



2016

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SUSTAINABILITY  
*MAGAZINE*

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# EDITORIAL BY THE CHIEF EXECUTIVE OFFICER



**Michael Zahn**  
Chief Executive Officer

DEAR SIR OR MADAM,


Climate change, urbanisation and demographic change – the global challenges of our time are impacting on society in a wide variety of ways. With over 20 million rented units, the housing industry in Germany plays a key role in achieving sustainable development. After all, approximately 40% of final energy consumption and around one third of CO<sub>2</sub> emissions nationally are attributable to buildings and the people who live in them. With a portfolio of approximately 160,000 residential and commercial units, Deutsche Wohnen is fully aware of its responsibility for climate-friendly development and is consistently working to achieve this. In the end, it is important to create multi-generational, residential neighbourhoods that offer a good quality of life and that combine affordability with as much energy efficiency as possible. In order to achieve this goal, Deutsche Wohnen is helping to shape the modern city of tomorrow with investments that work over the long term and with a holistic approach to neighbourhood development.

Effective climate protection requires investment. By 2021, Deutsche Wohnen will be investing EUR 1 billion in the maintenance and energy-efficient modernisation of its holdings. This means that we will improve both the level of comfort and the energy efficiency of 30,000 residential units.

In order to analyse and then realise this potential, Deutsche Wohnen relies on an innovative participation model with one provider. The efficiency gains that result from this model benefit both the environment and our tenants.

We are also underlining our pioneering role in sustainability when it comes to new builds. The new-build project in Potsdam-Babelsberg, which we completed in 2016, is a successful prototype for future-proof construction. The flats meet the KfW 70 energy standard and were given a gold award by the German Sustainable Building Council (Deutsche Gesellschaft für Nachhaltiges Bauen – DGNB). Such recognition is a great encouragement. By 2020, we plan to create 2,200 new flats as new builds or by converting attics or adding floors to existing buildings. The investment sum for these measures is just under EUR 500 million.

Climate protection and energy efficiency cannot be viewed independently of economic and social aspects. They have to be discussed transparently with stakeholders. For this reason, we develop neighbourhoods in partnership with their residents and other social actors. With offers of dialogue, like tenants' meetings or individual conversations, we gain acceptance for our modernisation and construction plans. In 2016, almost 500 employees were deployed by Deutsche Wohnen to provide support to tenants.



DEUTSCHE WOHNEN CONTINUES  
TO IMPROVE THE TRANSPARENCY  
AND COMPARABILITY OF ITS  
PERFORMANCE IN THE AREA OF  
SUSTAINABILITY.

Demographic change represents a further challenge in the area of housing. The design of senior-friendly housing conditions and the care of elderly people are a social necessity. Furthermore, with its strategic shareholding, KATHARINENHOF®, Deutsche Wohnen is creating high-quality housing and nursing care options that set standards in the industry. This can be seen from an occupancy rate of 98.6%, which is far higher than the national average of approximately 85%. With the acquisition of more than 4,600 residential and nursing care places for the elderly in the second half of 2016, Deutsche Wohnen increased its holdings to 6,700 beds and, in so doing, underlined the strategic importance of this business area.

Our employees form the basis of our company and are a key factor in our success. As part of our staff development strategy, our employees and managers completed approximately 14,000 hours of training in 2016 alone. As a responsible employer, we will continue to foster the commitment, qualifications, motivation and satisfaction of our employees with a variety of staff development measures.

As one of the three largest property companies in Europe, Deutsche Wohnen continues to improve the transparency and comparability of its performance in the area of sustainability. In this short version of our GRI report, we provide clear and intelligible information about our performance in economic, ecological and social terms. At the end of June, we will post the complete report on our homepage with all figures, data and facts concerning our commitment to sustainability. The sustainable management of our property portfolio, our commitment to climate protection, and dialogue with our stakeholders are all part of our transparent reporting and form the basis for our long-term success as a company.

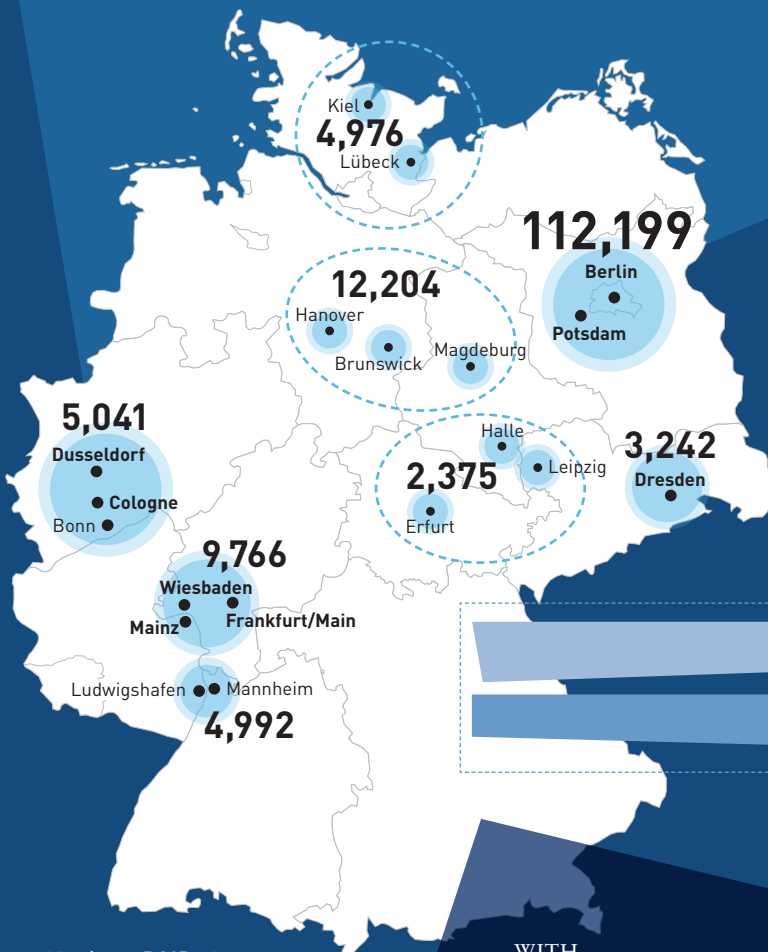
Berlin, May 2017



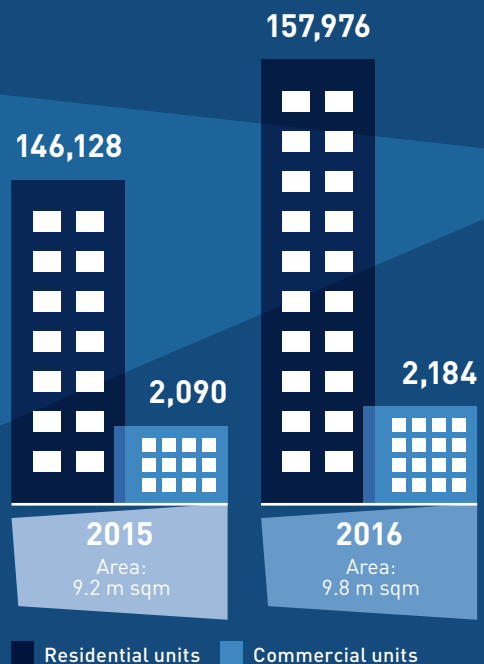
Michael Zahn  
CEO of Deutsche Wohnen AG

# COMPANY PORTRAIT

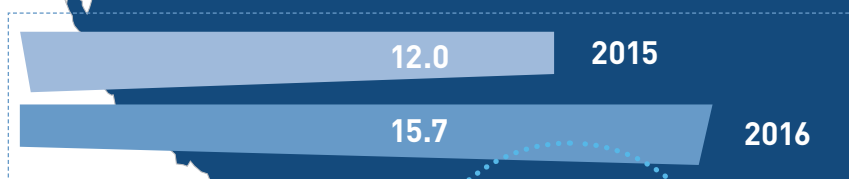
Approx. 160,000  
RESIDENTIAL AND COMMERCIAL UNITS  
in attractive metropolitan regions



Not shown: 5,365 units



VALUE OF OUR PORTFOLIO  
at the end of the year in EUR billion



WITH  
**EUR 10.1 billion**  
MARKET CAPITALISATION  
third largest listed real estate company  
in Europe as at December 2016

EQUITY  
2016  
EUR 8.2 billion

EQUITY  
2015  
EUR 6.8 billion

# OUR APPROACH TO SUSTAINABILITY

*Creating and maintaining high-quality housing – the business model of Deutsche Wohnen makes a fundamental contribution to an urban society. As one of the three largest listed property companies in Europe, we combine profitability with energy efficiency and housing quality. And, in so doing, we ensure that our growth strategy is compatible with the goals of sustainable development.*

With its business model, Deutsche Wohnen pursues the goal of long-term value creation. Systematic sustainability management and open dialogue with our stakeholders – tenants, employees or investors – form key pillars of this strategy. With our six areas of action, we have developed a framework which we consistently adjust and refine to meet the needs of our stakeholders.

## RESPONSIBLE CORPORATE MANAGEMENT

Our economic strength enables us to invest effectively in our employees, society and the environment. The basis for this is responsible corporate management. This includes observing statutory provisions and the standards of the German Corporate Governance Code as well as dealing fairly with business partners and competitors. Our corporate conduct and compliance guidelines define what is meant by legally compliant actions; these guidelines apply to and are binding on all employees in the company.

## RESPONSIBILITY TOWARDS OUR HOLDINGS AND SUSTAINABLE NEW BUILDING

It is of key importance to invest in our holdings to improve their energy efficiency and to make them senior-friendly. This means that we can respond to the need to protect the climate whilst meeting our residents' needs in terms of housing quality. We are meeting the increasing demand for housing in conurbations by building new homes whilst having regard for recognised standards of sustainability.

## ENVIRONMENTAL AND CLIMATE PROTECTION

Deutsche Wohnen contributes to the attainment of national environmental and climate protection goals by adopting targeted measures. The energy-efficient refurbishment of housing as well as innovative concepts for heating and power are effective ways of lowering energy consumption and CO<sub>2</sub> emissions. In addition, the use of sustainable and long-lasting building materials protects the environment and has a positive impact on housing quality.

## RESPONSIBILITY TOWARDS EMPLOYEES

For the company to be economically successful, it needs highly qualified and satisfied employees. Against this background, we consider initial and continuing training as well as a fair work-life balance to be of central importance in attracting and retaining committed staff.

## RESPONSIBILITY TOWARDS SOCIETY

A holistic approach to neighbourhood development also plays an important role for tenants and other local residents. By this term, we mean all measures that promote a lively neighbourhood with a vibrant mix of residents from a variety of social and cultural backgrounds. A further important element in this approach is the conservation of historic buildings and the protection of historic monuments – an area in which Deutsche Wohnen is already a pioneer.

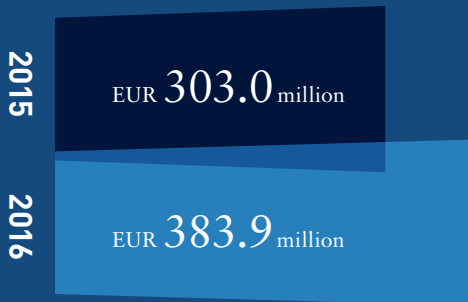
## RESPONSIBLE NURSING CARE AND ASSISTED LIVING

We regard the design of senior-friendly housing conditions and the care of elderly people as a social necessity. With our nursing care properties, we want to make our contribution to the challenge of responding appropriately to demographic change.

areas of action

# ECO NOMY

## FUNDS FROM OPERATIONS FFO I



## BY 2021 WE PLAN TO INVEST

EUR **1.5** billion

IN ENERGY-EFFICIENT REFURBISHMENT,  
MODERNISATION WORK AND NEW  
BUILDING

Approx. EUR **455** million  
INVESTMENT  
IN OUR  
SUPPLY CHAIN

EUR **182.2** million

IN **DIVIDENDS**  
WAS PAID OUT BY  
DEUTSCHE WOHNEN TO ITS  
SHAREHOLDERS IN 2016.

Approx.  
EUR **900,000**  
SPENT ON SPONSORSHIP AND CHARITABLE DONATIONS

## EPRA NAV (undiluted)



# GROWTH COMBINED WITH FAR-SIGHTEDNESS

*Deutsche Wohnen focuses on dynamic metropolitan regions in Germany. With long-term investments we make an essential contribution to holistic urban development. When expanding and modernising our holdings, we have regard for our supply chain and the social environment. In so doing, we secure assets for the future.*

The property industry is increasingly being influenced by housing shortages, growing climate protection requirements and rising rents. To meet these challenges, joint efforts are needed on the part of all social actors. In this context, Deutsche Wohnen sees its economic strength as a fundamental pre-condition for staying with what is tried and tested whilst seeking to make necessary changes. We invest in the sustainability of our holdings in terms of energy efficiency or monument conservation with due regard for supply chains and in consultation with our stakeholders.

## STRONG SITUATION

In the financial year 2016, Deutsche Wohnen continued its long-standing and successful course of development. The key figure FFO I (Funds from Operations without disposals), which is of decisive importance for us, rose significantly by 26 % to EUR 383.9 million in 2016. In the same reporting year, the total assets of the company rose from EUR 13,376.6 million to EUR 16,783.6 million. With approximately 160,000 residential and commercial units and an overall letting area of 9.8 million sqm, the company manages one of the largest residential property portfolios in Germany.

## WIDE-RANGING INVESTMENTS

In order to further enhance the quality of our portfolio and to make our holdings future-proof, wide-ranging investment is imperative. We have expanded our previous modernisation programme in the amount of EUR 400 million to approximately EUR 1 billion. In the course of this programme, approximately 30,000 residential units will be modernised and undergo an energy-efficient refurbishment by 2021. In addition, we will also build new housing. By 2020, we will be investing just under

EUR 500 million in new building, closing gaps between buildings, adding extra storeys or carrying out attic conversions. There are now 2,200 residential units being planned and just under 12,000 further units in the long-term new-build pipeline. At the same time, the increasingly important area of Nursing and Assisted Living is being strengthened significantly by targeted acquisitions and new building. Our investment decision is not based on expectations of a return over the short term but on value creation over the long term.

## CONSERVING LISTED BUILDINGS

Part of our investment goes into the conservation of listed buildings. By taking proper care of the approximately 30,000 listed residential units in our portfolio, we are preserving cultural identity. Traditionally, we have given targeted support to historic buildings, so we have many years of experience in the care of historic monuments combined with their energy-efficient refurbishment.

## TREATING OUR PARTNERS AS EQUALS

In the area of maintenance and modernisation, Deutsche Wohnen works with an established network of suppliers. This collaboration on a basis of trust and partnership has proved its worth. In 2016, our service providers carried out around 50,000 jobs relating to ongoing maintenance and tenant turnover with an overall value of approximately EUR 94.5 million. As a regional partner, we also attach importance to local firms and, in so doing, strengthen the local economy. 64.5% of our ongoing maintenance work with an overall volume of EUR 80.3 million was carried out by local craft enterprises.

FFO I

26%

# HOLDINGS AND SOCIETY

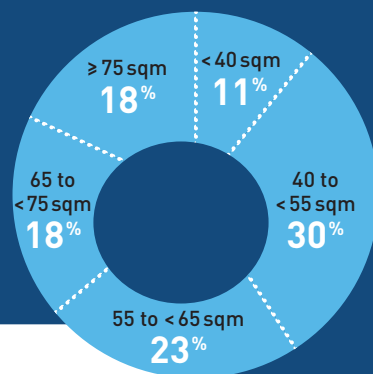
ENERGY-EFFICIENT REFURBISHMENT AND  
MODERNISATION WORK ON APPROX.  
30,000 RESIDENTIAL UNITS UNTIL 2021

This means  
that by 2021  
approx.

# 90%

of our holdings  
will have been  
refurbished

RESIDENTIAL UNITS  
BY SIZE OF UNITS



PERSONAL  
VISITS TO  
TENANTS

Our employees  
conducted personal  
visits to tenants to  
inform them about  
upcoming building  
works or to answer  
their questions



APPROX.

# 1,500

PLAYGROUNDS  
ARE AVAILABLE TO  
CHILDREN IN OUR  
NEIGHBOURHOODS

# 79%

OF OUR EMPLOYEES  
WORK IN  
PROPERTY MANAGEMENT  
AND TENANT SUPPORT

WITH **4,600**

ADDITIONAL RESIDENTIAL AND NURSING CARE PLACES  
WE ARE RESPONDING TO DEMOGRAPHIC CHANGE



# ADDED VALUE FOR TENANTS AND CITIES

*We aim to make affordable housing available and to retain satisfied tenants. We develop neighbourhoods that have a high standard of architecture and energy efficiency and that offer a good quality of life. Moreover, with our holistic approach to neighbourhood development, we ensure the emergence of vibrant, mixed communities for young and old.*

Our holdings include listed Classical Modernist residential estates, buildings that defined housing in the post-war period, and contemporary, high rise apartment blocks. And our residents are as varied as our holdings. For them, we create family-friendly and senior-friendly housing which, at the same time, is cost-effective and meets modern energy efficiency requirements. This is a challenge which we can only meet by having targeted dialogue with all parties concerned.

## ACTIVELY INVOLVING TENANTS

With our modernisation programme, we want to meet the changing expectations of contemporary housing and, in so doing, ensure the future viability of our holdings. Any change to the building affects the residents first and foremost. When Deutsche Wohnen carries out refurbishment or maintenance work, it makes information about the planned work available at an early stage and establishes contact with the residents in a variety of ways – often in face-to-face meetings. In 2016, we tested a new format for providing information to tenants in Berlin-Kreuzberg. Since May 2016, 1,700 residential units in the Otto Suhr estate have been undergoing comprehensive repair and energy-efficient refurbishment work in three construction phases. Given its scale, this project posed a new challenge with regard to informing the tenants. When the modernisation work was announced, each tenant received an appointment for a personal conversation. At these appointments, tenants were able to inform themselves in person about individual building measures and to put questions directly to the people with responsibility for the construction process. We would like to use such a format for dialogue with our tenants for future large-scale projects.

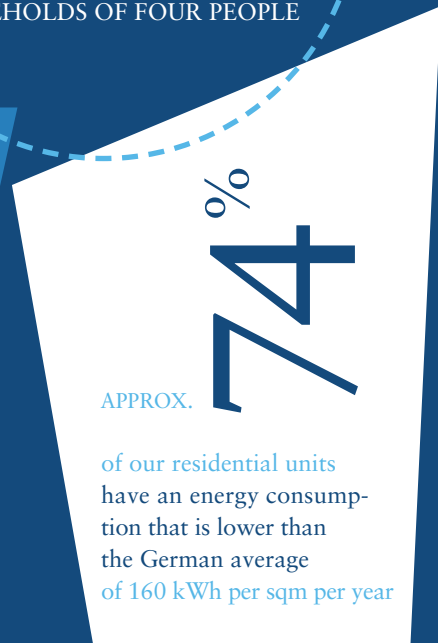
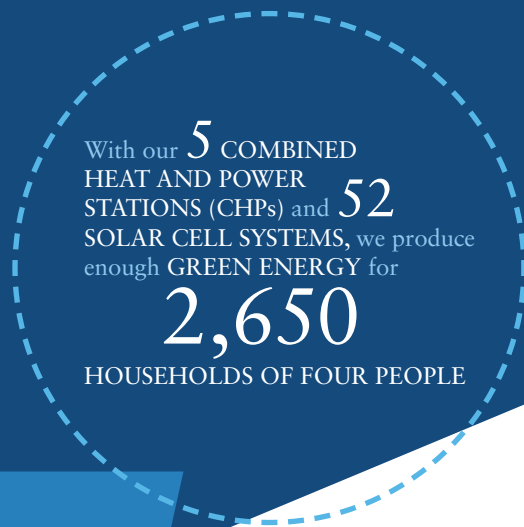
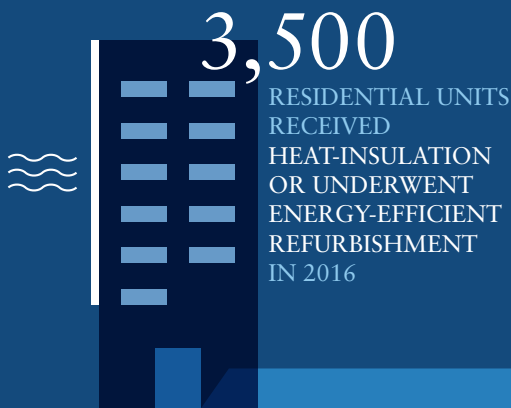
## SUPPORTING DISADVANTAGED PERSONS

Over recent years Berlin has become a popular location. Demand for housing has increased accordingly, which in turn has led to rising rents. As the largest private landlord in Berlin, we are aware of our social responsibilities and specifically make housing available to people who have difficulty on the open housing market. To this end, we cooperate with social facilities like Caritas. For the project "NeuRaum – Wohnen nach dem Frauenhaus" (a project that aims to find housing for women after they leave a women's refuge), for example, we made flats available to victims of domestic violence. We have also provided housing to socially disadvantaged young people and refugees. Overall, Deutsche Wohnen let approximately 900 flats in 2016 specifically to people in difficult social circumstances.

## MEETING THE CHALLENGE OF AN AGING SOCIETY

Demographic change in Germany is already leading to rising demand for nursing care places and assisted living. By 2030, an additional 800,000 people – compared to 2015 – will be in need of nursing care or professional assistance. Deutsche Wohnen is responding to this demand and, in partnership with its strategic stakeholding KATHARINENHOF® is offering high-quality accommodation and nursing care to elderly people. With its takeover of more than 4,600 residential and nursing care places in the second half of 2016, Deutsche Wohnen has increased its portfolio to a total of 6,700 beds.

# ECO LOGY



# HOLISTIC THINKING OF ENVIRONMENTAL PROTECTION

*With approximately 160,000 residential and commercial units, we have considerable responsibility for ensuring that we achieve environmentally friendly growth. After all, around a third of CO<sub>2</sub> emissions in Germany are attributable to buildings. With sustainable new-build concepts and comprehensive, energy-efficient refurbishments, we are contributing to reductions in energy consumption and environmental protection. By adopting these measures, we are also lowering operating expenses over the long term.*

In order to limit global warming and meet our commitments under international climate agreements, it is necessary for buildings to be built and also refurbished in ways that are energy-efficient. At the same time, we would like to continue to offer affordable housing and to develop liveable city neighbourhoods. For this reason, we do not see climate protection and energy efficiency as something separate from economic and social aspects.

## BUILDING SUSTAINABLY

Demand for housing in metropolitan regions in Germany is rising continually. Moreover, there are many areas in conurbations that cannot meet this increased demand any more. Deutsche Wohnen is trying to meet this challenge and, with new builds and redensification, is creating urgently needed housing. In doing so, we ensure that our new-build activities are in accordance with the recognised standards of the German Sustainable Building Council. Organic criteria like the use of building materials that are not harmful to health or the creation of a healthy interior climate play a key role here as well. By 2020, we plan to build approximately 2,200 new flats – predominantly in Berlin and Frankfurt/Main – for just under EUR 500 million. In the main, these new flats will come from meaningful redensification measures designed to make more efficient use of existing open spaces.

## ENERGY-EFFICIENT REFURBISHMENT

The consumption of heating, hot water and electric power and the associated emissions in the property sector depend on a variety of factors. A reliable heating and hot water supply with gas or district heating, combined with good building insulation, ensures that flats can be heated in a way that is environmentally friendly. For this reason, Deutsche Wohnen is modernising and replacing obsolete heating systems one after another in its older holdings and is optimising the quality of insulation in these buildings. Together with our associate company, G+D Gesellschaft für Energiemanagement mbH, we have refurbished heat generation plants for 10,600 residential units since 2014. The improvements in energy efficiency we have achieved here benefit both our tenants and the environment.

## POWER GENERATION

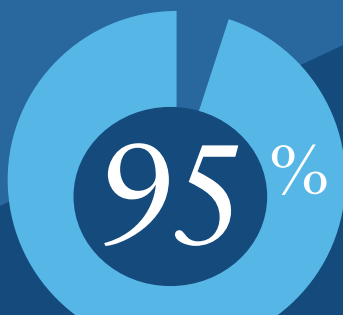
Green energy is generated by 52 solar cell systems and five combined heat and power plants (CHPs) in our holdings. These local power plants produce both electricity and heat. The CHP in the Berlin housing estate at Imbrosweg with 896 residential units came onto the grid in 2016 and is operated with climate-friendly biomethane gas. As a result, Deutsche Wohnen's own production of environmentally friendly electricity in its portfolio has risen from 9 GWh to 12 GWh a year. This increase means that we effectively cover the entire electricity needs of around 2 GWh a year in our administrative buildings. Any excess capacity we produce is fed into the public electricity grid. We also ensure that all the electricity needed for the general supply of our holdings is entirely CO<sub>2</sub>-neutral and is drawn from renewable sources – predominantly wind power and hydro-electric power.

≈ 160,000  
residential and commercial units

# EMPLOYEES

APPROX.  
**77%**

OF OUR EMPLOYEES ARE SATISFIED OR VERY SATISFIED WITH DEUTSCHE WOHNEN AS AN EMPLOYER (excl.FACILITA)



**9% HAVE PART-TIME POSITIONS**

OF OUR EMPLOYEES HAVE PERMANENT POSITIONS

**45.9%**

WOMEN IN MANAGEMENT POSITIONS

**56.5%**

OF OUR EMPLOYEES ARE FEMALE

EMPLOYEES



HOURS OF TRAINING WERE COMPLETED BY OUR EMPLOYEES AND MANAGERS IN 2016

**14,000**  
APPROX.

APPROX.

**17%**

OF OUR MANAGERS TODAY ARE FORMER TRAINEES WITHIN THE COMPANY (excl.FACILITA)

# OUR FOUNDATION

*The successful business activities of Deutsche Wohnen are based on the outstanding performance of our approximately 950 employees. It remains our goal to offer them an excellent work environment and first-class opportunities for professional development. The basis for this is our targeted initial and ongoing training, family-friendly working conditions and an equal opportunities policy that is genuinely put into practice.*

Over recent years, Deutsche Wohnen has grown dynamically. In this context, we have continued to professionalise our personnel management. By doing so, we want to establish ourselves as an attractive employer in the real estate sector. Particularly with our focus on strategic personnel development, we are able to attract and retain skilled junior employees who meet our high standards. Strategic talent management, diversity, equal opportunities and the promotion of both a work-life balance and a family-friendly work environment are the key elements of our personnel policy.

## DEVELOPING SKILLED EMPLOYEES

When it comes to securing our managers of tomorrow, we attach great importance to in-house training and professional development. In this way, we can develop qualified employees as needed who are very familiar with the real estate industry and our company. With the help of our initial training, our professional development and talent management programmes, and our combined vocational training and degree courses, we can cater extremely well for our future needs. In 2016, we received the seal of approval "Excellent Training Quality" from the Berlin Chamber of Commerce.

Our wide-ranging training programme ensures professional development that is needs-oriented and targeted at specific groups of employees. In 2016, our employees and managers completed 14,000 hours of such training. Our concept bundles similar professional development needs amongst employees and managers and, in doing so, makes use of synergies. We support our employees in their professional development with in-house training programmes that we have designed ourselves.

## INCREASING TRANSPARENCY

Our structured appraisal interviews form a core element of our personnel development. On the basis of these interviews, our employees can be shown possible career paths, and Deutsche Wohnen can put together corresponding training options that are a much more accurate fit. This means that, in combination with a performance- and market-oriented remuneration structure, we can make our personnel work even more transparent. Our employees are placed on one of four salary levels based on their job description and qualifications. This remuneration system works according to transparent rules and not on the basis of negotiation. This creates fairness and ensures that comparable positions are remunerated in the same way. Of course, women and men are treated equally in this process. The positive response from our staff survey and the "fair company" certification we have been given are a confirmation of our needs-oriented personnel work.

## FAMILY-FRIENDLINESS AND EQUAL OPPORTUNITIES IN PRACTICE

We would like to enable our employees to make their working and private lives compatible in all situations in life. We support a personal work-life balance and a family-friendly working environment with a wide variety of measures. So that parents can combine their work and family life better, we offer both mothers and fathers, for example, flexible working time models in our company. Over 9% of our employees made use of these part-time models in 2016. Moreover, the high percentage of female managers in the company – approximately 46% – emphasises the fact that our approach to equal opportunities works in practice.

employees

# KEY FIGURES AT A GLANCE

		2016	2015	Change
<b>ECONOMY</b>				
Earnings from Residential Property Management	EUR m	586.4	519.2	12.9 %
Earnings from Disposals	EUR m	54.3	68.9	- 21.2 %
Earnings from Nursing and Assisted Living	EUR m	16.8	15.6	7.7 %
FFO I	EUR m	383.9	304.0	26.3 %
EPRA NAV (undiluted)	EUR m	10,017.0	7,765.6	2,251.5
Market capitalisation	EUR bn	10.1	8.6	17.4 %

## PROPERTY PORTFOLIO

Residential and commercial units	number	160,160	148,218	11,942
Residential and commercial area	sqm k	9,790	9,147	643
Fair value of real estate property <sup>1)</sup>	EUR m	15,465	11,721	3,744
Fair value per sqm residential and commercial area <sup>1)</sup>	EUR per sqm	1,580	1,282	23.2 %
Average in-place rent	EUR per sqm/month	6.10	5.89	3.6 %
Average vacancy rate	in %	1.8	1.8	-

<sup>1)</sup> Only comprises residential and commercial buildings, without Nursing and Assisted Living

## ENVIRONMENTAL AND CLIMATE PROTECTION

Portfolio investments	EUR m	244.5	182.1	34.3 %
Portfolio investments per sqm	EUR	25	20	25.0 %
Average energy intensity of portfolio	kWh per year	135.1	139.1	- 2.9 %
Energy intensity holdings	MWh per sqm	0.120	0.128 <sup>1)</sup>	- 6.3 %
Energy intensity administration	MWh per sqm	0.145	0.150 <sup>2)</sup>	- 3.3 %
CO <sub>2</sub> intensity holdings	t CO <sub>2</sub> eq per sqm	0.023	0.025 <sup>1)</sup>	- 7.8 %
CO <sub>2</sub> intensity administration	t CO <sub>2</sub> eq per sqm	0.019	0.021 <sup>2)</sup>	- 5.5 %

<sup>1)</sup> Change in figures for previous year attributable to extension of database to approximately 90,000 units

<sup>2)</sup> Forecast was aligned to real consumption

		2016	2015	Change
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## EMPLOYEES AND SOCIETY

		2016	2015	Change
Employees Deutsche Wohnen group at year-end	number	943	766	23.1%
Proportion of women	in %	56.8	65.1	-8.3 pp
Proportion of women in management positions	in %	45.1	51.7	-6.6 pp
Average length of service	in years	9.0	9.2	-2.2%
Average age of employees	in years	42.1	41.3	1.9%
Proportion of trainees	in %	4.5	5.8	-1.3 pp
Average continuing training per employee <sup>1)</sup>	in days	20	n/a	
Sponsorship and charitable donations	EUR k	900	270 <sup>2)</sup>	

<sup>1)</sup> In relation to employees attending continuing training

<sup>2)</sup> Previous year's figures amended

## NURSING CARE AND ASSISTED LIVING

		2016	2015	Change
Facilities	number	51	20	31
Nursing and Assisted Living places	number	6,672	2,048	4,624
Average occupancy rate	in %	98.6	97.2	1.4 pp

# CONTACT AND IMPRINT

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