

September 2017

## **Non-Deal Roadshow Presentation**





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4



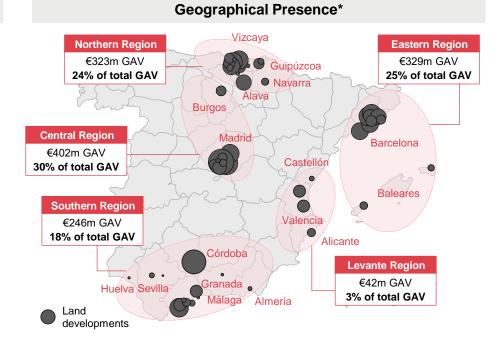
## **CONTENTS**

- Investment Thesis Update
- 2 100% Focused on Delivery
- Increased Market Momentum
- Opportunities In a Buoyant Market
- Growth Through the Financial Statements

## Leading Developer with the Most Competitive Platform to Capture the Spanish Residential Opportunity

### **Company Description**

- ✓ Neinor Homes is Spain's leading home builder
- Neinor Homes began operating formally in May 2015, after the acquisition of Neinor, a residential developer with 28 years of history from Kutxabank entity, by an affiliate of Lone Star Funds. Neinor Homes was listed in March 2017 with c. 60% free float
- ✓ Led by Juan Velayos as CEO, Neinor has over 200 qualified professionals with 35,000+ units built
- Leading the sector transformation through Institutionalized
   Delivery, High-Quality Product and being Client Focused
- ✓ Pure residential homebuilder specializing in first homes (75%) and second homes (25%)
- Land bank as at 30/6/17
  - 172 developments with c. 10,700 equivalent units
  - June '17 Savills appraisal €1,344m / GDV €3,114m
  - ~3 years of deliveries to optimize ROCE
- Activity in five high-demand and limited stock regions in Spain (Centre, East, Levante, North and South). Focus on Malaga / Costa del Sol with new Eastern Andalusia Office
- **€134m** of legacy assets planned for liquidation by 2018
- ✓ Servicing portfolio generating c. €15-18m EBITDA until 2022



### **Current Run-Rate Targets by 2020**

## Industrialized and Disciplined Model Obsessed with Margin **Protection and Delivery Disciplined Acquisitions**

## **Deliveries: Crystalizing Margins**

- Focus on timing (milestones + cash flow)
- ✓ Client satisfaction with Neinor Experience (create brand, minimize post-sales costs)
- √ 3 sites / 100+ units to be delivered in H2
- ✓ Targeting anticipating 1-2 deliveries from 2018

272 Units

5 sites delivered in 2016 & H1 2017

Gross margin achieved on unit delivery

- Continuity: €10bn+ of land assets underwritten since 2014, by the same
- **✓** Rigorous DD and approval process
- √~80% of 2017 target covered with H1 acquisitions (€157.5m). All acquisitions above target gross margins (c. 28%)
- Acquisition Pipelines of '17 and '18 fulfilled 100% and 25% in Q3

## Improved Launches

- Shortened time-to-market following new acquisitions
- ✓ Improved product definition based on feedback loop of projects launched
- √ 15+ new forecasted launches in H2 2017

64 active sites Ca. 4,800 units

Version 9 of the White Paper Standardizing process



### **Development: On Time On Budget**

- Continuous revision, pre-qualification and selection of suppliers
- Strong turnkey contracts
- Intensive management on construction and occupancy licenses
- ✓ Targeting 40+ construction sites by year end

28

Construction sites (H1 2017), on time and budget

WIP gross margin

50

Pre-qualified general contractors (working with 23)

## **De-Risking Sales**

- **✓** Focus on maximizing revenues (capturing HPA) while achieving the right sales pace to de-risk
- Focus on selling most challenging units first
- **✓** Revenue visibility: >c.90% (2017), >c.70% (2018) and >c.15% (2019)
- √ Target 50+ sites on sale by year end

40 sites

65%

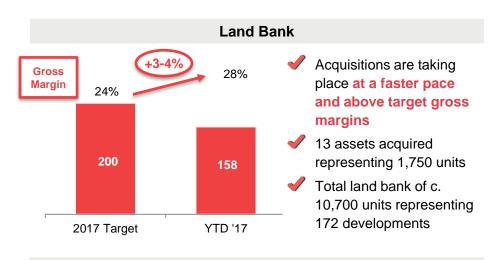
4.8%

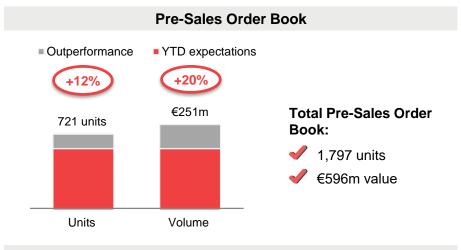
In Commercialization Stock on market pre-sold

HPA captured in H1

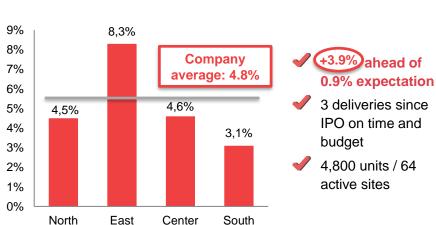


## Outperformance in Each and Every Key Metric in H1 2017

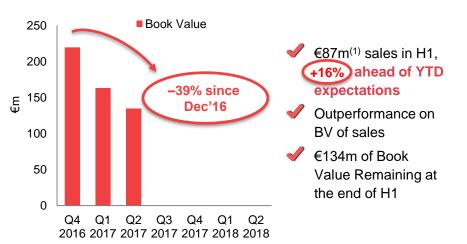












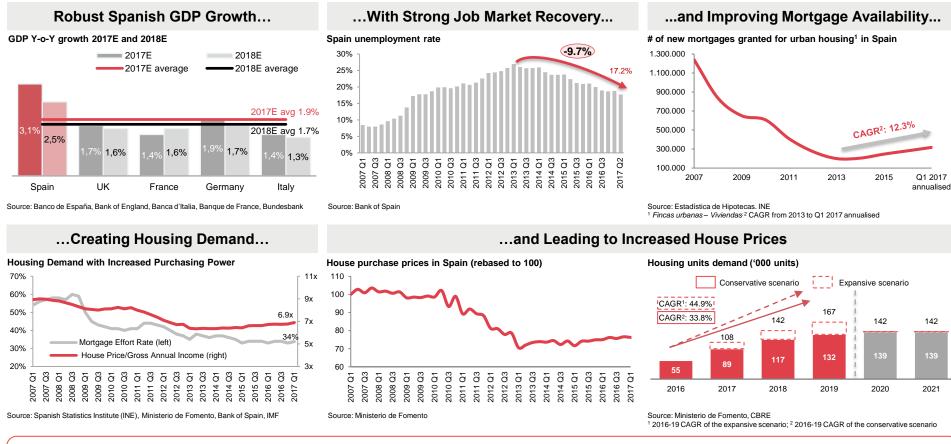
## De-Risked and Optimized Model to Sustain Delivery

Market is very fragmented and can accommodate 5+ big players in this phase of expansion **Increased Competition** Other players are behind Neinor in terms of operations, platform setup and/or are focused on an IPO House price appreciation has not driven a spike in land prices due to: **Land Price Inflation** 1) Increasing supply as banks accelerate divestment of large land portfolios 2) Acquisition discipline by the biggest players Focus on maximizing revenues with the right sales pace 4.8% HPA captured in H1 2017 **Balancing Pre-Sales Speed** with Capturing HPA Focus on selling most challenging units first Ramp-up challenges met by the company with deepening of the industrialization model **Operational Risks of Growing** Company sized and designed to cope with run-rate work load (70-90 WIP sites) **Towards Run-Rate** Neinor Homes maintains capacity to accelerate while deliveries on track to meet IPO forecast Transitional inflationary pressures expected in the next 12-18 months as the market adapts **Construction Cost Inflation** Cost inflation is forecasted to remain moderate in the medium term Higher costs met by discipline on revenues/HPA capturing and strong turnkey contracts Licenses granted by Urbanism Departments, with wide variations between municipalities Intensive management by Operations Team to achieve business plan targets for construction **Construction and Occupancy** start (works license) and unit delivery (first occupancy license) **License Delays** Average license granting timing stands at 5.6 months Timing risk of licenses could push Q4 deliveries in one year to the following year's Q1 €150m JP Morgan bridge raised for 2018 acquisitions, expected to be repaid in H2 2018 Financing during ramp-up phase optimizing shareholders' return on equity, based on **Raising Leverage Ratios** 

acquisitions with 20% unlevered IRR, 30%+ levered IRR

The Company maintains targets run-rate leverage ratios: 20% LTV and 40% Net Debt to Equity

## Macro Getting Stronger on a Clear Supply-Demand Imbalance



- Spanish economic indicators and consumer optimism on the upswing, driving continued housing market expansion
- Growth in domestic demand, job creation and improving household income will drive housing demand
- Expansionary monetary policy and banking sector appetite for assets should support mortgage lending
- Shortage of new housing supply and high growth is starting to drive prices, which in most regions was c.+5-10% last year



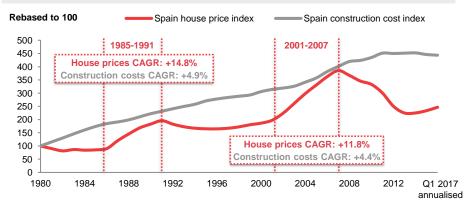
## Sector at an Advantageous Point in the Cycle

### HPA in Spain is at beginning of appreciation cycle

#### Average sale price of new houses US = UK Spain 8,0% 6,5% 6,0% 4,0% 3,0% 1.5% 1,5% 2.0% 0,1% 0.0% (2.0%)(4,0%)(4,5%)(6,0%)**CAGR** CAGR 2007-2014 2014-2016

Source: Ministerio de Fomento, HM Land Registry, US Census Bureau

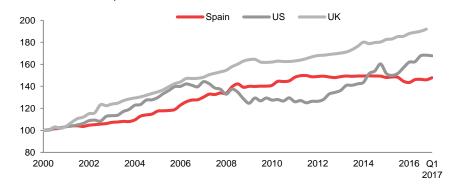
## House price growth has significantly outperformed construction cost inflation through previous cycles



Source: OECD Real House Price index, Eurostat Construction Cost index for residential buildings

### Spain's construction costs have remained stable recently

Construction cost index, 100 = Q1 2000

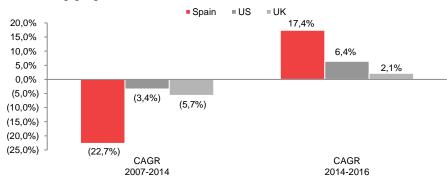


Source: Spain and UK data based on Eurostat construction cost index for residential buildings; US data based on cost index of new single-family houses sold including lot value as disclosed by the US Census Bureau

Note: Q1 2017 data not available for the UK

### Banks increasing exposure to mortgage financing

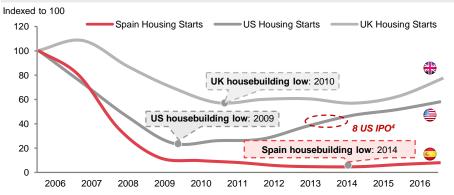
# of new mortgages granted



Source: Estadística de Hipotecas. INE, UK finance, Consumer Financial Protection Bureau (HMDA data)
Note: 2016 number of mortgages granted in the US assumed constant compared to 2015 (data not available for 2016)

## UK and US Residential Recovery Shows the Path for the Spanish Market

## The Spanish Residential Market is Approaching a Turning Point in The Cycle...



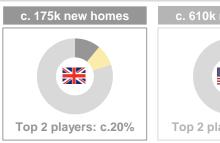
### **UK and Spanish Housing Markets Comparison**

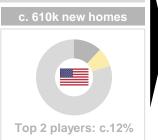
- ✓ The US and UK markets have shown signs of cyclical upswing.
- House prices and housing starts in Spain troughed in 2014, four years after those in UK, implying that the runway for companies to grow earnings in Spain is longer than in the UK
- Number of housing transactions in Spain are 60% below peak vs. 20% in the UK
- ✓ Prices in Spain are c.30% below previous peak, while those in the UK are through the previous peak

### ... and is Set to Expand Organically and Via M&A

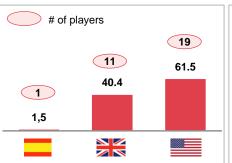
# Top 1 player: c.1%

Residential sector market share<sup>1</sup>

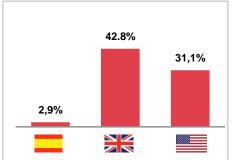




## Market Cap. of Housebuilding Sector<sup>2</sup> (€bn)



## Listed Housebuilding Sector Weight on Sale of New Homes ('000)<sup>3</sup>



The Spanish market is fragmented compared to other mature housing markets and is expected to experience accelerated growth

Source: Ministerio de Fomento, CBRE, OECD, Equity Research, U.S. Census Bureau

<sup>&</sup>lt;sup>1</sup> Market share by total completions as per latest public information; 2 Spain includes Neinor; UK includes Barratt, Bellway, Bovis Home, Countryside, Crest, Galliford Try, Persimmon, Redrow, Taylor Wimpey; based on market cap. as of August 2017; 3 Spain assumes sale of new homes of 140k at run-rate and completions at run-rate for Neinor of 4k units, UK assumes sale of new homes of 175k at run-rate and completions of listed players of 75k units. US assumes sale of new homes of 610k at run-rate and completions of listed players of 190k units

## Neinor Is Ahead of the Competition in a Disciplined Market

### Post-Bubble Residential Market in Spain

- ✓ Neinor Homes leading the residential development sector
- ✓ Some national players following the IPO path set by Neinor
- ✓ National players are backed by disciplined capital
- √ 5-10 players will lead the market consolidation
- ✓ Equity needed to purchase land acting as the main entry barrier and a safety net against a new bubble

### Neinor Homes key competitive advantages

- ✓ Scale and first mover advantage
- Established platform, primed for acquisitions
- Capital efficient, enabling ability to buy large portfolios
   from banks and rapid compounding
- Experienced team able to execute quickly
- Available firepower
- **✓** Opportunity in M&A to accelerate geographic expansion
- At the moment more value in the land market than corporate acquisitions





## Opportunities for the Leader in a Buoyant Market

### **Macroeconomy**

- ✓ Stronger economic tailwinds than at IPO
- Optimal time in the housing cycle
- Emerging competition



## **Housebuilding Sector**

- ✓ Banks accelerating land assets sales
- Growth spilling into other Spanish regions
- ✓ House prices showing upward momentum

### **Consolidation and Growth**

- ✓ Organic: increased scale and geographic expansion
- ✓ Inorganic: opportunistic value-accretive M&A opportunities
- ✓ Permanent analysis of new business lines



13

## Potential to Revisit the Guidance in the Near Future

### **Accelerated Acquisitions**

- Natural sellers already offloading portfolios at attractive prices
- Tangible opportunity to accelerate land acquisition program
- Successful deployment of bridge loan would accelerate new acquisitions, leading to a revision of 2020 targets
- c. €90m to be closed in Q3 representing 1,100+ units

### **Geographic Diversification**

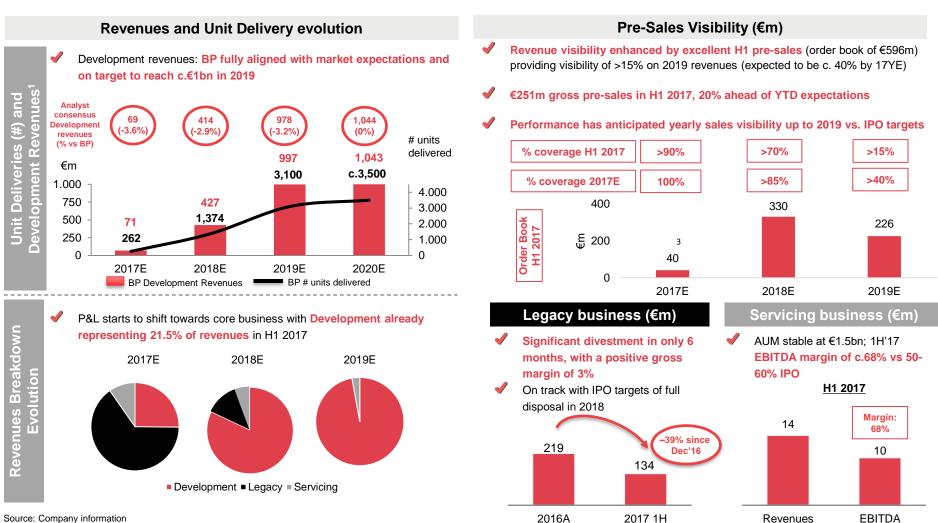
- Expansion speed driven by capacity to take advantage of growth in additional geographies as they recover
- Secondary regions are likely to display strong performance as prime regions start to stabilize
- ✓ Modular industrialized model is transferrable to new regions
- ✓ Launch of Eastern Andalusia Region, headquartered in Malaga, announced on September 5<sup>th</sup>. Other potential openings under analysis
- Neinor Homes is permanently evaluating the opening of new business lines to be launched only if accretive to the Company Business Plan

### Illustrative Bridge to Increased Run-Rate Number of Units



Run-Rate 2020 Accelerated Acquisitions Geographic Diversification Potential Run-Rate

## P&L Statement: Strong Revenue Visibility, Increasing Weight of the Development Business



Source: Company information

<sup>&</sup>lt;sup>1</sup> Average price per unit of €260m assumed for 2017, €300m for 2018 and €320m for 2019; <sup>3</sup> Does not include €27m of deliveries

# P&L Statement: Conservative Business Plan with Strong Margins and Cost Control

OpEx

**Overheads** 

### **P&L Structure** H1 acquisitions outperforming new acquisitions targets: 28% gross margin vs. 24% target New Land Bank Acquisitions Acauisitions Run-Rate as of 2016 in H1 20<u>1</u>7 Target **Gross Sales** 100% 100% 100% Cost of Land ~25% ~30% ~27% ~26% Capex ~46% ~46% ~46% ~46%\* **Gross Margin** ~29% ~24% ~27% ~28% Opex ~5% ~4% ~5% ~4% Contribution ~24% ~20% ~24% Margin (%) **Overheads** ~3% **EBITDA** ~20% Margin (%) \*Construction costs could increase up to c.48% in the short term, without considering the potential upside from HPA acceleration that is being captured

Source: Company information

# Development Activity ✓ Cost control across the value chain, with a flexible structure supporting strong margins ✓ HPA significantly above BP expectation of 0.9% and offsetting any potential increase in construction costs Gross sales HPA of 4.8% HPA of 0.9%²

291



<b>√</b>	Very flexible OpEx structure: 90% of variable costs, of which 60% are linked to the delivery <sup>1</sup>

	H1 2017	2017E	Run-rate
OPEX (€ m)	<b>15</b> <sup>3</sup>	36	54
% of Revenues	12%	13%	5%

$\checkmark$	Flexible and scalable structure thanks to: (i) a flexible fixed structure
	(c.40% of overheads are variable) and; (ii) an externalised business mode

	H1 2017	2017E	Run-rate
OVERHEADS (€ m)	12 <sup>4</sup>	<b>23</b> <sup>4</sup>	25
% of Revenues	9%	8%	3%

<sup>&</sup>lt;sup>1</sup> Remaining 40% related to broker fees, marketing costs and property tax, <sup>2</sup> Company expectations, <sup>3</sup> Includes €1.4m of other costs, <sup>4</sup> Does not include MIP and IPO costs

Requirements

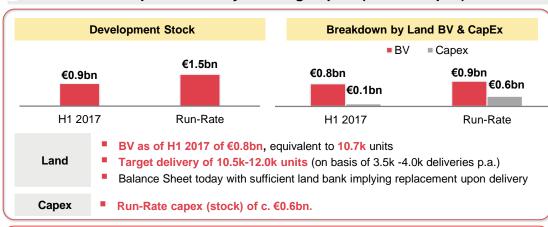
Funding strate



## Cash-Flow Statement: Fully Funded Business to Run-Rate

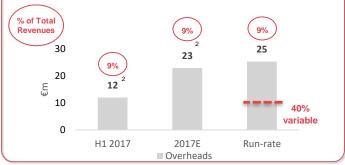
Working capital requirements to run rate (0.6bn) 100% driven by Capex, which is fully financed

### Development Activity Working Capital (Land + Capex)



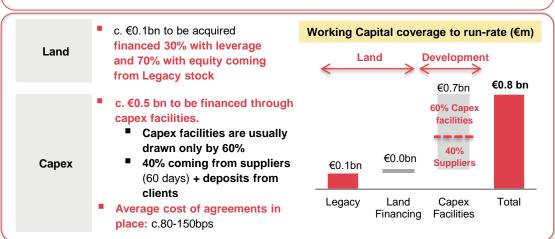
### Structure Costs

Structure costs comprised only by overheads of which c. 40% will be variable in run-rate

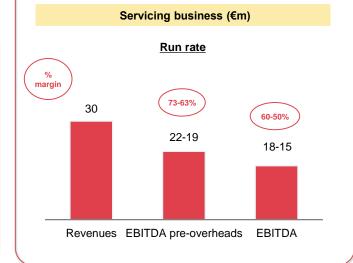


### **Key Financial Policies**

- Low leverage ratios at run-rate (2020) unchanged vs financial policy disclosed at IPO
- 100% Capex financing / 0% land financing on run rate
- Ramp-up only: up to 30% land financing. Optimizing shareholders' return on equity



Partially covered through margin generated by the Servicing business



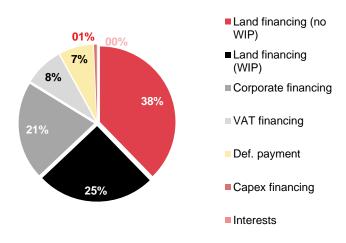


## Strong Balance Sheet with Capacity to Support Growth

### Gross Debt Breakdown by Type<sup>1</sup>

### **Conservative financing approach**

€m	H1 2017
Land Financing <sup>3</sup>	224
Capex Financing	2
Corporate Financing	74
Other <sup>2</sup>	56
<b>Gross Debt</b>	355
Available Cash	54
Net Debt	301

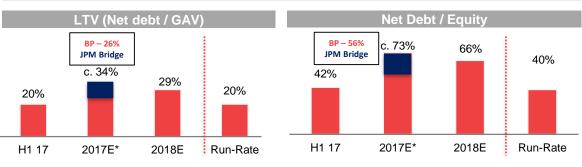


### **Highlights of the Bridge Financing For Acquisitions Acceleration**

### **Bridge Financing Rationale**

- Company was facing dichotomy of stopping land acquisitions in an opportunistic market or seeking alternative structures to seize the opportunity
- Equity and debt structures were considered
- ■JP Morgan bridge loan is accretive to the business plan, implying an increase shareholder RoE by 2.5%

### **Leverage Implications**



### Key Economic Terms of the €150m Bridge Loan

- 12 months plus two 6 Month extension option (12 + 6 + 6)
- 350bps for the first 12 Months
- Step up of 50bps after 12 Months

Current leverage anticipates peak levels of 2018 to seize land acquisition opportunities while maintaining a conservative financial policy. Run rate leverage policy remains unchanged



**APPENDIX** 



## APPENDIX: DETAIL OF JP MORGAN BRIDGE LOAN

The facility allows to anticipate land acquisition from 2018 to 2017 keeping reasonable debt ratios without breaching any covenant.

### **STRUCTURE**



GIVEN GOOD MARKET MOMENTUM, NEINOR HOMES WANTS TO ACCELERATE LAND ACQUISITION AND ANTICIPATE 2018 TARGETS TO 2017.

A Bridge Loan facility would allow the Company to raise enough capital to anticipate acquisition

### **GENERAL TERMS**

• Bank: J.P.Morgan

· Facility: Bridge Term Loan Facility

Amount: 150M€

• Closing: August 28th, 2017

• Maturity: 12 months 50% with the option of two 6 months extensions the remaining 50% (12+6+6)

Availability: until June 29<sup>th</sup> 2018

Security Package: promissory mortgage (LTV 30%)<sup>1</sup>

· Waivers: no need of waivers

### **PRICING**

Upfront Fee: 75bps

• Margin: 350bps + Euribor.

• Extension Fee: 50bps per extension

• Availability Fee: 105bps

Early repayment Fee: none

• Covenant: Net Debt / GAV < 45%<sup>2,3,4</sup> (reviewed on a quarterly basis)

The proposal of JPMorgan would allow to anticipate approx. 150M€ of land acquisition from 2018 to 2017 at a cost of approximately 7M€

<sup>1.</sup> In case of mortgage registration max. Net Debt / GAV ratio allowed will be 35%

Net Debt calculated as: Total Financial Indebtedness plus deferred land payment less available cash.

<sup>3.</sup> Same Covenant currently applying

<sup>4.</sup> Strategic Land is not considered as debt-like item



## **APPENDIX: EUR 68M PORTFOLIO ACQUISITION IN MÁLAGA**

### **Portfolio Acquisition Summary**

- ✓ Neinor Homes has recently closed a portfolio transaction with a Spanish bank that comprises 6 fully permitted plots in Málaga
- ✓ These plots have a buildability of c. 90,000 sq m, suitable for the development of more than 800 units
- ✓ The assets are located in Colinas del Limonar and Hacienda Cabello:
  - Colinas del Limonar is a high-end residential area focused mainly on Spanish buyers. The sector benefits from excellent visibility of the Mediterranean sea
  - Hacienda Cabello is a residential area close to the University of Málaga, where the Company has currently one development in commercialisation (Teatinos Homes, with 9 units sold in the last month)
- ✓ The closing price amounts to c. EUR 68m (EUR 770 psqm) and the
  projected Gross Margin stands at c. 27%

### **Portfolio Acquisition Location**









### **Eastern Andalusia Region**

- ✓ With the acquisition of this portfolio Neinor Homes announces the opening of the Eastern Andalusia Region. The rationale behind this strategic decision relies on the local nature of resi development and the de-risk approach of the Company
- ✓ This region will be specially focused on Costa del Sol (Málaga) a market mostly oriented to second residence, Granada and Almería, and on other western locations of Andalusía where future acquisitions may be closed
- Neinor Homes has a strong presence in this region, with 32 sites that represent c. 290k sq m suitable for the development of more than 2,500 units
- ✓ The company has delivered one development in this region (Las Salinas in Q2 2017) and currently has 9 launched developments, of which 4 are in active commercialisation

### **Eastern Andalusia Region – Activity Summary**



- Las Salinas Homes
- 4 Cañada Homes
- 2 Almijara Homes
- 5 Alborada Homes
- 3 Teatinos Homes



## **APPENDIX: A Scalable Model - Valencia Office Case Study**



- Supportive local demographics and economy
- Limited supply of housing in target price range and immediate demand
- Affordable and attractive land portfolios
- High quality General Manager / Teams with regional expertise



### **Required Opex and Capex**

- Sufficient landbank to be acquired ahead of launch with at least 1.000 units
- Build up of local office
- Hiring of key personnel

### Valencia case study

- Neinor made the strategic decision to enter Valencia by acquiring a plot suitable for 400 units from a developer restructuring its balance sheets
- Team explored several options before entering market
- Valencia was chosen because it met specific expansion criteria
- Total startup costs of €51m, of which:
  - Land costs €50m
  - Regional headquarters set-up €0.5m
  - Local team €0.5m

### **Process and timing**

[2 months]

Analysis of region and

market dynamics by

expansion team

**Discussions with land** sellers / portfolio owners

**Hiring of regional General** manger and local team

**Engagement** with contractors on the ground

Regional launch

**◄·····** [1 month] ····▶

[3 months]

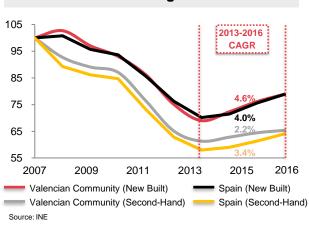


## **APPENDIX: Fundamentals of the Valencia Opportunity**

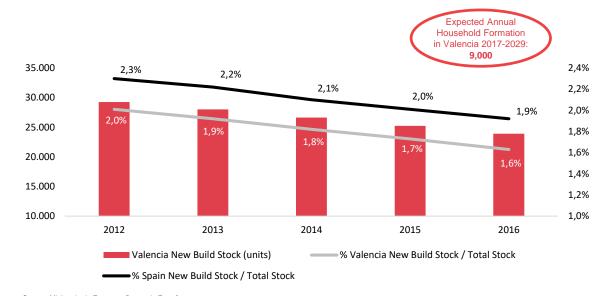
### **Key Highlights**

- Valencia residential market is facing a clear imbalance between supply and demand
- New Housing Stock is decreasing while the Annual Household Formation in the province for the period 2015-2029 is expected at 9,000
- House prices of new housing in the Valencian Community increase at a higher rate than in the rest of Spain, due to the lack of supply
- New housing transactions in Valencia reached an historical low in 2016, representing only 5% of total transactions, evidencing the imbalance between supply and demand
- In 2016, Valencian Community's GDP shows higher growth than the average growth of the rest of regions in Spain and than the EU

### **HPA Growing Faster**

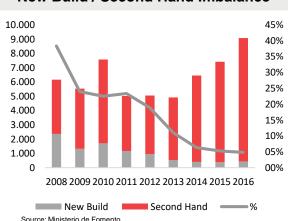


### Positive Household Formation and New Housing Stock Decreasing

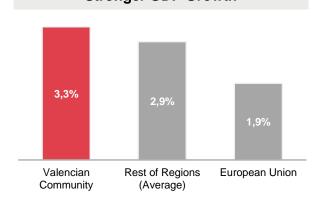


Source: Ministerio de Fomento, Banco de España

### **New Build / Second Hand Imbalance**



### Stronger GDP Growth



Source: INE



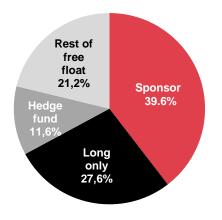
## **APPENDIX: Shareholder Base and Stock Performance**

### **Shareholder Base**

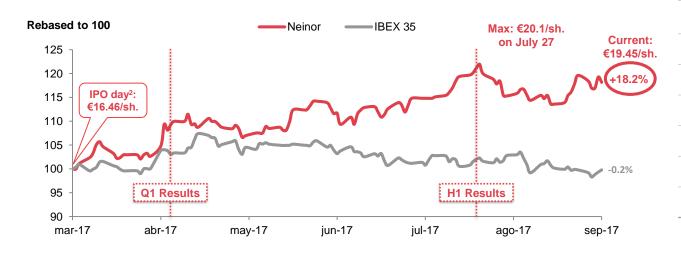
#### **Top Shareholders** Name Ownership (%) Type **\* LONE STAR FUNDS** 39.6% Sponsor *Fidelity* 11.9% Long only KING STREET\* Long only 8.1% **GRUSS CAPITAL MANAGEMENT** 6.3% Hedge fund LANSDOWNE 5.3% Hedge fund Adar Capital Partners Ltd. 5.2% Long only Invesco 2.4% Long only

**TOTAL** 

**Shareholder Structure Breakdown by Type of Investor** 



### **Share Price Performance since IPO**



78.8%

Key Data <sup>1</sup>	Since IPO <sup>2</sup>	Last 3 months	Last 1 month
VWAP³ (€)	17.8	19.0	19.2
High (€)	20.1	20.1	19.7
Low (€)	16.5	18.0	18.7
Volume (m)	38	12	3
ADTV (€m)	6.5	3.5	4.5
Performance	+18.2%	+7.5%	+0.3%



