ALEA HOMES - MADRID DELIVERED Q3 2020



Q3 2020 RESULTS PRESENTATION

> 29th OCTOBER **2020**



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Borja García Egotxeaga

CEO



Jordi Argemí García Deputy CEO / CFO



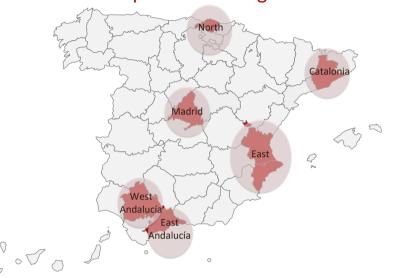
José Francisco Cravo

Head of IR



STRONG FUNDAMENTALS PRODUCTION DEFICIT BOTH FOR BTS AND FOR BTR

Neinor Footprint Top 6 Growth Regions



- Large current housing deficit: Since 2017, the Six Regions of Neinor footprint accumulated a housing production deficit of 134k units as housing starts were not enough to cope with population growth.
- In 2019, when housing starts reached the peak of this cycle, there was a production deficit of 69k houses.
- Production deficit will compound going forward: 2020 annualized housing starts are falling 28% YoY.

Davian	Population	Growth	Housing	Inhabitants	Housing	New Built		Housing Starts		Housing Deficit/Surplus
Region	2020 ¹	YoY	Stock ⁵	per Stock	Needs ³	Transactions	2019	2020 ⁴	(YoY%)	in 2019
Madrid	6.75	105,777	3.01	2.2	47,204	9,211	21,530	17,512	-19%	-25,674
Barcelona	5.64	59,840	2.65	2.1	28,158	4,613	9,052	7,314	-19%	-19,106
Levante ²	4.45	50,382	2.77	1.6	31,353	7,190	10,215	10,114	-1%	-21,138
Sevilla	1.96	7,558	0.91	2.2	3,496	1,893	3,565	796	-78%	69
Malaga	1.68	22,287	0.92	1.8	12,162	3,393	8,770	4,156	-53%	-3,392
Vizcaya	1.14	5,733	0.55	2.1	2,779	1,111	2,772	452	-84%	-7
Total Neinor	21.6	251,577	10.81	2.0	125,152	27,411	55,904	40,344	-28%	-69,248
Rest of Spain	25.7	141,344	14.98	1.7	88,977	23,312	40,449	24,812	-39%	-48,528
Total Spain	47.3	392,921	25.79	1.8	214,129	50,723	96,353	65,156	-32%	-117,776
% Neinor	46%	64%	42%		58%	54%	58%	62%		

RESIDENTIAL A TOP SECTOR WITHIN REAL ESTATE



> Home: From just a shelter to the hub of our lives

- It also became our office, our gym, our school, our leisure centre
- Buyers look for more space, terraces and healthier surroundings
- From large, congested cities as a preferred lifestyle to suburban areas.



> House Prices: Have been resilient post lockdown. Why?

- A loose monetary policy is driving lower mortgage costs
- Expansive fiscal policies to preserve jobs and households income
- Households savings rate has surged and potential buyers have now more equity to put down as first deposit



> Neinor: Prepared to embrace changes in a post Covid world

- At Neinor Homes we are focused on meeting the needs, the changing appetites and aspirations of our clients.
- We have never been better positioned financially, operationally and technologically to meet this challenge.
- Top 1st Resi. Product + Best Location
 + Land acquired at correct prices





Q3 2020 EXECUTIVE SUMMARY

3Q20 Financials Growing with Deliveries

- > 3Q20: €96mn revenues / €19mn EBITDA / NI €15mn (+17% YoY)
- > 9M20: €197mn revenues / €34mn EBITDA / NI €22mn

Sales Activity & Construction Progress

- > 400 units pre-sold during 3Q20 and 1,086 on 9M20 (+4% YoY)
- > Received CFOs¹ for **100%** of target deliveries and **LPOs²** for **80%**³



Comfortable Balance Sheet position

> Neinor enjoys a solid liquidity with €115mn cash and 20% LTV



 Acquisition of Renta Garantizada with 2,500 units under management
 Neinor has become the only residential platform in Spain that fully incorporates the whole PRS value chain

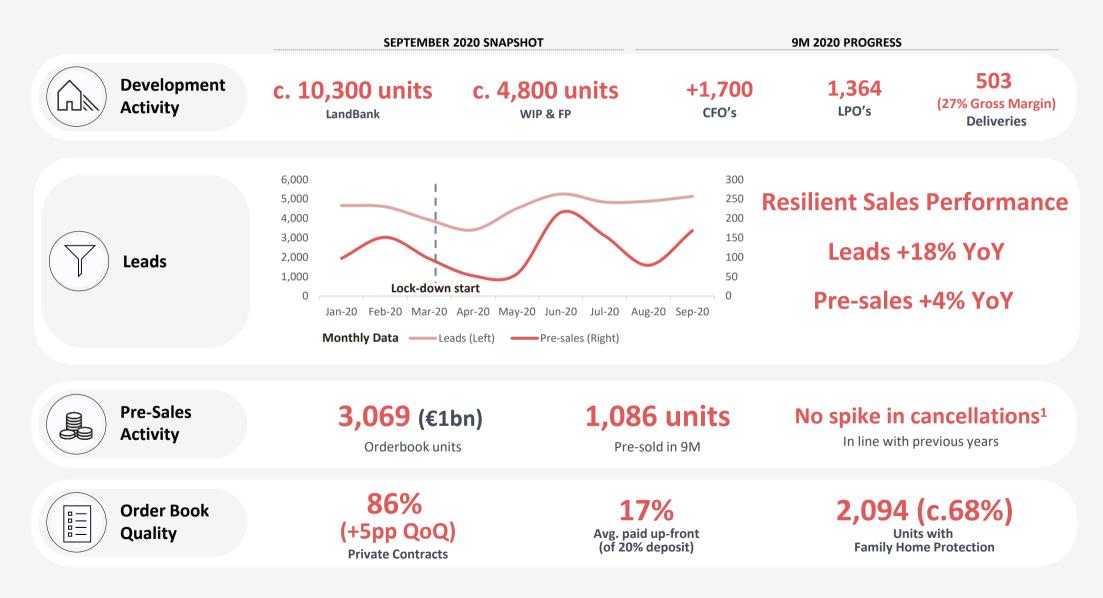
Business & Financial Review



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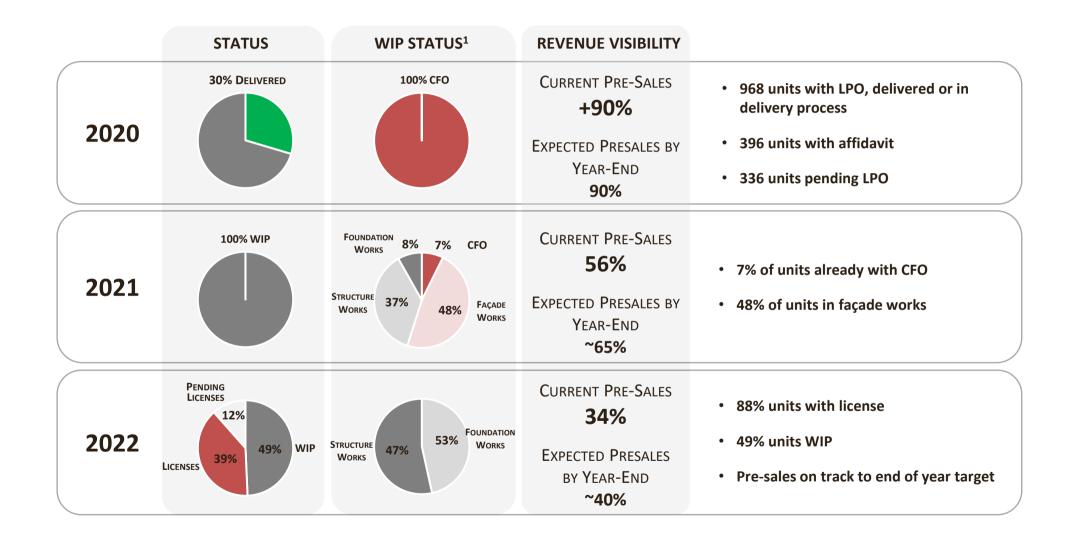
Q3 2020 OPERATING HIGHLIGHTS



1. Trailing 12-month cancellation ratio of reservations, excluding the one-off effect of rental launch related cancellations and pre-reservations, is 6% at the end of September. Cancellations for private contracts are <1%.



DEVELOPMENT STATUS





LAND ACQUISITIONS UPDATE

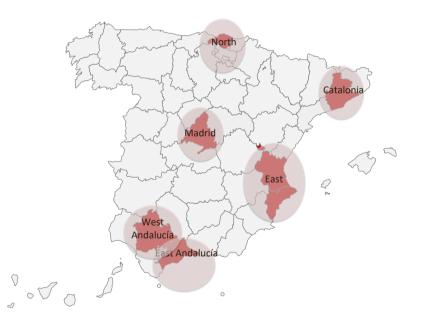
Keeping our **disciplined strategy** in an even more clear buyers' market

> Land Acquisition Strategy

- We are back under exclusivity to acquire +2k units
- Units located in prime locations of the Top 6 Regions of Spain by housing demand
- Equity efficient payment structures to enhance returns.
- Target margin of +20% and ROE's +15%

> First Asset Light Deal

- Asset management over 1,100 units and call option on additional c. 4,400
- Madrid Region
- Equity efficient deal in which Neinor provides its development know-how
- Target contribution profit over 5-7Ys of €20-70mn¹



NEINOR RENTAL STRATEGY UPDATE



The only residential platform in Spain incorporating the whole PRS value chain. Once stabilized, expected €15-16mn of rec. EBITDA.

RENTAL ASSETS

- 1,200 units BTR portfolio overweight in Madrid (c. 60%)
- 611 have been launched and first deliveries will take place during 1H21 (150 units in Hacienda, Malaga)
- Recurrent NOI¹ of +€14mn/year
- LT goal is to reach 5k units



INSTITUTIONAL ASSET & PROPERTY MANAGEMENT

► **€1mn/year cost synergies** from the asset and property management services to Neinor Rental Portfolio (1.2k units).

Renta Garantizada

PropCo



Services to third party portfolios with already 100 units under management

GRANULAR / RETAIL ASSET & PROPERTY MANAGEMENT

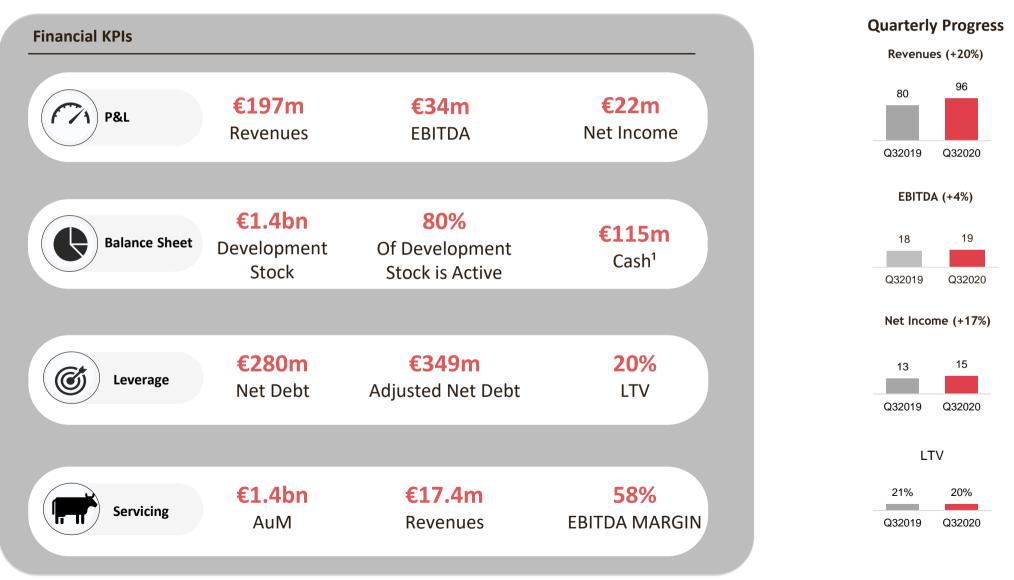
- > 2.5k units under management in a market that is highly fragmented with c. 5mn units .
- **Revenue CAGR** (2015-2019) of 28% and we expect it to continue at double digit pace.
- EBITDA CAGR (2015-2019) of 48% which shows that the business is highly scalable
- **FY19 EBITDA** of **€0.5mn**

Post Covid **c€1bn investments** have been **announced** trying to **replicate Neinor's BtR strategy**, all from **value-add** investors **targeting 12-15% IRRs** and in JV with Spanish local players.



Q3 2020 FINANCIALS HIGHLIGHTS

> EBITDA of €34M and Net Income of €22M





CLOSING REMARKS



%

Reiterate FY20 Guidance

> Despite Covid, we confirm FY20 EBITDA target of +€100mn

Sales & Construction Activity

- > Expect pre-sales and new house prices to remain resilient during 4Q20
- > Construction productivity back to pre-Covid levels (c. 100%)

Bet on Rental has been corroborated by Private Investors

- > To develop our own rental portfolio has proven to be the right strategy to maximize shareholder returns
- > High scarcity value as we are the only way to play Spanish PRS sector through listed equity

Land buyers' market accelerated its trend

- > Right anticipation of land price cycle, we see increasing opportunities
- > Expect to **finish year** with +**€200mn** in **cash to pursue growth**

Q&A 2

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ALEA HOMES – MADRID Delivered Q3 2020

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ITURRIBARRI II - BILBAO Delivered Q2 2020

A LANDON CONTRACTOR



REVENUES OF 96M IN Q3 WITH EBITDA REACHING €19M

> 26% development gross margin

Summary P&L (in €M)

€M	Q3 2020	Q3 2019	Q3'20 v	s Q3'19
Revenues	96.0	80.2	15.8	20%
Gross Margin	29.3	30.0	(0.7)	-2%
Gross Margin (%)	30.5%	37.4%	(0.1)	-19%
OpEx & Other	(10.6)	(12.2)	1.6	-13%
Gains (Losses) on disposals ¹	-	0.1	n.s.	n.s.
Operating EBITDA	18.6	17.9	0.7	4%
Property Tax Provision	0.5	0.6	(0.1)	-13%
EBITDA	19.2	18.5	0.7	4%
Amortization	(1.1)	(1.0)	(0.1)	15%
Operating Profit (Loss)	18.0	17.7	0.3	2%
Operating Margin	18.8%	22.1%	-3.3%	-15%
Finance Costs	(2.0)	(2.2)	0.2	-11%
Profit (Loss) before Tax	16.1	15.5	0.7	4%
Tax charge	(1.2)	(2.7)	1.5	-54%
Profit (Loss) for the period	14.9	12.8	2.1	17%

€96M REVENUES IN Q32020 vs 80M in Q32019

Development² €88.5m

Legacy €1.6m

€5.9m

Servicing

DEVELOPMENT GROSS MARGIN **26%** IN Q32020

SERVICING EBITDA MARGIN 59%

263 DEVELOPMENT UNITS DELIVERED IN Q32020 (**503**³ IN 2020)

€19M EBITDA IN Q32020

€15M NET INCOME IN Q32020

¹ It relates to sales of Non-Current assets. ² It includes 5 plots from land sales. ³ Alea 78#, Mairena 66#, Iturribarri II 40#, Azahar 39#, Almijara 36#, Natura I 25#, La Llacuna 24#, Alquerias 21#, Riverside 20#; Leioandi II 19#, Abra 19#, Leioandi 19#, Port Forum III 18#, Alborada 17#, Cañada 10# and others 52#.



CF | ACCELERATING CAPEX

> Positive operating activities Cash Flow: +€31M

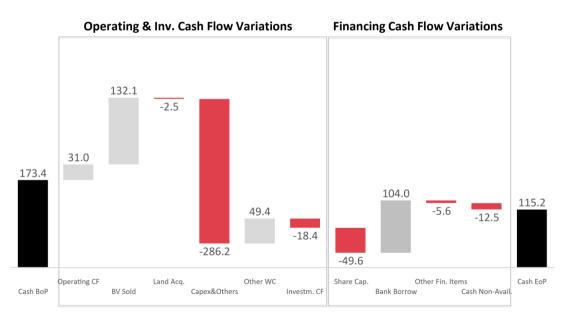
Summary Cash Flow (in €M)

€М	Q3 2020	Q3 2019	Q3'20 v	s Q3'19
Profit (Loss) before Tax	25.7	32.6	(6.9)	-21.1%
Adjustments	5.3	9.0	(3.7)	-41.2%
Amortization	3.0	3.1	(0.1)	-3.6%
Finance Costs/Revenues	5.3	6.9	(1.6)	-23.9%
Change in provisions	(3.1)	(2.1)	(1.0)	46.0%
Incentive plans	0.1	1.1	(1.0)	-89.5%
Gains (Losses) on disposals	0.0	-	0.0	0.0%
CF from Operating Activities	31.0	41.6	(10.6)	-25.5%
Working Capital Variation	(107.1)	(23.2)	(83.9)	n.s.
Change in Inventories	(156.6)	(63.5)	(93.1)	n.s.
Book Value Sold	132.1	161.5	(29.4)	-18.2%
Land Acquisition	(2.5)	(0.6)	(1.9)	n.s.
Capex&Others	(286.2)	(224.5)	(61.7)	27.5%
Other WC Variations	49.4	40.3	9.1	22.7%
Net Operating Cash Flow	(76.1)	18.3	(94.4)	n.s.
CF from Investments Activities	(18.4)	(12.4)	(6.0)	48.4%
Free Cash Flow	(94.5)	5.9	(100.4)	n.s.
CF from Financing Activities	48.8	(38.6)	87.4	n.s.
Change in Share Capital/Premium	(49.6)	1.1	(50.6)	n.s.
Change in Bank Borrowing	104.0	(33.5)	137.5	n.s.
Change in Deferred Land Debt	0.7	0.7	0.0	1.9%
Finance Costs/Revenues	(5.2)	(6.8)	1.6	-24.0%
Proceeds from leasing	(1.1)	-	(1.1)	0.0%
Net Cash Flow	(45.7)	(32.7)	(13.0)	39.9%
Change in Cash Not-Available	(12.5)	(4.6)	(7.9)	n.s.
Cash BoP	173.4	113.8	59.7	52.4%
Cash EoP	115.2	76.6	38.6	50.4%

+€31M FROM OPERATING ACTIVITIES

CAPEX GROWTH: **€292M€** VS **€226M** IN Q32020

Cash Flow Bridge (in €M)



BS I €1.6BN ASSET BASE

> Focus on development (99% of total inventories)

Summary Balance Sheet (in € m)

€M	Q3 2020	FY 2019		's FY'19
PPE	6.3	7.2	(0.9)	-12.8%
Right of use assets	3.5	3.3	0.2	100.0%
Investment Property	0.2	0.2	(0.0)	-8.8%
Other Non-Current Assets	5.2	2.3	2.9	124.6%
Deferred Tax assets	25.5	25.5	-	0.0%
Non-Current Assets	40.7	38.5	2.2	5.6%
Inventories	1,367.2	1,210.7	156.6	12.9%
ow Liquidation	8.1	11.1	(3.0)	-27.0%
ow Development	1,359.2	1,199.6	159.6	13.3%
Other Current Assets	2.1	12.8	(10.7)	n.s
Debtors	35.6	33.6	2.0	6.0%
Cash & Equivalents	115.2	173.4	(58.2)	-33.6%
ow Not Available	31.0	43.5	(12.5)	-28.8%
Current Assets	1,520.2	1,430.5	89.7	6.3%
Total Assets	1,560.9	1,469.0	91.9	6.3%
Equity	811.0	789.4	21.5	2.7%
Bank Borrowings	90.0	50.0	40.0	80.0%
Lease Liabilites	3.2	2.2	1.1	100.0%
Provisions	0.1	-	0.1	100.0%
Other Non-Current Liabilities	0.0	0.0	0.0	2.6%
Non-Current Liabilities	93.4	52.2	41.2	79.0%
Bank Borrowings	305.1	315.7	(10.6)	-3.4%
Lease Liabilites	0.5	1.3	(0.8)	100.0%
Creditors	197.7	196.8	0.9	0.4%
ow Def. Land Payment	38.4	37.7	0.7	1.9%
Other Current Liabilities	153.2	113.6	39.7	34.9%
Current Liabilities	656.5	627.4	29.1	4.6%
Total Liabilities	1,560.9	1,469.0	91.9	6.3%

€M	Q32020	FY 2019		nge
WC Adjusted	1,127.2	1,015.9	111.3	11%





CONSERVATIVE LEVERAGE: LTV AT 20%

Net debt (in € m)

€М	Q3 2020	FY 2019	Q3'20 v	/s FY'19
Gross Debt	395.1	365.7	29.4	8.0%
Non-Current Bank Borrowing	90.0	50.0	40.0	80.0%
Corporate Financing	90.0	50.0	40.0	80.0%
Current Bank Borrowing	305.1	315.7	(10.6)	-3.4%
Development Loan	264.4	181.4	83.0	45.8%
Land	113.3	110.9	2.4	2.2%
Capex	151.1	70.5	80.6	114.2%
Land Financing	40.0	58.8	(18.8)	-32.0%
Corporate Financing	-	74.3	(74.3)	-100.0%
VAT Financing	0.0	0.0	-	0.0%
Interests	0.7	1.2	(0.5)	-40.2%
Current financial Assets	-	1.3	(1.3)	n.s
Cash & Equivalents	115.2	173.4	(58.2)	-33.6%
Net Debt	279.9	191.0	88.9	46.6%
Net Debt	279.9	191.0	88.9	46.6%
Adjustments	69.4	81.1	(11.8)	-14.5%
Deferred Land Payment	38.4	37.7	0.7	1.9%
Restricted Cash	31.0	43.5	(12.5)	-28.8%
Net Debt Adjusted	349.3	272.1	77.2	28.4%

CONSERVATIVE DEBT RATIOS
LTV AT 20%

NET DEBT OF **€280**M NET DEBT ADJUSTED **€349**M

CAPEX FINANCING OF €151M



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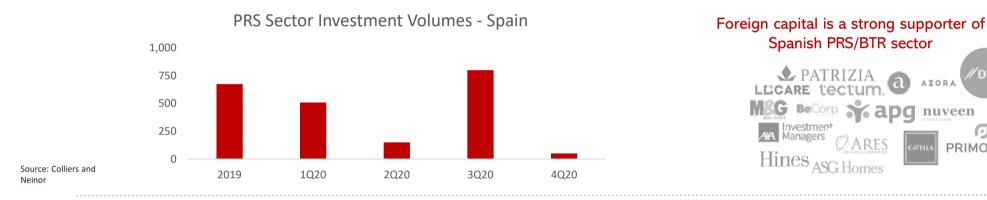
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PRIMONIAL

AZORA

BTR STRATEGIES

- > Post Covid c€1bn investments have been announced trying to replicate Neinor's BtR strategy all from valueadd investors targeting 12-15% IRRs and in JV with Spanish local plavers.
- > Spanish Market: Clear lack of rental operating players



Turnkey Projects

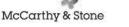
- Investors acquire finished BtR product at 4-6% net yield on cost.
- Developer takes 100% of construction risk and typically makes <10% net margin.
- Total returns for investors of 12-15% Lev. IRR.
- This strategy lowers commercialization risk for developers but bears the lowest returns to its shareholders.

JVs

- Investors acquire finished BtR product at 5-6% net yield on cost.
- \geq Financial structure in a JV where the developer contributes land with no margin embedded. Financial sponsor gets a controlling stake and bears construction risk
- Total return targets for investors 12-15% \geq Lev. IRR
- Higher upside for developer vs turnkey \geq as they retain part of value creation.

100% on Balance Sheet

- Investor/Developer create product at 6-7% net vield on cost
- Investor/Developer controls 100% of value chain, from land acquisition to asset managment, and bears construction risk
- Total return targets for investors of 12-15% Lev. IRR
- Strategy followed by European Peers

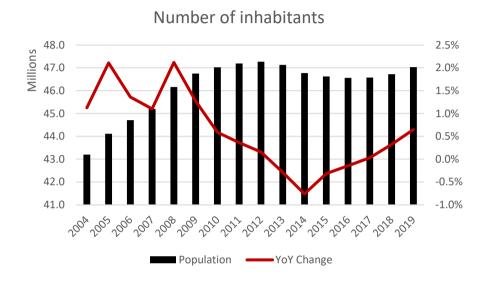




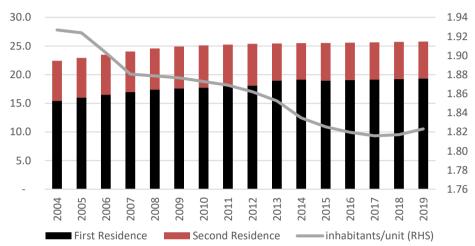




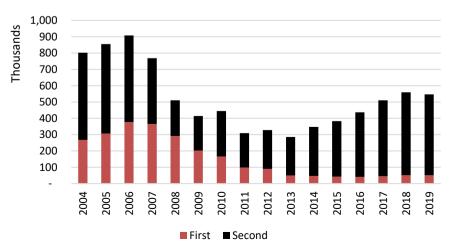
SPAIN: RESIDENTIAL MACRO ANALYSIS



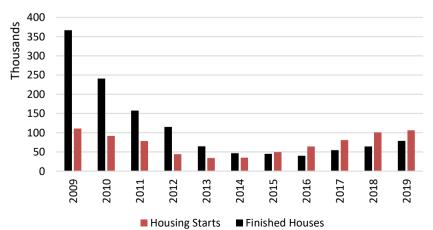
Residential Stock



First & Second Hand Transactions

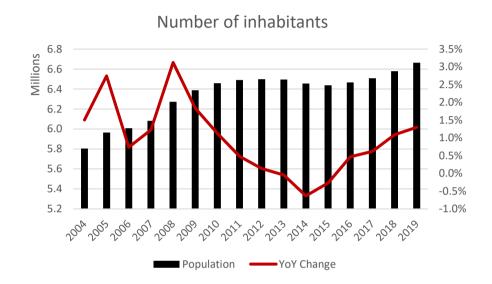


Housing starts & Finished

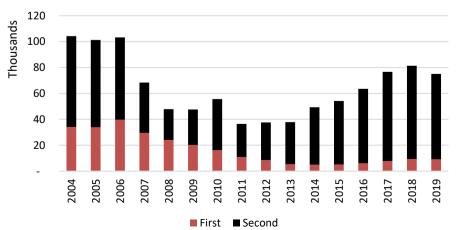


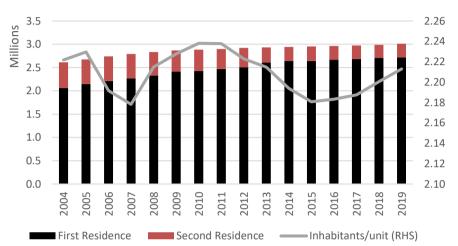


MADRID: RESIDENTIAL MACRO ANALYSIS



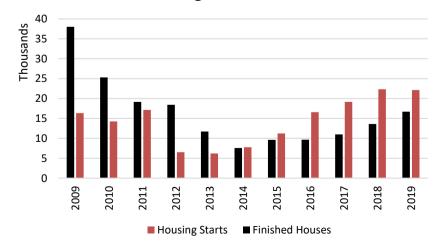
First & Second Hand Transactions





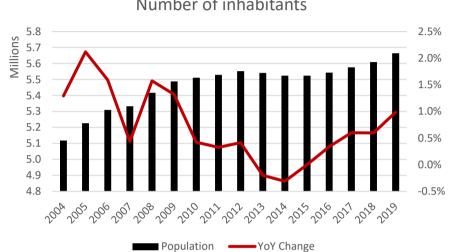
Residential Stock



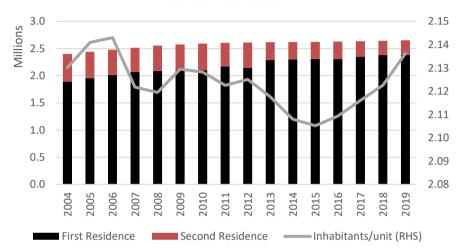




BARCELONA: RESIDENTIAL MACRO ANALYSIS

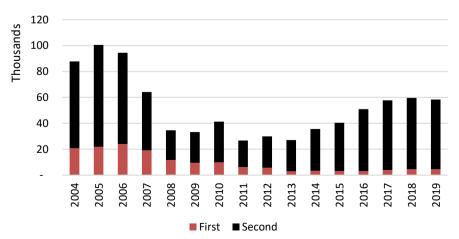


Number of inhabitants

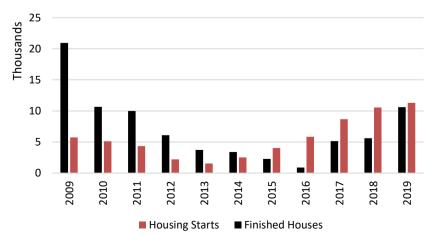


Residential Stock



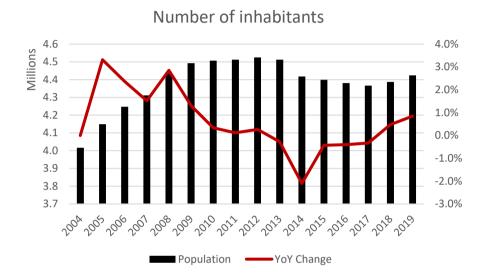


Housing starts & Finished

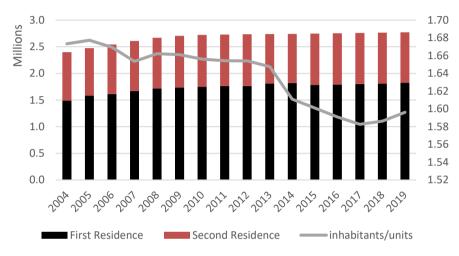




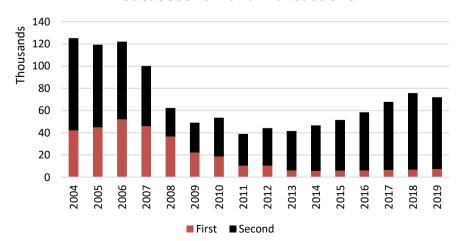
LEVANTE: RESIDENTIAL MACRO ANALYSIS



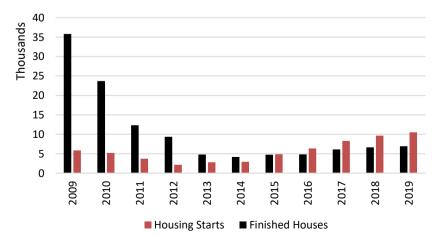
Residential Stock



First & Second Hand Transactions

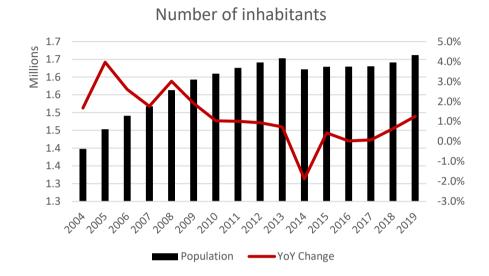


Housing starts & Finished Houses

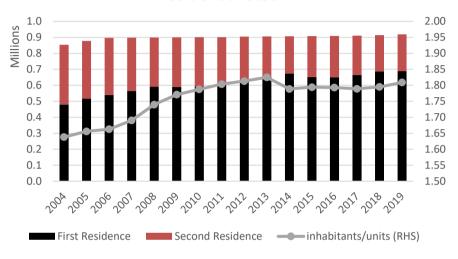




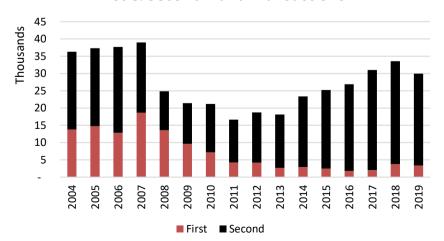
MALAGA: RESIDENTIAL MACRO ANALYSIS



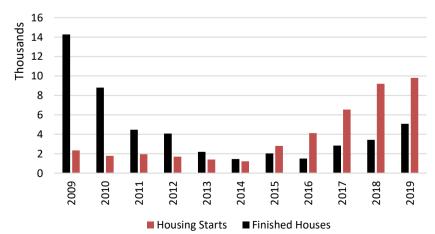
Residential Stock



First & Second Hand Transactions

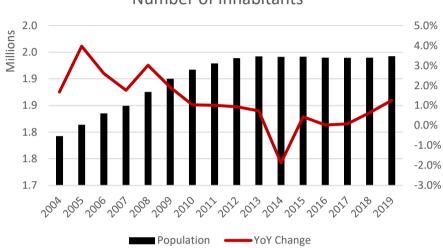


Housing starts & Finished Houses

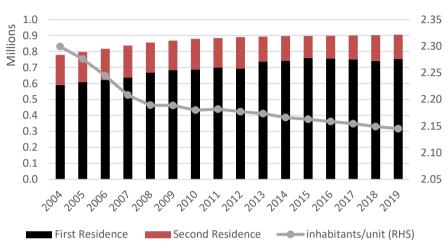




SEVILLA: RESIDENTIAL MACRO ANALYSIS

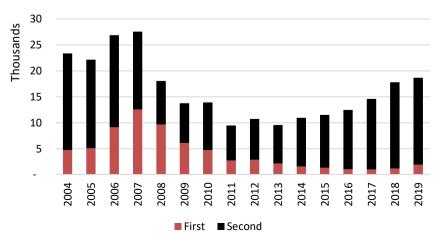


Number of inhabitants

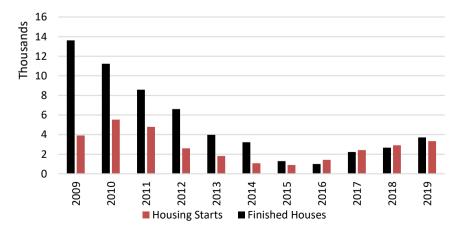


Residential Stock



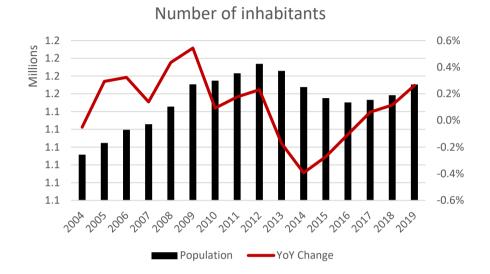


Housing starts & Finished Houses

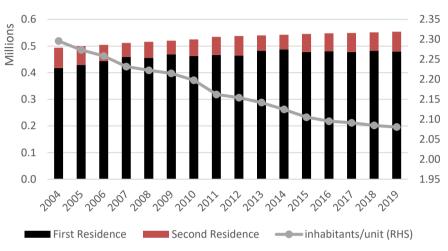




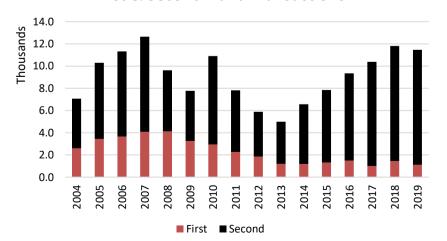
VIZCAYA: RESIDENTIAL MACRO ANALYSIS



Residential Stock



First & Second Hand Transactions



Housing starts & Finished Houses

