

# **Investor Day**

Berlin, 22 May 2007

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# Introduction

Rob Kauffman

**Bruce Snider** 

**Steve Charlton** 



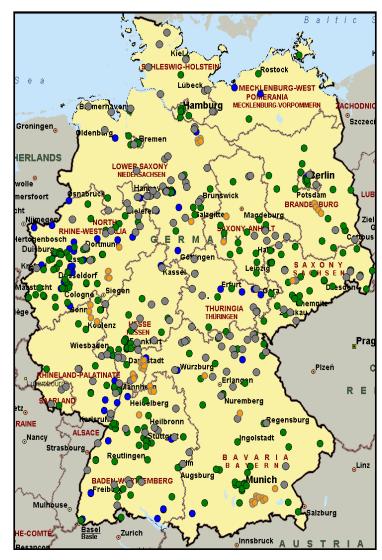
# **Company Overview**

- One of the largest listed owners of German commercial property
  - €5.5 billion commercial property portfolio
  - 625 properties throughout Germany
- Dedicated acquisitions and asset management team in Germany
- Strong alignment with shareholders
  - Fortress owns or controls c. €400m of ECT shares (1)











# **Objectives**

- Our objective is to build long-term value for our shareholders
  - Increase FFO through a combination of organic and accretive growth
  - Pay out substantially all FFO over time in the form of quarterly dividends

Organic Growth

Acquisitions

— 20% Annual FFO Growth

- Increase occupancy
- Control expenditures
- Capture rental growth

- Accretive acquisitions
- High quality real estate
- Upside potential through active asset management

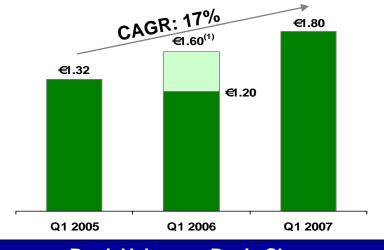


## **Financial Performance for Past 2 Years**

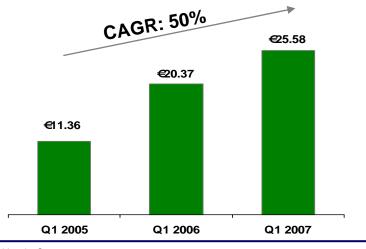
- Annualized quarterly dividend
  - Increased by 36%
  - CAGR of 17%

- Book value per share
  - Increased by 125%
  - CAGR of 50%

## **Annualized Dividend per Basic Share**



#### **Book Value per Basic Share**





# **2007 Highlights**

#### Dividend

Raised to €0.45 per share

#### Portfolio

- Closed MARS acquisition at the end of February
- 56 properties for €2.1 billion

## Asset Management

- Sold 78 non-core properties for €325 million<sup>(1)</sup>
- 9% premium to year end carrying value
- €26 million net realized gain, for €0.40 per share

## Leasing

- Signed 126 new leases for 38,500 square meters

## **Near Term Goals**

## LISTING

Frankfurt Stock Exchange beginning in June 2007

## PORTFOLIO OCCUPANCY

- Increasing from 87% to stabilized occupancy of 93% during 2008
- Office occupancy from 84% to 92%

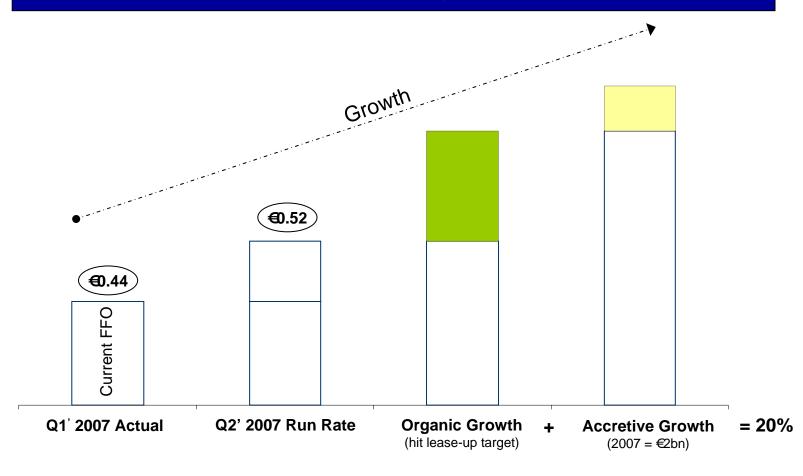
## ACQUISITIONS

Add €2 billion of new German commercial property during 2007



# **Illustrative Example – Growth**

## **Illustrative Calculation of Quarterly FFO per Share Growth**





## First Quarter 2007 Results



## **Key Performance Indicators**

Quarterly Dividend per Share
€0.45 per share
from €0.30 per share for Q1 2006

26% Quarterly FFO per Share
€0.44 per share
from €0.35 per share for Q1 2006



#### **Income**

175% Rental Income

€66 million
from €24 million for Q1 2006

65% Interest Income
€33 million
from €20 million for Q1 2006



## **Balance Sheet**

40% From €5.7 billion at Q4 2006

67% Commercial Property
€5.5 billion
from €3.3 billion at Q4 2006

3.4% Book Value per Share €25.58 from €24.73 at Q4 2006



# **Proposed Corporate Tax Reform**

## **Major Tax Law Changes**

- Tax reform 2008
- Reduction of corporate tax rate from 25% to 15%
- Tax deductibility of interest expense limited at 30% of EBIT
- But, "escape clause" allows full tax deductibility of interest expense if leverage of German subsidiaries is approximately equal to or less than group leverage

## **Potential Impact on Eurocastle**

- Eurocastle may benefit from escape clause
- Shareholder loans will be converted into equity
- Effective current tax rate could increase to 3% - 5%



# **German REIT Legislation**

Eurocastle	G-REITs
■ Tax efficient structure, no withholding tax	<ul><li>Withholding tax of up to 26.375%</li></ul>
<ul><li>Pay out majority of FFO</li></ul>	<ul> <li>Dividend payout significantly reduced – depreciation is non-distributable</li> </ul>
<ul> <li>Ability to use higher leverage</li> </ul>	<ul><li>Leverage limited at 55%</li></ul>
<ul> <li>No conversion cost</li> </ul>	<ul> <li>High conversion costs         &gt;RETT of 3.5% / 4.5% (Berlin) on IFRS property value         &gt;CGT on transferred assets     </li> </ul>
<ul> <li>Potential for G-REIT subsidiary</li> </ul>	<ul> <li>Favorable tax treatment for some vendors through 2009</li> </ul>





# **Acquisitions**

**Head of Acquisitions** 

**Guido Pinol** 



# **Eurocastle Acquisitions Team**

## **ECT Acquisitions**

## **Acquisition Expertise**

- 7 specialists based in Frankfurt
- Fortress global expertise
  - -Structure complex transactions
  - -Financing

## **Local Market Knowledge**

- Good relationships with local players
- Nationwide Portfolio

# Integrated Asset Management

- Real time comprehensive market data
- Off-market acquisitions sourced through presence in local markets



# **Eurocastle Acquisitions 2006**

# **❸** billion of new acquisitions in 2006 vs. target of **€**1 billion









#### **BRIDGE**

- €500 million office
- 6 office buildings
- DB Real Estate
- September 2006
- NOI Yield 5.6%
- Occupancy 93%

#### **MARS**

- €2.1 billion office
- 56 office buildings
- DB Real Estate
- December 2006
- NOI Yield 5.3%
- Occupancy 83%

#### HUK

- €55 million office
- 8 office buildings
- HUK Coburg
- December 2006
- NOI Yield 6.4%
- Occupancy 100%

#### **RETAIL**

- €266 million retail
- 91 retail properties
- 58 sellers
- **2006**
- NOI Yield 6.8%
- Occupancy 99.8%



# **Eurocastle Acquisition Profile**

## **Investment Profile Typical Characteristics**

## Yield / Occupancy

## In-going

## **Target**

Type: A

Sale-and-Lease-Back

eg. Dresdner

Pool of assets, primarily office

Good covenant / tenant conc.

- Mixed asset quality
- Asset management potential

- 5.00 5.50%
- 80 90%
- 6.00 6.50%
- 95%

Type: B

Long-term Leased

eg. Retail

Type: C

German Institutionals

eg. DB Mars

Generally 1-by-1 acquisition

- Small pools
- LT lease and good covenant
- Limited asset management potential

6.25 - 6.75%

100%

6.25 - 6.75%

100%

Generally larger office/ retail

Diversified tenant base/ shorter leases

- Well maintained
- Significant asset management upside

4.25 - 5.00%

75 – 85%

5.50 - 6.00%

95%



# Market Transaction Volume 2007 to Date – Signed or Expected Shortly

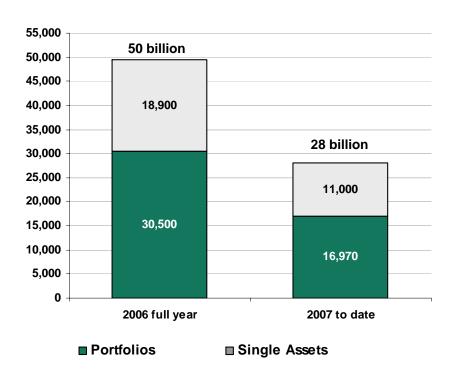
- €17 billion portfolio transactions 2007 to date vs. €30 billion in 2006
- High volume of large scale single asset transactions

#### Portfolio Transactions 2007 to Date

No.	Туре	Seller Type	Assets	Price (m EUR)	Status
1	Office	Open Ended Fund	37	2.623	Signed
2	Office	Insurance Company	195	1.900	Expected
3	Office	Open Ended Fund	53	1.360	Signed
4	Office	Open Ended Fund	53	495	Signed
5	Office	Insurance Company	7	1.700	Expected
6	Retail	Corporate	80	1.000	Expected
7	Office	Property Company	55	1.000	Expected
8	Office	Corporate	1	700	Expected
9	Retail	Property Company	51	650	Expected
10	Retail	Corporate	17	600	Expected
11	Retail	Corporate	n/a	500	Expected
12	Office	Insurance Company	54	465	Signed
13	Office	Open Ended Fund	26	441	Signed
14	Mixed	Corporate	118	350	Expected
15	Office	Property Company	6	350	Expected
	17 small	er Deals	318	2.836	
Subte	otal Portfol	ios	1071	16.970	
Singl	e Assets			11.000	
TOTA	\L			27.970	

Source: Company Estimates

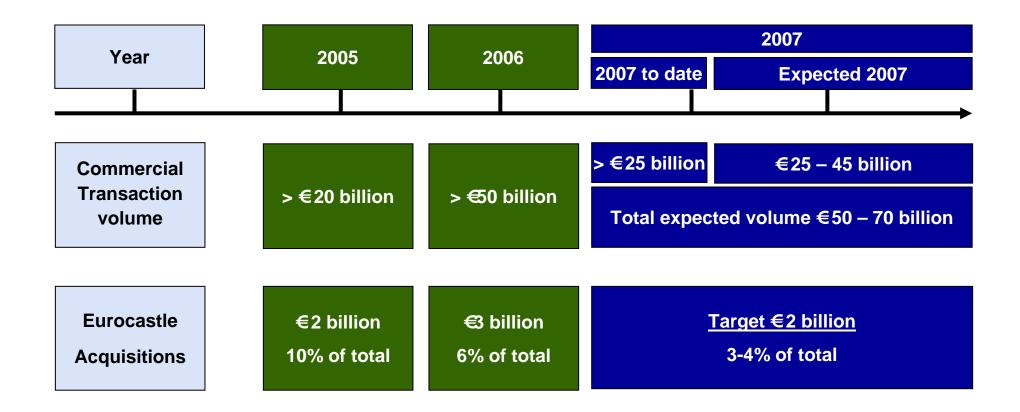
#### Transaction Volume 2006 vs. 2007



Source: Atis Real & Company Sources



# **Potential Acquisition Pipeline 2007**



Source: Company Data





# **Asset Management**

Head of Asset Management Joseph DeLeo



# **Nationwide Asset Management Platform**

#### **Eurocastle Investment Limited** Fortress **Investment Professionals Real Estate Professionals** Operational **Project** Asset Leasing **Management Management** Control Frankfurt Frankfurt Frankfurt Frankfurt 10 Staff 10 Staff Cologne Cologne Berlin Berlin Munich Munich 19 Staff 11 Staff

## **3<sup>rd</sup> Party Property Managers**





JONES LANG LASALLE°

**Atisreal** 

- 302 Properties
- 841,600 sqm
- 6 Offices
- 40 Staff
- 56 Properties
  - 839,600 sqm ■ 5 Offices
  - 40 Staff

- 267 Properties
- 820,000 sqm
- 5 Offices
- 42 Staff

# **Core Market Coverage** Hamburg Berlin Leipzig Düsseldorf Cologne Frankfurt Fortress & PM Office Fortress Regional Office Property Manager Office Munich



# **High Quality Property Portfolio**

Well Located

Prominent Assets

**Top 5 Markets** 

68% of Portfolio Value

Stable
Rental Income

87% Occupied

Average Lease Term 6.4 Yrs

High Quality Tenants

**Top 15 Tenants** 

Account for 55% of Total Rent

Well Diversified
Tenant Base

2,650 Tenants (excludes Top 15)

No Single Tenant More Than 0.50% of Rent



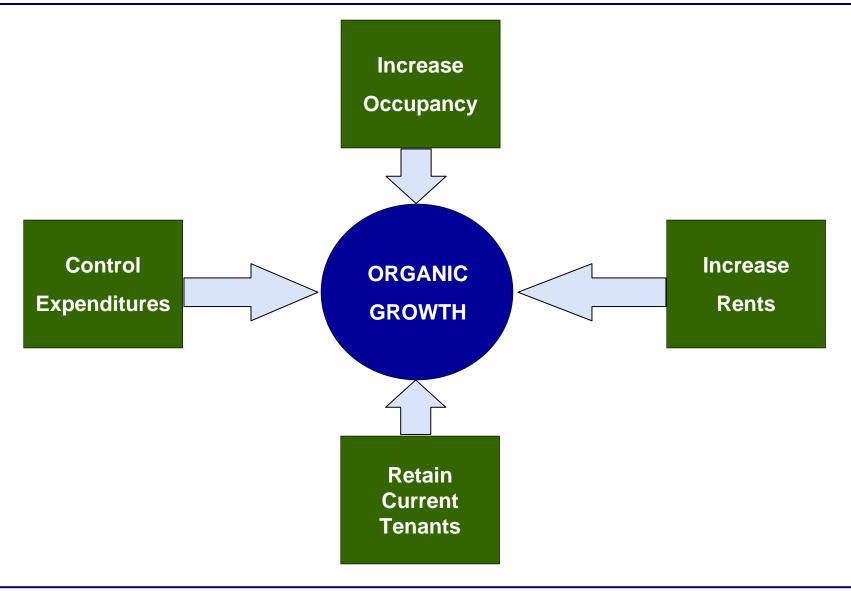
# **Focused Asset Management Strategy**

	CORE HOLDINGS 69% of total		
	<u>Office</u> 61% €3.36bn	<u>Retail</u> 8% €0.42bn	
	Long Term Hold	Long Term Hold	
Core Competencies	<ul> <li>Managing tenant rollover exposure</li> <li>Pursuing lease extensions</li> <li>Maintaining competitive product</li> </ul>	<ul> <li>Capitalizing on changes in retailer formats</li> <li>Monitoring trends in local markets</li> </ul>	

OTHER HOLDINGS 31% of total				
<u>Value Added</u> 28% €1.54bn	<u>Non-Strategic</u> 3% <b>€</b> 0.20bn			
<ul> <li>Medium Term Hold</li> <li>Reducing vacancy</li> <li>Refurbishing property</li> <li>Disciplined review of hold versus sell</li> </ul>	Short Term Hold  • Redeploy capital to core markets  Project Wentworth  - 78 non-core buildings  - Sold for €325 mm  - Gain of €0.40 per share  - 9% over carrying value  - Closing Q2/Q3 2007			



# **Key Drivers of Organic Growth**

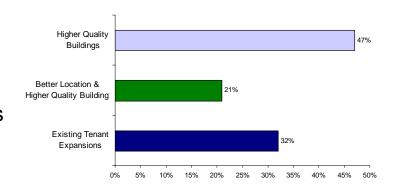




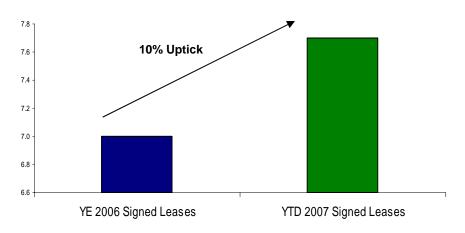
# **Increasing Occupancy and Rents**

- 2008 lease up target of 220,000 sqm
- YTD signed 126 new leases for 38,500 sqm
- 55% from recently acquired Mars portfolio
- Rents are in-line with expectations
- Activity strong in primary & secondary markets

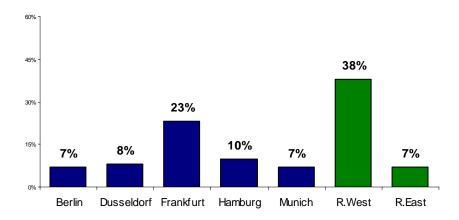
## **The Demand is Coming From**



#### **Continued Increase in Avg. Rental Rates**



## **Strong Activity In All Markets**



Source: Company Data



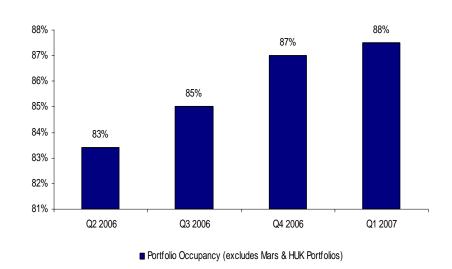
# **Retaining Current Tenants**

- Renewed 45% of 2007 expiring leases, totalling 110,000 sqm
- Includes renewal of 46,000 of Deutsche Bank leases
- Early renewal of 29,000 sqm set to expire between 2008 & 2011
- Expect to renew 70% of total 2007 rollover
- Well positioned to capture rising rents as space rolls over

#### **Positioned to Capture Rising Rents**

# Reduced Future Rollover Exposure by 120 bps 12% 10% 8% 8% 8% 2% 2007 2008 2009 2010 2011

#### **Continuing to Increase Occupancy**

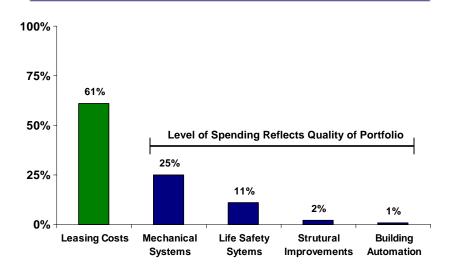




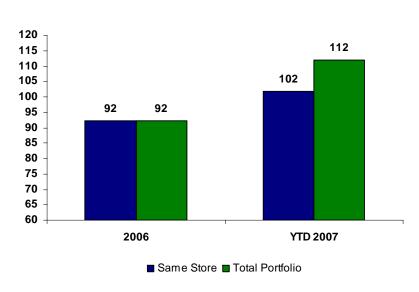
# **Controlling Expenditures**

- Focus is on attracting new tenants and keeping existing ones
- 61% of capital program allocated to the leasing program
- Remaining invested in capital improvements to buildings
- Reducing cost of vacancy by leasing new space

#### **Investing To Maintain Market Position**



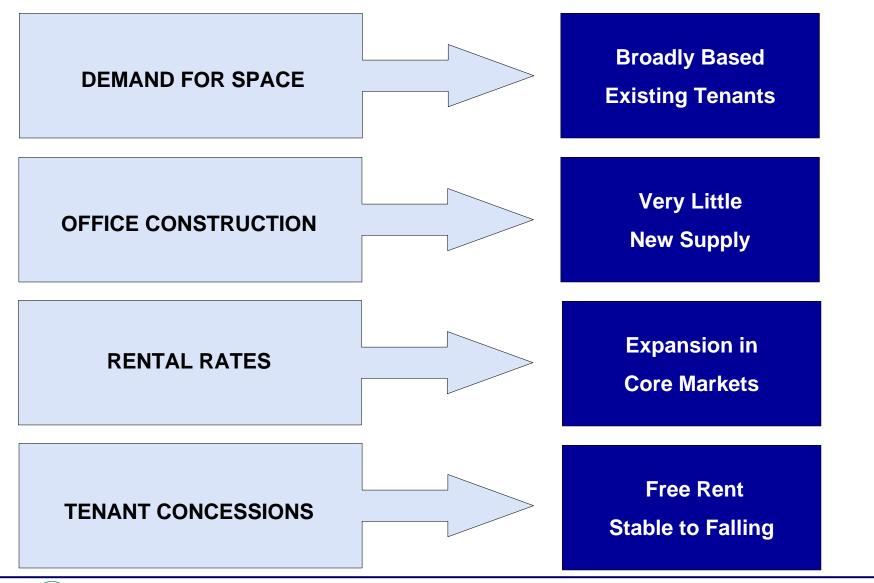
#### **Cost of Leasing Remains Stable**



Source: Company Data



# **Continued Market Strengthening Expected**





Source: Company Data

