

ECE WORK & LIVE

PLACEMAKING IN ALL ASSET CLASSES

With its slogan "Creating Space, Inspiring People," ECE Work & Live creates sustainable and highly functional properties from a technological standpoint. In doing so, it leverages its placemaking expertise for all asset classes – from residential to hotels and office environments to logistics.

RESIDENTIAL OFFICE LOGISTICS HOTEL

- A groundbreaking example of inclusive urban planning and mobility management: the new "Mitte Altona" neighborhood in Hamburg.

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SPACES WITH A BRIGHT FUTURE: DIGITAL, FUNCTIONAL, AND UNIFYING

Creating a vibrant urban space requires real estate development with foresight and the necessary awareness of the existing urban fabric. This includes sophisticated individual properties, complex mixed-use solutions, and even entire neighborhood concepts that combine living, working, retail, and recreation. Not a problem for ECE Work & Live – it delivers sustainable, functional, and creative solutions for the urban life of tomorrow.

From the perspective of real estate developers, the finished building is the final result – from the user’s perspective, it’s the beginning. That’s why we view design and construction as only the first important step. “Ultimately, our aim is to create a permanently attractive space,” says Henrie W. Kötter, CEO of ECE Work & Live, explaining the basis of its success. Unlike other developers, ECE Work & Live’s operating expertise and experience in the retail sector enable it to systematically approach its properties from the user’s point of view right from the start: “As ECE, we’ve learned to recognize new trends early on and thus to anticipate the needs of tomorrow’s customers today.”

In this way, ECE Work & Live consolidates the entire real estate know-how of developers, architects, urban planners, and many other specialists from around the group, which has grown over more than five decades, and has become a mainstay of the core business. In the last five years alone, ECE Work & Live has managed a transaction volume of around 1.6 billion euros. In the process, it offers all of its real estate-related services from a single source via the group – from the search for land to planning and project management to the leasing, sale, and asset management of the buildings.

“Our plans for the residential project at Stern-Center in Potsdam or our major project at MesseCity in Cologne are good examples of how the combination of different uses is often an excellent place to begin trendsetting real estate development projects,” says Kötter. “A well-balanced mix of housing, office space, retail, recreation, and community amenities create dynamic, livable spaces and neighborhoods that inspire and excite people.”

With clever solutions for the complex challenges of our time, ECE Work & Live is able to meet almost every requirement when it comes to the use of different asset classes and also ensure that the value of the respective asset increases over the long term. As Kötter says: “To create a lucrative investment and transform spaces and real estate into desirable locations, we base our activities on three fundamental elements: the constantly evolving needs of users, the digital infrastructure of the building, and sustainable construction.”

In accordance with the idea of “giving existing properties a new lease on life,” the further development or conversion of existing real estate will also play an increasingly important role in the future, as will the efficient use of increasingly scarce building land. The future of urban development – and of the real estate

industry – therefore lies in mixed-use neighborhoods with everything residents need within walking distance – sustainable, local, and diverse. As such, mixed-use concepts are key. In order to solve the “last mile” issue, logistics will also become even more important in cities in the future. “ECE’s properties will therefore become critical pieces of the puzzle in the cities of tomorrow due to their central locations,” Kötter is certain.

In all its activities, ECE Work & Live is always aware of its responsibility – both to investors as well as users and the environment. “Foresight in terms of sustainability and ESG has earned us numerous certificates in accordance with German Sustainable Building Council standards and BREEAM. This makes us a leader in this field throughout Germany, and we are constantly opening up new asset classes and areas of business.” //

• **€1.6 billion**

TRANSACTION VOLUME IN
THE LAST FIVE YEARS

**HENRIE W. KÖTTER,
CEO, ECE WORK & LIVE**

“Foresight in terms of sustainability and ESG has earned us numerous certificates in accordance with German Sustainable Building Council standards and BREEAM. This makes us a leader in this field throughout Germany, and we are constantly opening up new asset classes and areas of business.”



RESIDENTIALS

PLACES TO LIVE

@ECE WORK & LIVE

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> 6,000

APARTMENTS BUILT, PLANNED,
AND UNDER MANAGEMENT

Attractive housing is both a sought-after and rare commodity. Through its residential division, ECE Work & Live develops efficient, flexible, and eco-friendly housing solutions across Europe in all segments – from subsidized apartments to condominiums.

In line with the “Leipzig Charter,” which emphasizes the importance of housing for the revitalization of downtown areas, ECE Work & Live creates sustainable living space for all population groups. In doing so, it focuses on intelligent and affordable solutions that adapt to today’s lifestyles, offer their occupants additional value, and at the same time reduce society’s environmental footprint.

For example, ECE is currently planning a major residential project at Stern-Center in Potsdam that envisions the construction of around 850 new apartments there on areas of the parking lot directly adjacent to the shopping center that are no longer needed. The development will feature four modern high-rise buildings with varying facade designs. The high-quality and contemporary architectural concept offers considerable flexibility for different apartment sizes and layouts in order to address different target demographics in a rapidly changing market.

ECE also has similar residential construction plans for the densification and enhancement of urban space at other shopping center locations. For investors, they create attractive added value and at the same time improve the catchment area of the shopping centers. ECE’s sister companies in the United States and Canada – such as Park Properties in Toronto – also offer inspiration and valuable expertise for activities in the residential sector. //



KATJA FREESE,
DIRECTOR
OFFICE & RESIDENTIAL,
ECE WORK & LIVE

MORE THAN JUST AN APARTMENT

The sharing economy trend is also becoming increasingly important in housing. People are increasingly no longer interested in limiting their own living space to 60, 80, or 100 m², but rather in enjoying a sense of community at the exact same location but outside their own four walls.

Build-to-rent reflects this trend – compact yet ultra-efficient apartments that satisfy basic living needs, plus communal spaces in the same building to occasionally get together, exercise, and work. This asset class has been a key component of ECE's development activities since 2019.

In an interview with #FutureForward, Jan-Hendrik Walloch, Director Living, ECE Work & Live, and Maria Mateo Navarro, architect and Head of Department Creative Design, ECE Group Services, explain the specifics of developing and operating build-to-rent concepts and why this is a sustainable investment product. >



“THE SHARING ECONOMY IS A PART OF OUR USERS’ EVERYDAY LIVES – ECE’S BTR APPROACH GIVES THEM THE SPACE THEY NEED.”

Build-to-rent has gone from underdog to one of the hottest real estate sectors around in recent years. ECE has also made a strategic move into this market. How did this come to pass and what's your initial assessment so far?

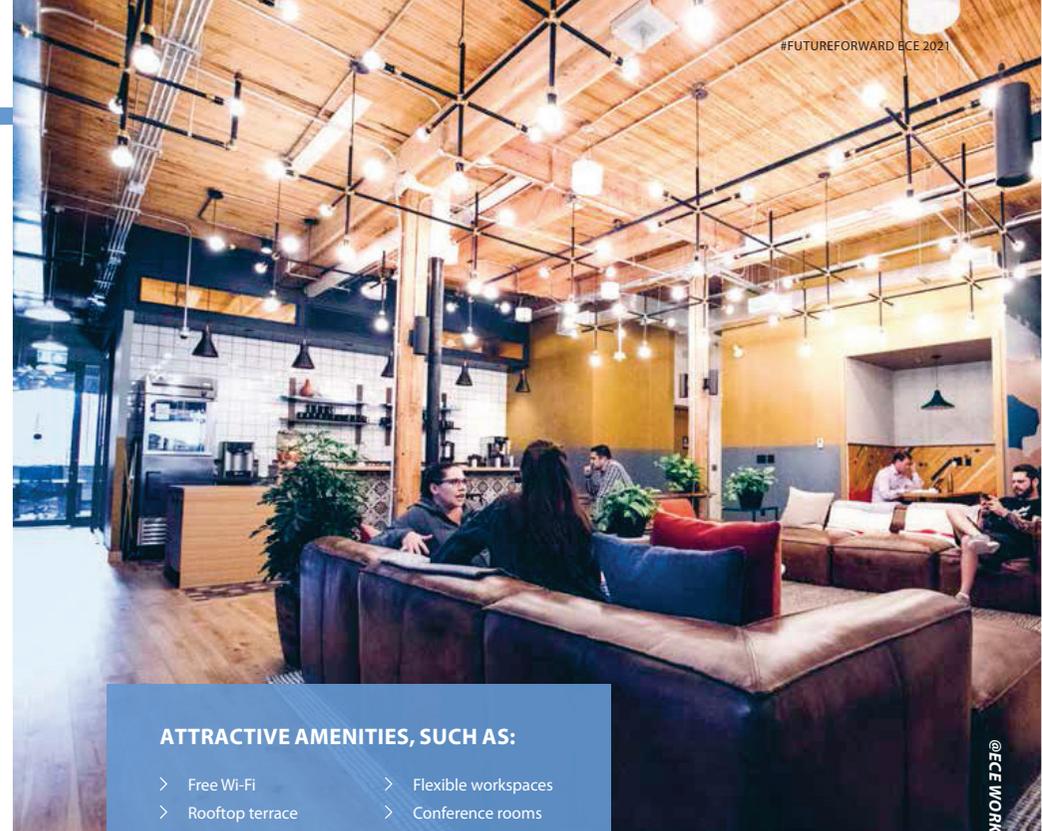
Jan-Hendrik Walloch: The residential sector is both an extremely interesting market and an attractive institutional investment product. As ECE, we want to position ourselves even more clearly as a residential developer and investment manager. To this end, we analyzed which markets in Europe are truly promising, and that's how we came upon the UK. This is a market that has really blossomed in recent years, particularly in the "secondary cities" – i.e. the metropolitan

areas outside London – and where many exciting projects are being developed, many of which we analyzed. We ultimately acquired the portfolio from our partner of choice, Dandara, in Birmingham, Manchester, and Leeds. And now, only a short time later, the portfolio's performance has already exceeded our initial expectations – despite COVID-19, for example, the first phase of our property in Leeds is almost fully leased.

What's so special about this product and why is it attractive for ECE Work & Live?

Maria Mateo Navarro: Build-to-rent properties appeal to certain target demographics that have very specific housing and lifestyle expectations – they tend to prefer smaller apartments that are nevertheless

highly functional, they don't want to be tied to a specific location for a long period of time, they value their well-being and service, and, last but not least, they like to socialize with other people. As such, these concepts are not just about the residential component, i.e., designing and bringing to market apartments that are as efficient as possible and fully furnished. Instead, creating an attractive suite of amenities that reflects tenants' lifestyles and offers additional convenience options – such as package drop boxes and bike storage – is just as important. The same goes for communal spaces within residential complexes, such as gyms, thoughtfully conceived and designed lounges and coworking spaces, private dining areas, or outdoor areas. It is precisely these additional benefits



- ATTRACTIVE AMENITIES, SUCH AS:**
- > Free Wi-Fi
 - > Rooftop terrace
 - > BBQ area
 - > Private screening room
 - > Residents' lounges
 - > Flexible workspaces
 - > Conference rooms
 - > Residents' gym
 - > Residents' app

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JAN-HENDRIK WALLOCH,
MANAGING PARTNER,
ECE LIVING

“EFFICIENT FLOOR PLANS AND ATTRACTIVE AMENITIES ARE THE KEYS TO OFFERING EXCEPTIONAL VALUE.”



that makes build-to-rent concepts quite different from conventional residential development. In the end, residents are not just renting an apartment, they also view the whole building as their place to live.

Walloch: As a developer with over five decades of shopping center experience, we are skilled at systematically approaching projects with a certain level of complexity from the end user's perspective during planning and implementation. Build-to-rent properties – i.e., rental housing that reflects the zeitgeist – should likewise be considered from the user's point of view in order to efficiently address and reflect the needs of tenants in the design of the buildings. >

In many residential properties, even newer ones – whether rental or owner-occupied – this is not consistently the case, rendering many spaces within the apartments quite difficult to use effectively, but they still have to be paid for, of course. In our build-to-rent projects, we take exactly the opposite approach – the focus is clearly on the tenant and their needs. As such, our goal is to provide them with a living space they can fully utilize that, together with the other convenience options, fits their lifestyle habits and, in addition, makes a positive contribution to their environmental footprint. This makes the build-to-rent concept a sustainable solution that is well received, enjoys steady demand, and allows investors to positively differentiate themselves in the market. In this context, the

concept works in all dynamic metropolitan areas, as we have found that the target demographic of, in particular, young professionals, has a very similar mindset across different major European cities.

How does ECE approach architectural design in build-to-rent projects? And what role do demographics play?

Mateo Navarro: As the Creative Design team, we are primarily concerned with future trends and products: new work, new living. Build-to-rent is a new form of rental housing. Since the amenities reflect the lifestyle aspect and are an essential part of how we define the product, we give them a lot of thought – they have to be deliberately selected, authentic, urban, timeless, and modern, and serve as placemakers. In the end, the

product has to look like it fits that exact location and is the nonstop place to be for the residents.

Walloch: The essential aspect is that we are creating a product that we intend to keep in the portfolio for the long term. And the nucleus of any good investment decision is finding the right location. That's why we first have to consider which locations are truly suitable candidates for the long term. We then began adding the other points on top of this foundation. The right location should be urban, but does not necessarily have to be downtown. It needs to be well connected, for example to the public transit system. And to briefly touch on the demographic factor, while we are currently seeing how strong the demand particularly is from the under-30s segment in the UK, the built-to-rent

product also appeals to older people, for example the empty nesters who want a bit more of the urban lifestyle again after having moved to the suburbs to raise their families.

What does ECE Work & Live want to achieve with build-to-rent projects in the coming years? Are further acquisitions planned?

Walloch: I'm extremely pleased that we are firmly establishing this product within the ECE development landscape and in doing so, have added another integral building block to our portfolio. We would also like to launch the concept as an institutional investment product and gradually accumulate a larger portfolio of locations in attractive metropolitan areas across Europe. I can't wait to present our upcoming projects to the market. //



“BUILD-TO-RENT PROPERTIES APPEAL TO CERTAIN TARGET DEMOGRAPHICS THAT HAVE VERY SPECIFIC HOUSING AND LIFESTYLE EXPECTATIONS.”



MARIA MATEO NAVARRO,
ARCHITECT AND HEAD OF
DEPARTMENT CREATIVE DESIGN
AT ECE GROUP SERVICES

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OFFICE

SPACE TO WORK



CAMPUS HAMBURG: BEST-IN-CLASS CONNECTIVITY

The future is intelligent – for its outstanding digital connectivity, the Campus Hamburg office complex was certified Platinum by WiredScore. As a result, the ECE office building project has received the highest rating for best-in-class building connectivity. The assessment covered the five key aspects of digital connectivity: resilience, future readiness, mobile and Wi-Fi connectivity, choice of providers, and user experience. This certification places Campus Hamburg among famous buildings such as the Empire State Building in New York or The Shard in London. WiredScore is a global digital connectivity certification system for real estate. //

In collaboration with its customers, ECE develops modern and sustainable office concepts. The spectrum ranges from prestigious corporate headquarters to buildings with multi-tenant use, such as the Hamburg Campus office complex. In addition to the efficient use of space and energy, the issues of health, safety, and well-being also play an important role for tenants and investors alike.

26,000 m²

OFFERS SPACE FOR 1,700
WORKSTATIONS

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THROUGH THE WORKDAY THE SMART WAY

The coronavirus pandemic has made getting to and working at the office much more complicated. You need to keep a certain distance from others and avoid direct contact. Remote work is a good temporary solution, but we will soon see a return to the office – and with it, meetings with coworkers and business partners. Intelligent buildings will ensure that everything runs smoothly in the future – whether during a pandemic or not. Join us on a journey through the workday of the future.



@ECE WORK & LIVE



@HOME

The office of the future is highly intelligent and connected. The building app provides an overview of office occupancy as early as the morning coffee break. This makes it easy to book a workstation.



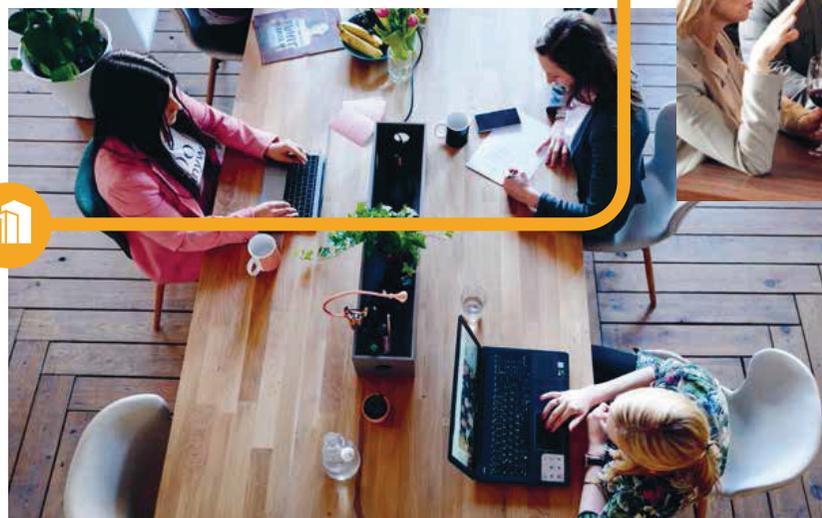
@ARRIVAL

The search for a parking space during rush hour will hopefully soon be a thing of the past, as it will be possible to reserve a parking space online before arriving. Access to the building is also fully automated via an app. If necessary, a QR code provides an overview of the building and navigates you unerringly to the next meeting.



@WORK

Permanent desks could soon be a thing of the past. Instead, you either take the things you need for work with you to your workspace in a locker that you can book yourself or take them to the conference room you've reserved. Intelligent disinfection and ventilation systems make the way there safe, and well-designed lighting and elevator controls ensure that energy is used efficiently.



A company's identity and collaborative culture are always also expressed through the buildings in which work is performed. As a developer of office properties, ECE therefore believes it has a duty to realize buildings in close cooperation with its customers that meet this demand and at the same time fulfill all the requirements of modern working environments.

With its experience and expertise, ECE not only creates customized solutions, but also develops innovative ideas that raise the quality of the workplace to a new level and respond to current developments and changing underlying conditions, e.g. within the framework of Germany's Act on the Prevention and Control of Infectious Diseases in Humans.

Over the course of developing the Campus Hamburg office property currently under construction, ECE experts intensively explored the subject of smart offices and developed a forward-looking concept of how the technology of a smart office can be meaningfully supplemented by pandemic safety and health protection – with the aim of constructing a cutting-edge building. The cornerstone of a smart building is building

@BREAK

Breaks are an important part of every workday, and this time needs to be used just as effectively as periods of work in order to help people recharge their batteries. So it makes sense that people don't want to be forced to join a long line of hungry guests. By displaying how many people are in the cafeteria in real time, workers can schedule breaks accordingly.



@DEPARTURE

You've completed your work and it's time to go home – and the next day, you return to a freshly cleaned and disinfected workstation. To ensure that this is the case, the system detects which desks and rooms have been used and sends a notification to the cleaning staff – completely automatically.



@ECE WORK & LIVE

NEW OFFICE SPACES IN MESSECITY

The everyday working life of many people with office jobs has changed significantly during the coronavirus pandemic. The vast majority of people have set up a workstation within their own four walls and work from home every day. Collaborating with coworkers takes place via videoconferencing instead of in face-to-face meetings. But what will it be like after the pandemic? Will we go back to working from the office five days a week? Will office space be used less in the future due to more people working from home, and will there be less demand for new office space?

It's conceivable that many companies will introduce a mixed model, with employees working from the office a few days a week and working from home the other days. For companies, this will result in a new workplace culture that will have an impact on future office environments in buildings. And this trend will also play an important role in the construction of new office properties.

ECE is currently developing several new office complexes, including the second phase of construction at MesseCity in Cologne. A total of six office and hotel properties with space for food and beverage concepts, service providers, and retail outlets are currently under construction in the business district on the Rhine being developed by STRABAG RE and ECE located in the direct vicinity of the Koelnmesse exhibition center. The Zurich Insurance Group is the largest tenant in the already completed section of the development, and the company moved into its new headquarters in the popular Deutz district at the end of 2019. The flexibly designed office buildings offer the company's approximately 2,800 employees modern workspaces and an attractive environment.



• The new Zurich corporate headquarters: a pleasant working atmosphere with a direct view of the Cologne Cathedral.

900

MODERN OFFICE
WORKSTATIONS IN THE
"CENTRAAL" OFFICE
BUILDING

Top Location for New KPMG Office

Construction of the fifth building section began in the spring of 2021. The 15-story high-rise office building named CENTRAAL has been leased by the auditing firm KPMG. For the company's Cologne branch, an innovative office design is being implemented there that was created by KPMG itself.

Well before the pandemic, the auditing company had already put its office concept to the test a few years ago. In the process, it became apparent that the company wasn't using its existing office space efficiently. The reason for this was that the workstations were permanently assigned to individual employees depending on their job description and status. In addition, many employees were often on the road due to their jobs, and the offices assigned to them were poorly utilized. In response to this, KPMG developed a comprehensive modern workplace concept for its offices and has already implemented it at several locations. >



The modern office concept involves eliminating any ties between a workstation and a single employee and offering different types of workstations based on the nature of the job. This has reduced the number of traditional offices, because they are only suitable for a certain type of work. On the other hand, more space with other functions is needed for other purposes, such as conference rooms and communication areas with the appropriate equipment and technology. The concept also places greater emphasis on areas that foster social interaction. Instead of functional break rooms, the office space features lounge areas for informal get-togethers, shared meals, or simply to sit and chat with coworkers.

"It gives employees the ability to switch workstations as their activities change, or to choose the type of space they need during the workday. After all, it's not the workplace that shapes the way we work, but the other way around," explains Stefan Kiehn, who, as Head of Corporate Real Estate Management at KPMG AG, is responsible for implementing the new office environment.

Different types of workstations with different requirements make planning and construction a highly complex process. This means that when it comes to the quality of the office property, it isn't just flexible space planning that plays a role. In addition, the building's technical equipment must also be of the highest quality and meet the latest standards. For KPMG, for example, ceiling cooling systems are installed as standard equipment on every floor to ensure that the temperature of the rooms is kept in line with demand. This requires a special floor height that provides sufficient installation space.

By choosing the CENTRAAL office building, KPMG has opted for one of most attractive locations in Cologne for its offices. The property in MesseCity not only stands out for its excellent accessibility and prestigious location, but also meets the consulting company's individual needs with its flexible space planning and high-quality building technology. //



● A variety of spaces for a wide range of needs – focused work, inspiration, and collaboration in a special atmosphere.



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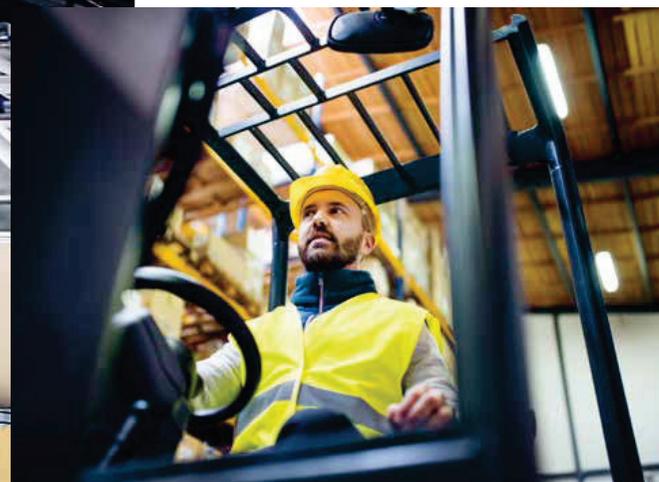
**STEFAN KIEHN,
HEAD OF CORPORATE REAL ESTATE
MANAGEMENT AT KPMG AG**



"Innovative office concepts also play an important role in attracting young professionals. This is because employees' expectations of their workplace have changed dramatically – traditional aspects such as office size or a company car play less of a role than work-life balance and personal freedom."

• **1.3 million m²**

LOGISTICS SPACE BUILT
AND PLANNED



@ECEWORK&LIVE

LOGISTICS

**IN HIGH DEMAND –
CUTTING-EDGE LOGIS-
TICS PROPERTIES**

The market for logistics real estate is booming. The ongoing trend towards e-commerce, in particular, is helping to ensure that this asset class continues to develop favorably. Distribution centers and transshipment properties have seen especially strong demand, promising increases in both value and security. For this reason, an increasing number of national and international investors are turning to this asset class. From the stakeholders' point of view, two factors determine whether or not to invest in such a property: profitability and sustainability.



ECE implemented its newly developed "future-proof logistics property" building type – a flexible, high-quality, and sustainable concept – for the first time during construction of the new Berlin-South Logistics Center.

FLEXIBLE, HIGH-QUALITY, SUSTAINABLE

New buildings need to be designed to meet sustainability standards ten years from now. This is why ECE has always systematically focused on resource-friendly construction and energy-efficient operation, as was the case with its most recently completed project in Königs-Wusterhausen near Berlin.

- > Building materials meet the most stringent sustainability requirements
- > Quality assurance integrated into the construction process
- > Maximum use of daylight thanks to generously sized skylights and sidelights for an economical use of artificial light
- > Use of existing systems for natural ventilation
- > Rainwater is returned to the natural cycle by means of modern infiltration technology
- > Hall roofs are equipped for the possible installation of solar panel systems

SUSTAINABILITY CRITERIA

- > Ideal utilization of the plot of land due to nearly rectangular layout of the space
- > High area efficiency without any unnecessary interference with the natural environment

Thanks to its many years of experience as a developer of logistics space, ECE has extensive expertise in this field and is a competent partner that offers a comprehensive range of services. The focus here is on holistic solutions for cutting-edge logistics centers in which profitability and sustainability are equally important. In this context, the company utilizes intelligent concepts and innovative methods that protect the environment and conserve resources in equal measure and guarantee compliance with the highest standards when implementing logistics projects. This ensures that all of the buildings are commercially viable and can be used

effectively by third parties. ECE develops state-of-the-art logistics spaces in prime locations that can be used 24/7. The properties stand out thanks to their variable sizes and flexible lease periods and are suitable for both single and multi-tenant use. The buildings are designed to be highly flexible so that they can easily be adapted to new usage scenarios in the event of tenant changes. In addition, functional, high-quality architecture ensures that processes run smoothly and efficiently. Thanks to these flexible concepts, ECE can meet the different requirements of institutional investors and large family offices alike. //

“THE ULTIMATE GOAL DURING DEVELOPMENT IS TO BUILD A MARKETABLE AND SUSTAINABLE PROPERTY OF THE ABSOLUTE HIGHEST QUALITY.”



Currently in the planning stage – a flexible logistics property in the Stuttgart-Heilbronn region with a total of 57,000 m² of rental space that can be used 24/7.



DR. JAN RÖTTGERS,
DIRECTOR LOGISTICS & INTERNATIONAL
AT ECE WORK & LIVE

HOTEL

ASSET CLASS WITH A FUTURE?!

TOP 3

HOTEL DEVELOPER IN THE DACH REGION

DEVELOPER WITH EXTENSIVE EQUITY RESOURCES

> 3,100

HOTEL ROOMS BUILT AND PLANNED

DEVELOPMENT EXPERTISE, INVESTMENT EXPERIENCE, AND ACCESS TO OPERATOR KNOW-HOW

ECE has already successfully completed numerous exciting hotel projects at top locations, including the Motel One at Vienna Central Station, the 25hours Hotel in Düsseldorf, or the Steigenberger Airport Hotel at the new capital city airport BER. With a track record of more than 3,100 hotel rooms – completed or planned – ECE is one of the top 3 developers in this asset class in the German-speaking region. The group combines development expertise with investment experience and has access to operator know-how.



TORSTEN KUTTIG,
DIRECTOR
DEVELOPMENT HOTEL,
ECE WORK & LIVE

Hotels are an exciting asset class – and hotel property development fits our range of services perfectly,” explains Torsten Kuttig, Director Development Hotel at ECE Work & Live. ECE offers all of the relevant real estate services from a single source and intends to increasingly develop and implement projects in the pan-European region in the future. The main focus is on innovative and trendsetting hotel concepts. As such, ECE recently expanded its strategic involvement in this asset class through the Otto family acquiring a 25 percent stake in the Ruby hotel group – particularly with regard to expertise in the operational side of the hotel business (see interview with Ruby founder Michael Struck).

It is true that the hotel industry is currently in a slump due to the coronavirus pandemic. Nevertheless, ECE is firmly convinced of the future opportunities in this sector. The hotel industry will not only recover, but also continue to grow, Kuttig believes. He particularly sees potential in hotels that are lean, modern, and well positioned digitally: “Once the pandemic has ended, intelligent hotel concepts in the low-price segment in central urban locations will be in particular demand.”

On the whole, according to Kuttig's assessment, in the future it will be a matter of paying even closer attention to the location and the special features of the hotel's surroundings, as well as to the overall concept's product/market fit and the operator's financial and social sustainability. In addition, the pandemic could provide

an opportunity for the national vacation hotel industry, in particular, to position itself as an attractive alternative to the usual international vacation destinations.

Meanwhile, as part of a major urban district development at the new MesseCity Cologne, ECE completed and handed over a new seven-story hotel building together with its project partner STRABAG Real Estate. This building houses two hotels: a Motel One with more than 300 rooms and an Adina Apartment Hotel with around 170 studios and apartments. The owner of the hotel building is a public real estate fund managed by DWS. //



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