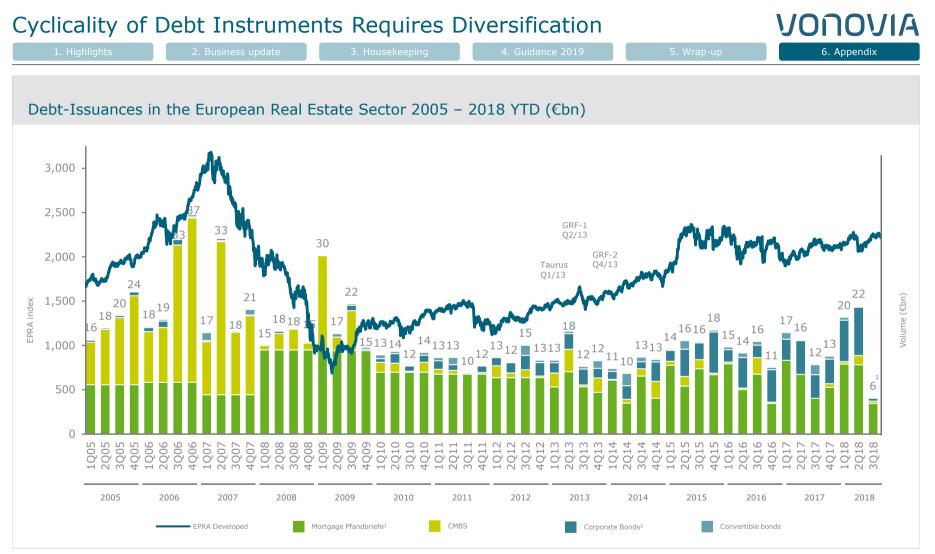


look inside





VONOVIA 6. Appendix

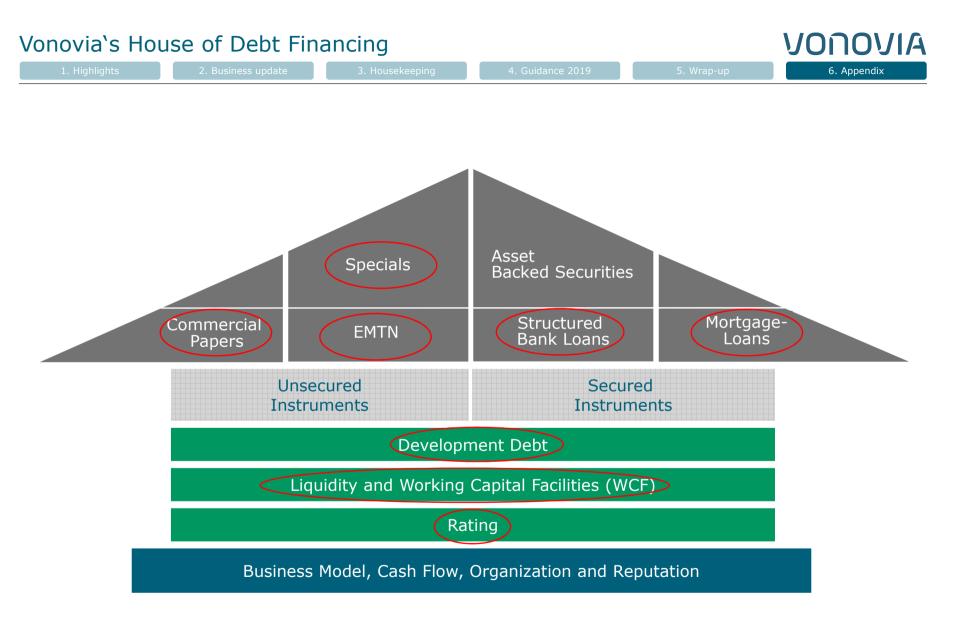


Source: Dealogic, Bloomberg, Broker research, Deutsche Bundesbank, Verband deutscher Pfandbriefbanken (VdP), FactSet as of November 16, 2018

¹ Quarterly Mortgage Pfandbrief issuances for 2005-2012 based on equal distribution of annual issuances based on VdP data; 2013 -3Q2018 figures based on Deutsche Bundesbank

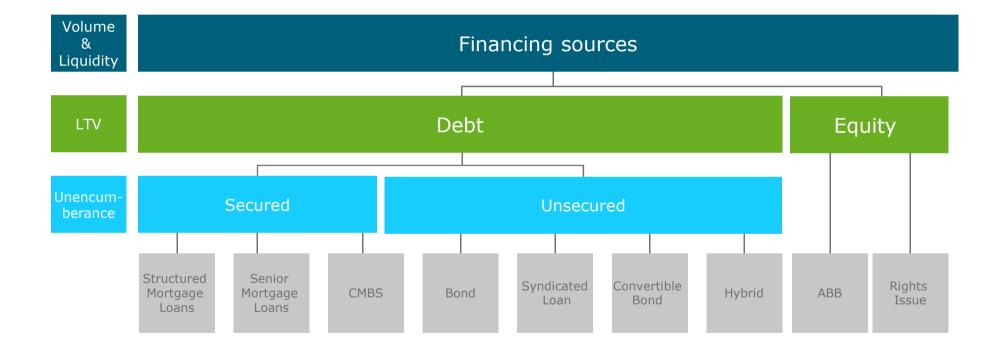
² Corporate bond issuance volume includes senior unsecured and hybrid bonds \geq C50m, issued in EUR in Western Europe

³ Excludes Mortgage Pfandbriefe and CMBS for September 2018, Convertibles for 3Q18 as data not yet available



Currently used by Vonovia

Decision Tree		AIVONOVIA			
1. Highlights	2. Business update	3. Housekeeping	4. Guidance 2019	5. Wrap-up	6. Appendix



Covenants and KPIs (September 30, 2018)

1. Highlights

2. Business update 3. Housekeeping

4. Guidance 2

5. Wrap

6. Appendix

NOUON

> Bond KPIs	Covenant	Level	Sep 30, 2018	
	LTV	<60%	42%	
	Total Debt / Total Assets	<00 /0	₩ 2 70	
	Secured LTV	<45%	12%	
	Secured Debt / Total Assets	< <u>-</u>	12 /0	
	ICR ¹	>1.80x	5.4x	
	Last 12M EBITDA / Last 12M Interest Expense	21.007	5.4%	
	Unencumbered Assets	>125%	210%	
	Unencumbered Assets / Unsecured Debt	~ 120 /0	210 /0	

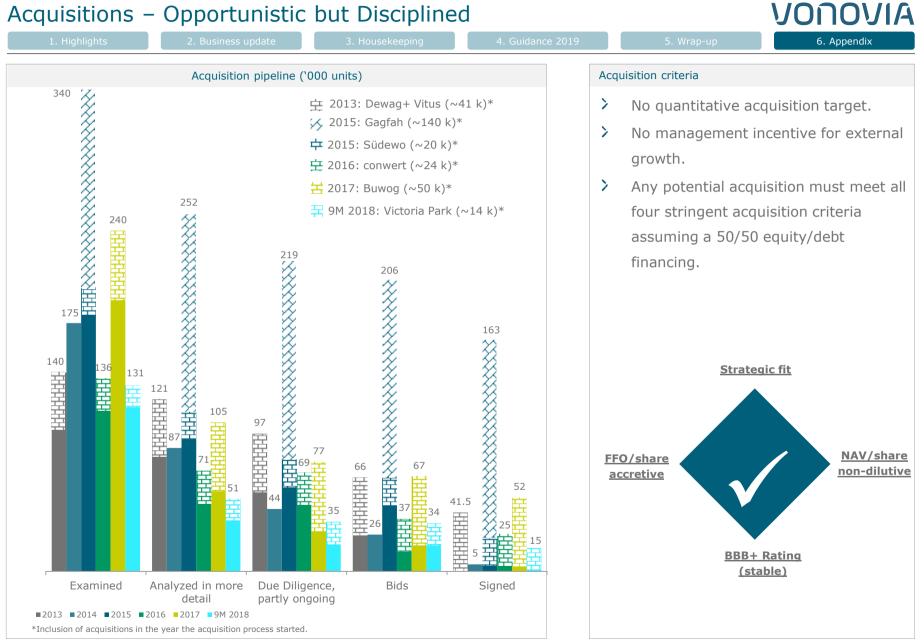
> Rating KPIs	Covenant	Level (BBB+)		
	Debt to Capital			
	Total Debt / Total Equity + Total Debt	<60%		
	ICR	× 1.90v		
	Last 12M EBITDA / Last 12M Interest Expense	>1.80x		

Bonds / Rating VONOVIA								
1. Highlights	2. Business update	3. Housekee	eping	4. Guidance 2019	5. Wrap-up	6. Appendix		
Corporate Investment grade rating								
Rating agency	Rating	Outlook	Last Upda	te				
Standard & Poor's	BBB+	Stable	02 Aug 201	.8				

Bond ratings

Name	Tenor & Coupon	ISIN	Amount	Issue price	Coupon	Final Maturity Date	Rating
Bond 002 (EUR-Bond)	6 years 3.125%	DE000A1HNW52	€ 600m	99.935%	3.125%	25 July 2019	BBB+
Bond 004 (USD-Bond)	10 years 5.000%	US25155FAB22	USD 250m	98.993%	4.580% ¹	02 Oct 2023	BBB+
Bond 005 (EMTN)	8 years 3.625%	DE000A1HRVD5	€ 500m	99.843%	3.625%	08 Oct 2021	BBB+
Bond 006 (Hybrid)	60 years 4.625%	XS1028959671	€ 700m	99.782%	4.625%	08 Apr 2074	BBB-
Bond 007 (EMTN)	8 years 2.125%	DE000A1ZLUN1	€ 500m	99.412%	2.125%	09 July 2022	BBB+
Bond 008 (Hybrid)	perpetual 4%	XS1117300837	€ 1,000m	100.000%	4.000%	perpetual	BBB-
Bond 009A (EMTN)	5 years 0.875%	DE000A1ZY971	€ 500m	99.263%	0.875%	30 Mar 2020	BBB+
Bond 009B (EMTN)	10 years 1.500%	DE000A1ZY989	€ 500m	98.455%	1.500%	31 Mar 2025	BBB+
Bond 010B (EMTN)	5 years 1.625%	DE000A18V138	€ 1,250m	99.852%	1.625%	15 Dec 2020	BBB+
Bond 010C (EMTN)	8 years 2.250%	DE000A18V146	€ 1,000m	99.085%	2.250%	15 Dec 2023	BBB+
Bond 011A (EMTN)	6 years 0.875%	DE000A182VS4	€ 500m	99.530%	0.875%	10 Jun 2022	BBB+
Bond 011B (EMTN)	10 years 1.500%	DE000A182VT2	€ 500m	99.165%	1.500%	10 Jun 2026	BBB+
Bond 013 (EMTN)	8 years 1.250%	DE000A189ZX0	€ 1,000m	99.037%	1.250%	06 Dec 2024	BBB+
Bond 014A (EMTN)	5 years 0.750%	DE000A19B8D4	€ 500m	99.863%	0.750%	25 Jan 2022	BBB+
Bond 014B (EMTN)	10 years 1.750%	DE000A19B8E2	€ 500m	99.266%	1.750%	25 Jan 2027	BBB+
Bond 015 (EMTN)	8 years 1.125%	DE000A19NS93	€ 500m	99.386%	1.125%	08 Sep 2025	BBB+
Bond 016 (EMTN)	2 years 3M EURIBOR+0.350%	DE000A19SE11	€ 500m	100.448%	3M EURIBOR+0.350%	20 Nov 2019	BBB+
Bond 017A (EMTN)	6 years 0.750%	DE000A19UR61	€ 500m	99.330%	0.750%	15 Jan 2024	BBB+
Bond 017B (EMTN)	10 years 1.500%	DE000A19UR79	€ 500m	99.439%	1.500%	14 Jan 2028	BBB+
Bond 018A (EMTN)	4.75 years 3M EURIBOR+0.450%	DE000A19X793	€ 600m	100.000%	0.793% hedged	22 Dec 2022	BBB+
Bond 018B (EMTN)	8 years 1.500%	DE000A19X8A4	€ 500m	99.188%	1.500%	22 Mar 2026	BBB+
Bond 018C (EMTN)	12 years 2.125%	DE000A19X8B2	€ 500m	98.967%	2.125%	22 Mar 2030	BBB+
Bond 018D (EMTN)	20 years 2.750%	DE000A19X8C0	€ 500m	97.896%	2.750%	22 Mar 2038	BBB+
Bond 019 (EMTN)	5 years 0.875%	DE000A192ZH7	€ 500m	99.437%	0.875%	03 Jul 2023	BBB+

¹ EUR-equivalent Coupon



Acquisitions – Opportunistic but Disciplined

Larger acquisitions			Fair Value			In-place rent			
Year	Deal	Residential units #	TOP Locations	@ Acquisition	Sep 30, 2018	Δ	@ Acquisition	Sep 30, 2018	۵
2014	DEWAG	11,300	Berlin, Hamburg, Cologne, Frankfurt/Main	1,344	2,065	54%	6.76	7.78	15%
20	VITUS	20,500	Bremen, Kiel	807	1,350	67%	5.06	5.73	13%
	GAGFAH	144,600	Dresden, Berlin, Hamburg	889	1,516	71%	5.40	6.25	16%
2015	FRANCONIA	4,100	Berlin, Dresden	1,044	1,744	67%	5.82	6.51	12%
	SÜDEWO	19,400	Stuttgart, Karlsruhe, Mannheim, Ulm	1,380	1,846	34%	6.83	7.40	8%
2016	GRAINGER	2,400	Munich, Mannheim	1,501	2,031	35%	7.09	7.81	10%
	CONWERT (Germany & Austria)	23,400	Berlin, Leipzig, Potsdam, Vienna	1,353	1,718	27%	5.88	6.27	7%
2017	thereof Germany	21,200	Berlin, Leipzig, Potsdam	1,218	1,601	31%	5.86	6.22	6%
	thereof Austria	2,200	Vienna	1,986	2,345	18%	6.11	6.67	9%

Acquisition Track Record

1. Highlights

Business update

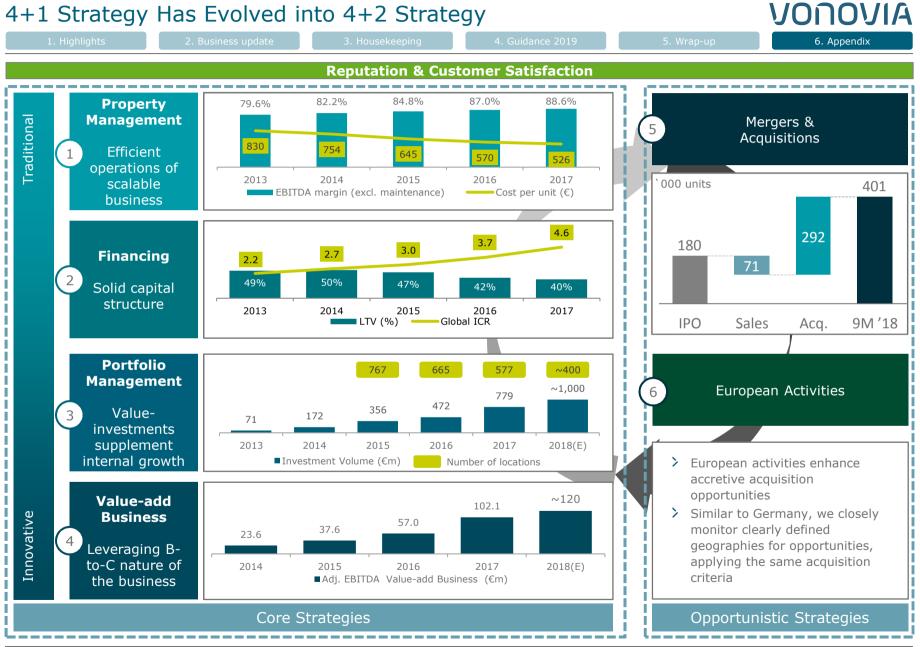
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4. Guidance

5. Wrap-up

6. Appendix

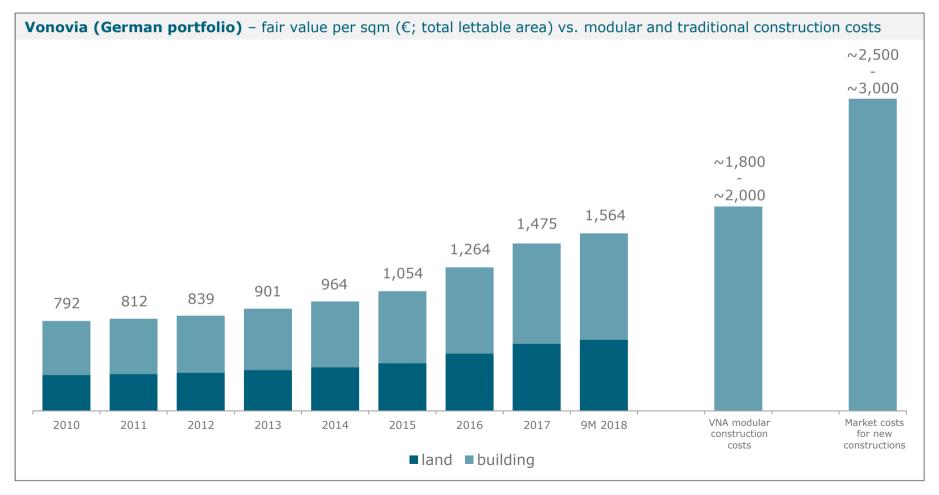
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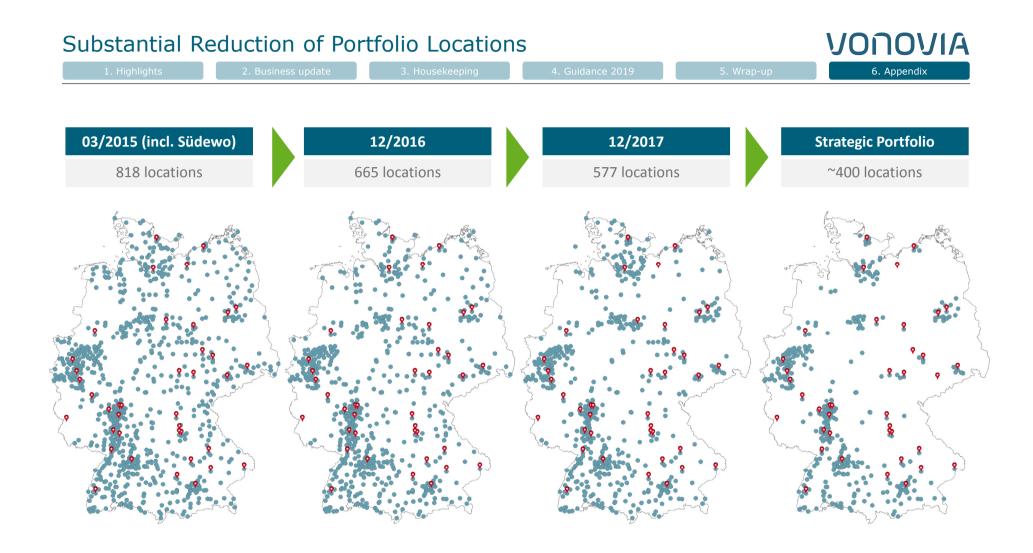
4+1 Strategy Has Evolved into 4+2 Strategy



In-place values are still way below replacement values, in spite of accelerating valuation growth in recent years.

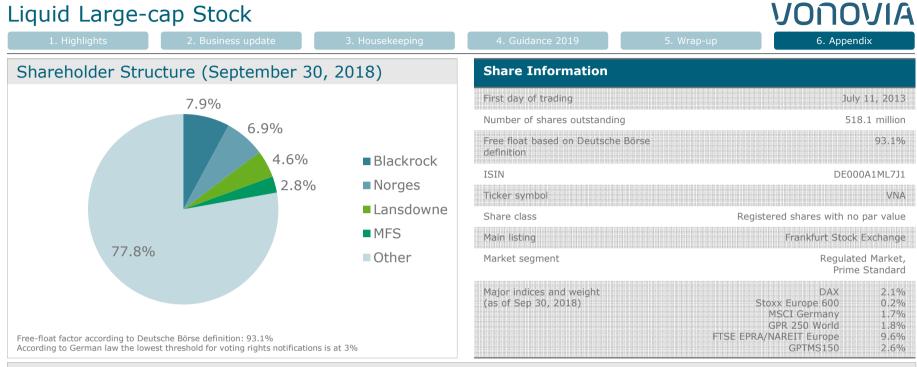


Note: VNA 2010 - 2014 refers to Deutsche Annington Portfolio at the time; construction costs excluding land. The land value refers to share of total fair value allocated to land.

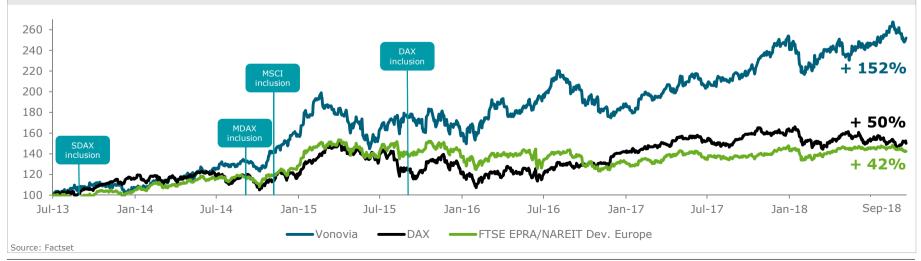


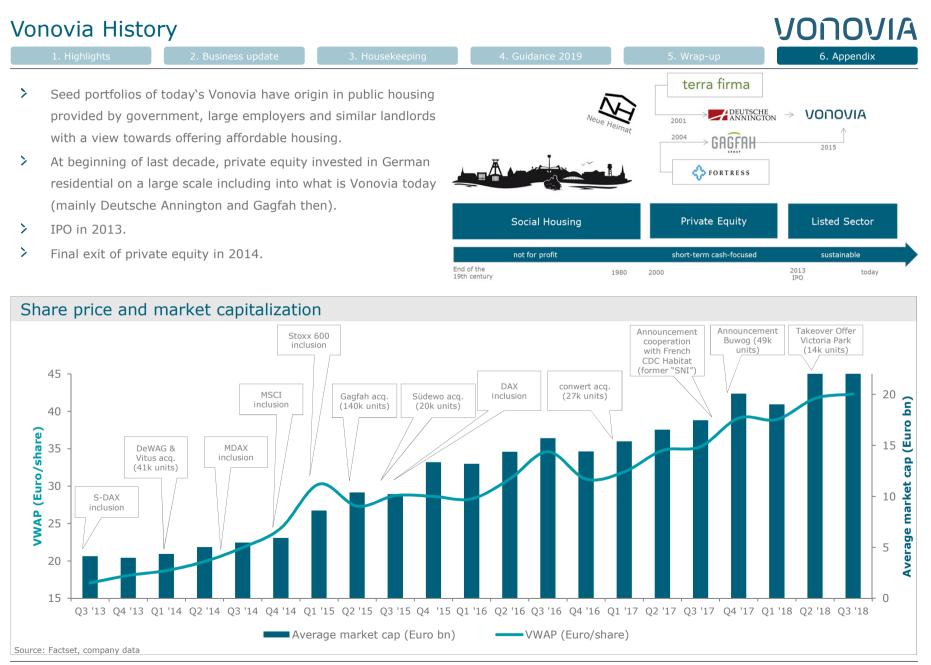
Vonovia location

Vigh-influx cities ("Schwarmstädte"). For more information: http://investoren.vonovia.de/websites/vonovia/English/4050/financial-reports-_-presentations.html









Reconciliation of Shares Outstanding VONOVIA 1. Highlights 2. Business update 3. Housekeeping 4. Guidance 2019 5. Wrap-up 6. Appendix						
Date	NOSH (million)	Comment				
December 31, 2016	466.0					
March 31, 2017	468.8	conwert acquisition				
June 30, 2017	476.5	Scrip dividend				
September 30, 2017	485.1	Gagfah cross-border merger				
December 31, 2017	485.1					
March 31, 2018	485.1					
June 30, 2018	518.1	€1bn ABB in 05/2018; scrip dividend				
Sep 30, 2018	518.1					

The number of outstanding shares is always available at http://investoren.vonovia.de/websites/vonovia/English/2010/key-share-information.html

German Residential – Safe Harbor and Low Risk VONOVIA

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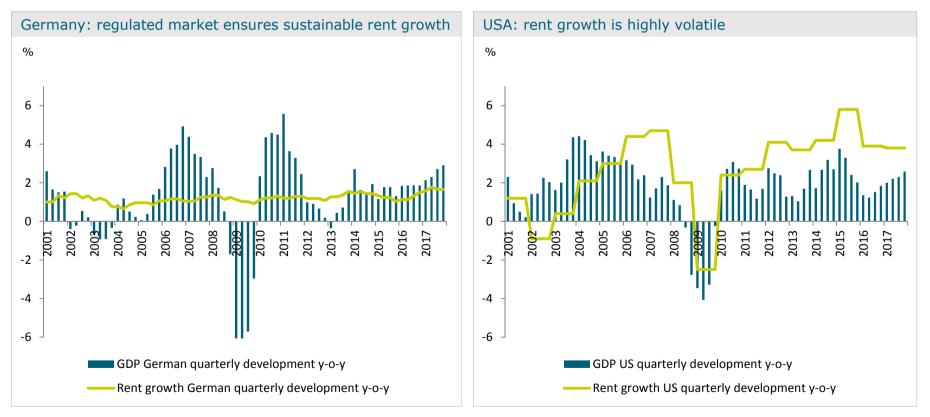
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Rental regulation safeguards high degree of stability

- Contrary to most other jurisdictions such as the USA, rental growth in Germany is regulated and not directly linked to CPI, GDP development etc.
- Rents are regulated via "Mietspiegel" (city-specific rent indices), which look at the asking rents of the previous four years to determine a rent growth level for existing tenants for the next two years.



Sources: Federal Statistics Office, GdW (German Association of Professional Homeowners), REIS, BofA Merrill Lynch Global Research, OECD. Note: Due to lack of q-o-q US rent growth data, the annual rent growth for a year is assumed to also be the q-o-q rent growth of that year.

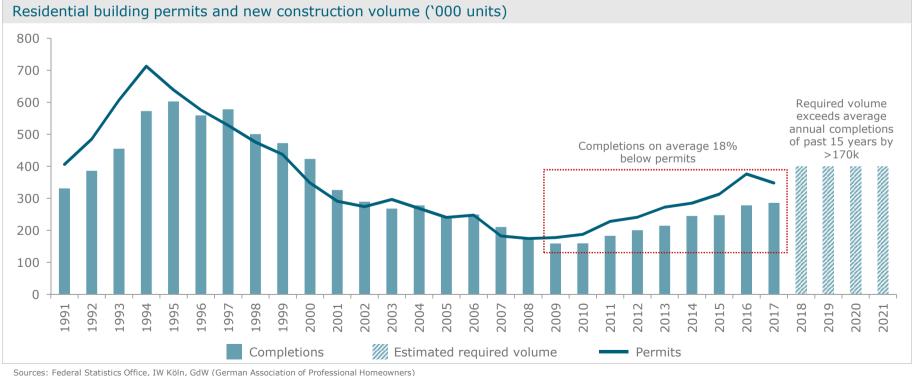
German Residential – Landlords Benefit from Structural Imbalance between Supply and Demand

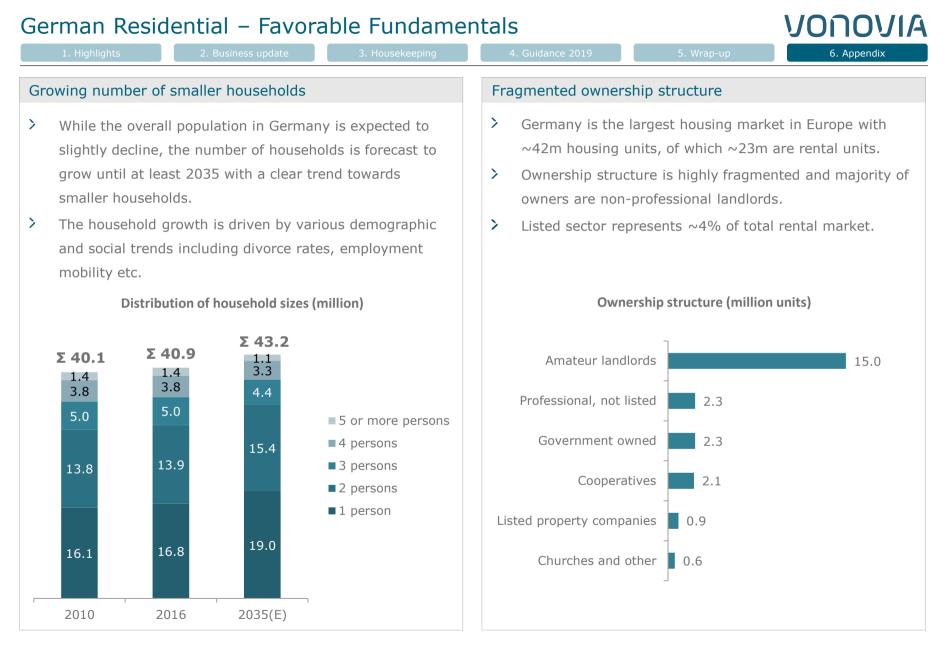
2. Business update3. Housekeeping4. Guidance 20195. Wrap-up6. Appendix

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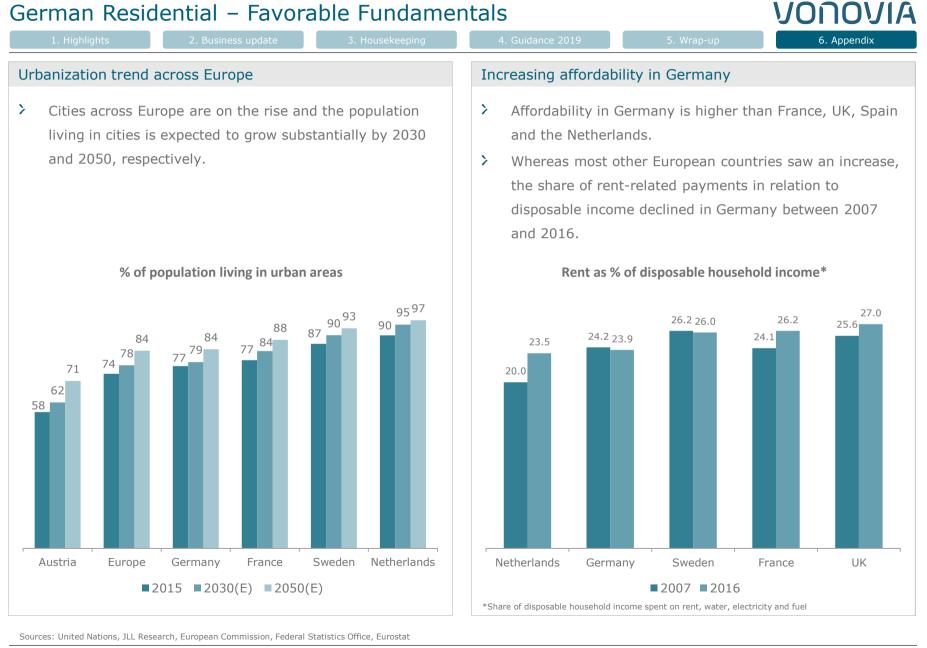
New supply falls short of demand

- Consensus estimates see a current shortage of around 1 million apartments in urban areas. Three main constraints stand in the way of material changes in the short and even medium term:
 - > Building permits often take several years because city administrations lack qualified personnel.
 - > Severe shortage of building capacity after years of downsizing.
 - Substantial gap between in-place values and market replacement costs render construction in affordable segment economically unfeasible.





Sources: German Federal Statistics Office, GdW (German Association of Professional Homeowners). 2035(E) household numbers are based on trend scenario of the German Federal Statistics Office.



No Correlation between Interest Rates and Asset Yields

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Valuation methodology for German residential properties is primarily based on market prices for assets – not on interest rates

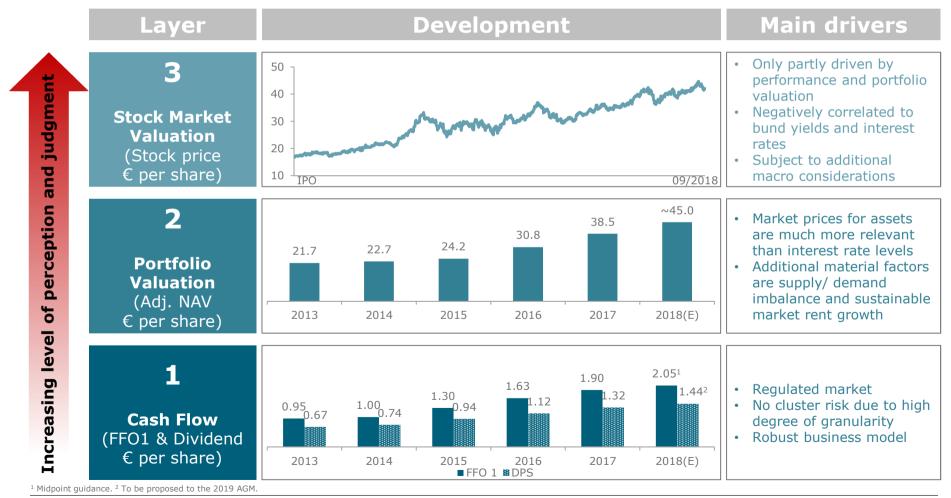
- > While market prices are affected by general interest rate levels, there is **no significant correlation**.
- Other factors such as supply/demand imbalance, rental regulation, market rent growth, location of assets etc.
 outweigh the impact of interest rates when it comes to pricing residential real estate.
- The steep decline in interest rates (down by 760bps since 1992) is not mirrored by asset yields (down by 160bps since 1992).

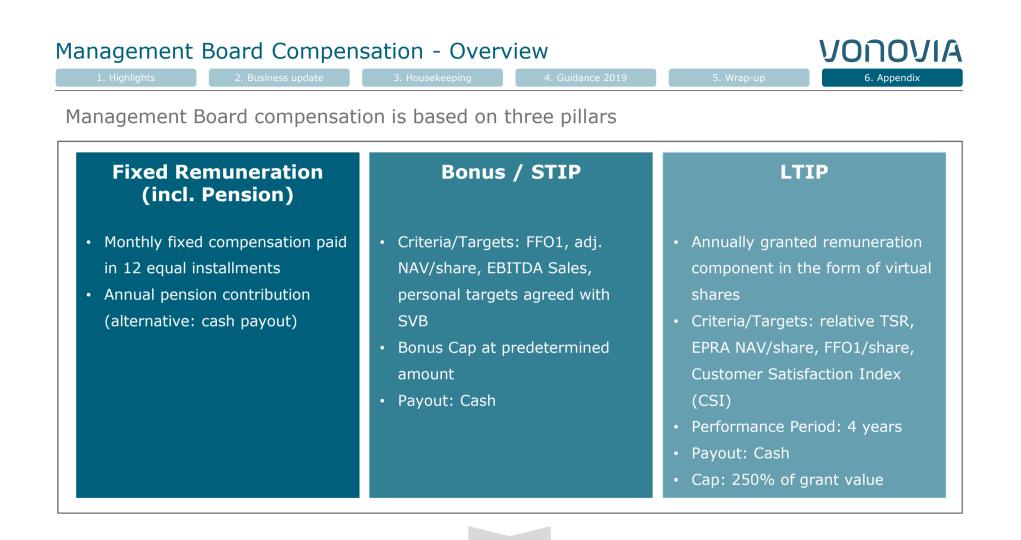


¹ Yearly asset yields vs. rolling 200d average of 10y interest rates Sources: Thomson Reuters, bulwiengesa

Three Valuation Layers with Different VolatilitiesVONOVIA1. Highlights2. Business update3. Housekeeping4. Guidance 20195. Wrap-up6. Appendix

High degree of stability and predictability of underlying business (layer 1) and portfolio valuation (layer 2) is not reflected in share price development (layer 3), as equity markets appear to apply valuation parameters that are substantially less material for Vonovia's operating performance.





Total remuneration cap

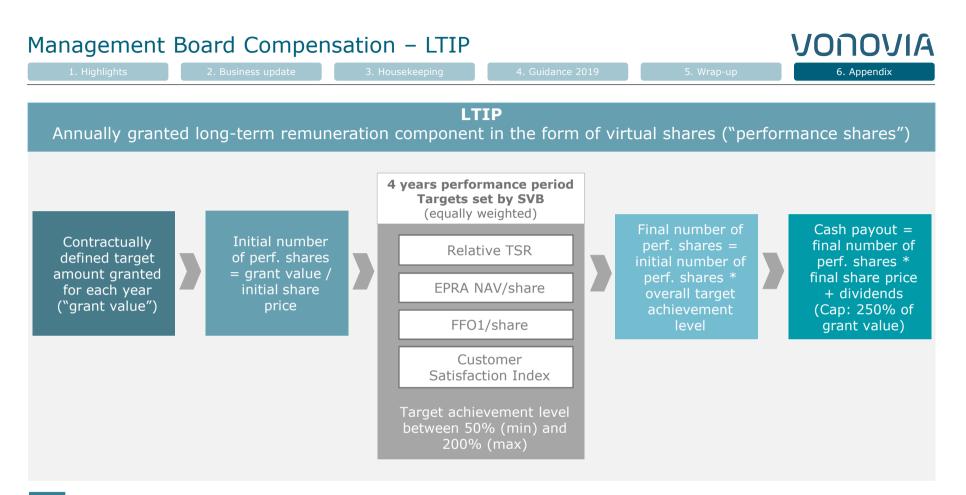
Share Holding Provision

- Mandatory share ownership
- 100% of annual fixed remuneration (excl. pension) (accumulation on a pro rata basis during first 4 years)

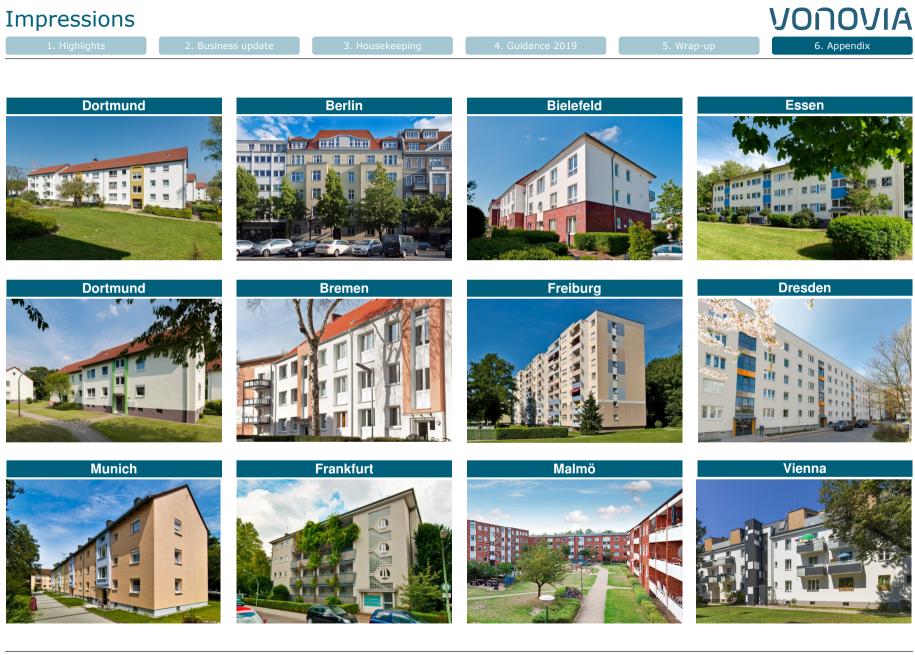


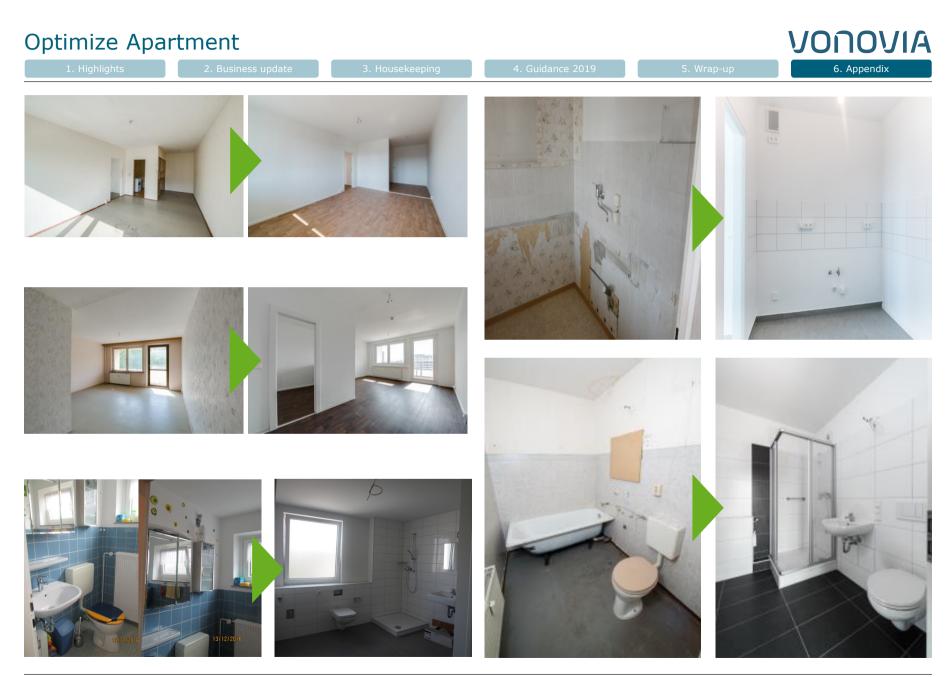
- Bonus cap at predetermined amount
- Cash payout

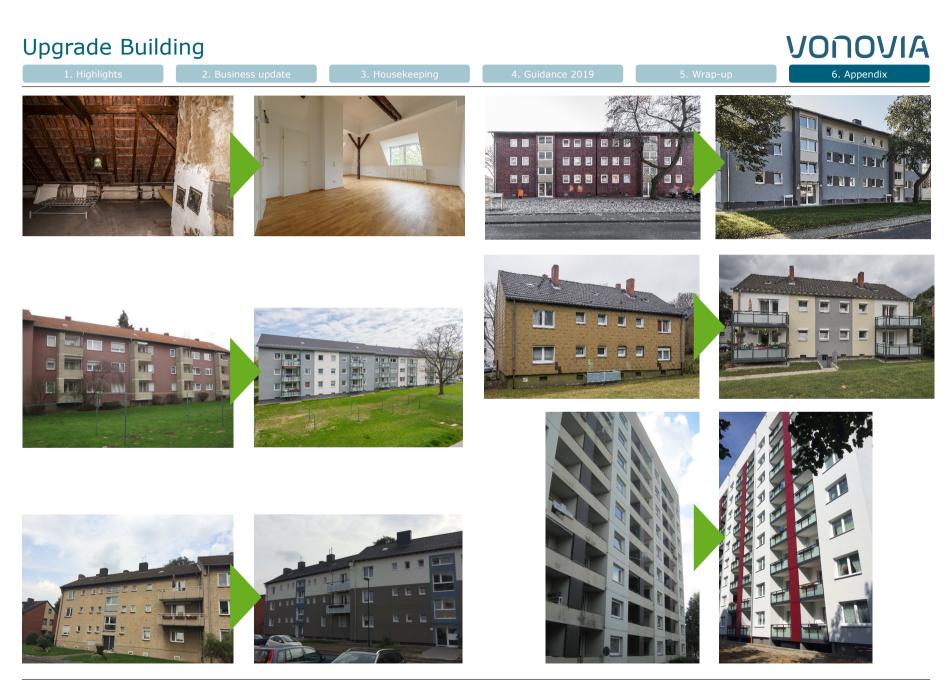
- **FFO1** is key figure in the industry for managing the sustained operational earnings power of our business.
- Adj. NAV/share as standard figure for the value of our property assets (calculation according to EPRA best practice standards, after corrections for goodwill).
- **EBITDA Sales**: Measure of success of our sales activities.
- Personal targets related to individual department responsibilities or overlapping targets (e.g. integration projects).



- LTIP aims to ensure that remuneration structure focuses on sustainable corporate development.
- **Relative TSR** is from an investor perspective a well-established and accepted performance measure, focusing on share return, relative to a selected peer group. Hence, it is adequate for comparison with relevant competitors.
- **Customer Satisfaction Index (CSI):** Based on customer surveys and reflects how our services are perceived and accepted by our customers.
- **Shareholder alignment** safeguarded by (i) relative performance targets (FFO/share and EPRA NAV/share) as well as (ii) calculation method which takes actual share price performance into account.







Modular Construction

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