

RELIABLE. ANSWERS.



**Duke**REALTY  
2014 | ANNUAL  
REPORT

# Financial Highlights

(in thousands, except per share amounts)

|   | 2014         | 2013         | 2012         |
|---|--------------|--------------|--------------|
| Consolidated revenues                                 | \$ 1,167,735 | \$ 1,127,856 | \$ 1,117,724 |
| Net income (loss) attributable to common shareholders | 204,893      | 153,044      | (126,145)    |
| Funds from operations (FFO) - diluted                 | 367,768      | 351,780      | 269,985      |
| Core FFO - diluted                                    | 406,161      | 363,827      | 282,468      |
| Adjusted FFO (AFFO) - diluted                         | 330,019      | 296,447      | 227,613      |

## PER SHARE:

|                             |         |         |           |
|-----------------------------|---------|---------|-----------|
| Net income (loss) - diluted | \$ 0.60 | \$ 0.47 | \$ (0.48) |
| FFO - diluted               | 1.07    | 1.07    | 0.98      |
| Core FFO - diluted          | 1.18    | 1.10    | 1.02      |
| AFFO - diluted              | 0.96    | 0.90    | 0.82      |
| Dividends paid              | 0.68    | 0.68    | 0.68      |

## AT YEAR END:

|  |           |           |           |
|--|-----------|-----------|-----------|
| Common stock price                           | \$ 20.20  | \$ 15.04  | \$ 13.87  |
| Total assets before accumulated depreciation | 9,260,516 | 9,135,371 | 8,856,786 |

*This annual report contains a number of forward-looking statements that are not necessarily indicative of future results. For more information, refer to the company's fourth quarter and full-year 2014 results and SEC filings on the Investor Relations section of our website. This report also references non-GAAP financial measures including funds from operations or FFO and Core FFO; adjusted funds from operations or AFFO; and net operating income or NOI. These financial measures are commonly used in the real estate industry, and we believe they provide useful information to investors when used in conjunction with GAAP measures. For a definition of these non-GAAP measures and reconciliations to their most directly comparable GAAP measures, refer to the company's fourth quarter and full-year results on the Investor Relations/Financials page at [www.dukerealty.com](http://www.dukerealty.com).*

Duke Realty is a national real estate company specializing in the ownership, development and management of industrial properties, complemented by investments in select medical and suburban office assets. At year-end 2014, Duke Realty owned, maintained an interest in or had under development approximately 153.2 million square feet in 22 major U.S. metropolitan areas.





# To our Shareholders

By all measurements, 2014 was a year of exceptional performance for Duke Realty. Our attention to capital allocation, balance sheet management and operating performance enabled us to deliver outstanding results in virtually every financial and operational metric we track. We also provided an excellent return to our shareholders.

Without a doubt, our success in 2014 can be directly attributed to our outstanding team of associates. I want to take this opportunity to thank everyone in our company for their hard work and commitment to our success, and congratulate them on their individual and collective accomplishments.

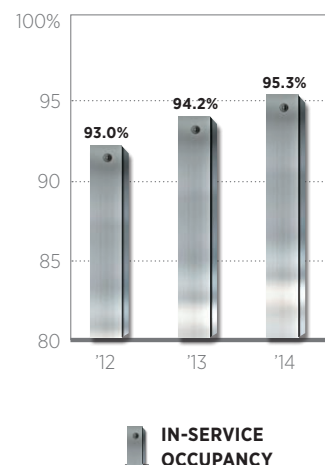
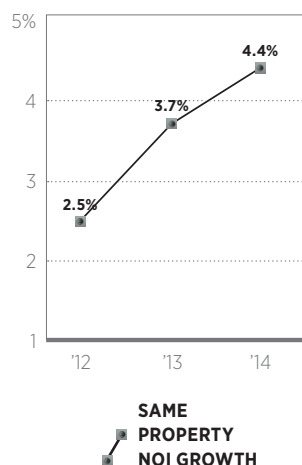
Our board of directors contributed significantly to our performance in 2014 as well. We are grateful for the guidance and support of our directors as we continue to work to make Duke Realty a high-performing investment for our shareholders.

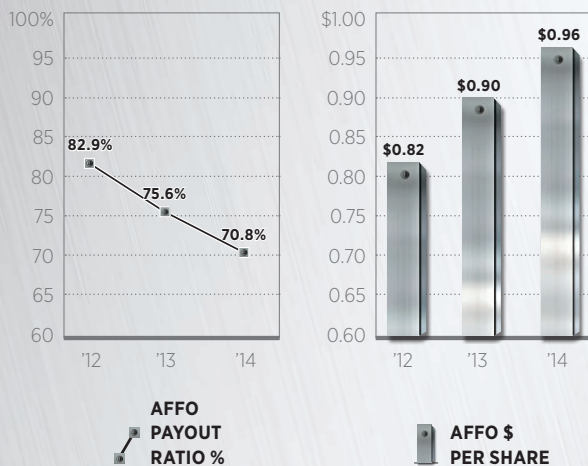
Our business this year benefited from a strengthening economy. As a REIT focused primarily on the industrial sector, we were able to capitalize on our expertise in this product type as demand for warehouse space by distributors, manufacturers, retailers, logistics and e-commerce companies increased.

Before we turn to a recap of our accomplishments in specific areas of our business, we want to share with you our 2014 operating highlights. Occupancy in our 147 million-square-foot, in-service portfolio reached 95.3 percent at year-end, the highest level since 1995 and 110 basis points higher than our 2013 year-end occupancy. This overall occupancy rate was boosted by our in-service industrial portfolio in which occupancy was 96.4 percent at December 31, 2014, 110 basis points over the previous year.

Rental rate growth is another area in which we made significant improvement. Our focus throughout the year on capturing rate increases, coupled with the quality of our portfolio and tightening fundamentals, contributed to an 8.8 percent increase in rental rates on lease renewals for the year compared to a 3.1 percent increase in 2013. We were particularly successful in industrial lease renewals with growth of 9.7 percent for the year.

**Jim Connor** | Chief Operating Officer  
**Denny Oklak** | Chairman and Chief Executive Officer  
**Mark Denien** | Chief Financial Officer





These increases in occupancy and rental rates fueled growth in our same-property net operating income. For the 12 months ended December 31, 2014, same property NOI grew 4.4 percent, compared to the 12 months ended December 31, 2013.

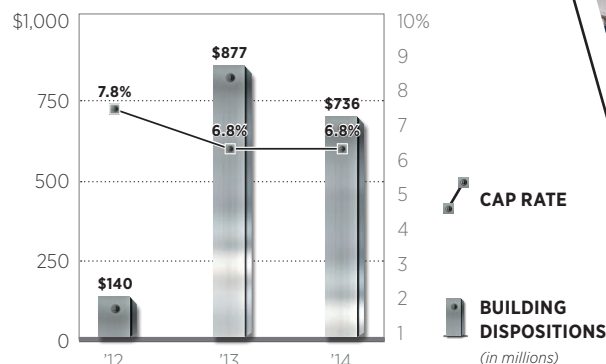
Most important, we were able to increase AFFO per share, the strongest indicator of our ability to grow cash flow and deliver better returns for our shareholders. In 2014, we generated AFFO per share of \$0.96, a 6.7 percent increase compared to 2013.

Now let's review the specific areas of our business that contributed to our excellent 2014 financial performance.

## Strategic Investment Management

Following the successful completion of our asset repositioning plan in 2013, we continued to focus our attention on actively managing our portfolio to ensure that our investments translate into high-quality assets with the best prospects for performance. We critically assessed our portfolio and then executed on a combination of dispositions, acquisitions and development projects that resulted in a larger, stronger portfolio positioned for ongoing growth.

On the dispositions side, we took advantage of a strong investment sales environment, selling \$736 million of non-strategic properties at a 6.8 percent in-place cap rate.



Perimeter Park | Raleigh, North Carolina





**Built-to-Suit** | Warehouse/Distribution Facility  
CHESAPEAKE COMMERCE CENTER — BALTIMORE, MARYLAND

AMAZON.COM



The sale of these non-core assets was consistent with our ongoing strategy of reducing our investment in suburban office and disposing of assets that don't align with our quality specifications and return targets. The majority of our property dispositions were assets located in the Midwest, but sales also included properties in other markets in which we believe we had maximized value and were able to take advantage of premium pricing.

Land sales also were significant as we took advantage of strong market pricing to convert non-income generating assets into capital that could be used for deleveraging and new development. We sold \$37 million of land at an approximate 39 percent gain over our book basis.

AllPoints Midwest | Indianapolis, Indiana



## ACE HARDWARE

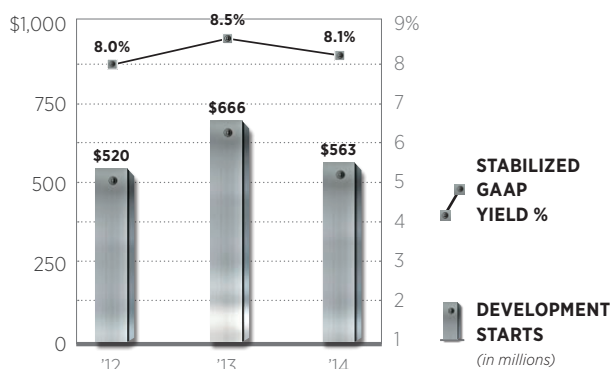
**Built-to-Suit** | Warehouse/Distribution Facility  
PARK 70 AT WEST JEFFERSON — COLUMBUS, OHIO



Though acquisitions remain a component of our investment strategy, acquisitions in 2014 were lower than the last several years because of what we considered aggressive market pricing. As a result of this and our disciplined approach to capital allocation, our acquisitions in 2014 were limited to \$131 million,

and included only a few value-enhancing industrial and medical office properties in targeted logistics and healthcare markets.

Our investment focus in 2014 instead was on development. Strong demand for modern facilities and high occupancy in major logistics markets presented us with an ideal opportunity to leverage our expertise, generate attractive yields and monetize land positions. We were successful in our efforts. Our development starts this year totaled \$563 million, and we monetized \$47 million of land with these projects.



We also are pleased to report that a large percentage of our new developments were significantly preleased. In 2014, \$374 million of our development starts were industrial properties that were 56 percent preleased, \$112 million were medical office buildings that were 100 percent preleased and \$77 million were suburban office buildings that were 56 percent

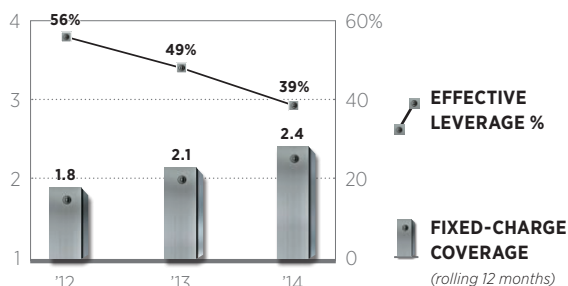


TriHealth/Group Health Medical  
Office Building | West Chester, Ohio

preleased, for a total preleased occupancy on these starts of 57 percent. Our ability to attain this level of new development preleasing is due in large part to our success in winning build-to-suit projects. As we have bid on these types of projects around the country, we have found that our strategic land positions, coupled with our vertically integrated development platform executed by our team of experienced, dedicated-to-quality associates, provide us with a competitive advantage.

Though we have a strong track record of leasing our speculative development projects—currently 70 percent occupancy in the 18 buildings we've placed in service since we came out of the 2008-2009 recession that were 17 percent preleased when started—we continue to take a measured approach in the amount of speculative development risk we are willing to accept. We will continue to be conservative, restricting our speculative investments primarily to bulk warehouse projects that provide attractive incremental returns on capital in high-demand, limited availability markets.

In 2014, we placed in service 7.0 million square feet of new developments which were 85 percent leased and have an 8.4 percent stabilized GAAP yield. At year-end, we had another 6.3 million square feet under development, with total stabilized project costs of \$498 million, that were 58 percent preleased in the aggregate and expected to generate an 8.1 percent weighted average stabilized GAAP yield. We estimate that we have created nearly \$220 million of value from the development projects placed in service in 2014 and those under development at year-end. When placed in service, these new developments will enhance the quality of our portfolio and are projected to provide long-term NOI growth through embedded rental rate increases.



## Stronger Financial Position

In 2014, we successfully executed several opportunistic capital market transactions that enabled us to substantially improve our balance sheet by reducing leverage, extending and balancing debt maturities and maximizing liquidity.

First, we successfully renegotiated our line of credit, increasing the line to \$1.2 billion from \$850 million, extending the maturity to January 2019 and reducing the borrowing rate from LIBOR plus 1.25% to LIBOR plus 1.05%. This facility also can be upsized to \$1.6 billion and has the option for two six-month extensions of the maturity date. This expanded, lower-cost line of credit enhances our financial flexibility and is reflective of the support of the financial institutions that participated in our credit facility.

Other capital transactions included the use of our at-the-market equity program to raise net proceeds of \$289 million of equity at an average price of \$17.85 per share. We also took advantage of favorable interest rates to issue \$300 million of 10-year senior unsecured notes at an effective rate of 3.90 percent, the second lowest interest rate for long-term bonds in our history.

Proceeds from the equity issuances and bond offering, along with proceeds from dispositions and strong operational performance, were used to repay higher-rate debt, redeem three series of higher-coupon preferred stock and fund company growth which, in turn, resulted in continued improvement in key leverage metrics. In the past 12 months, our fixed-charge coverage ratio has improved from 2.1 times to 2.4 times and our debt plus preferred to EBITDA ratio has improved from 7.7 times to 7.0 times. In addition, Duke Realty's effective leverage, measured as debt plus preferred to market capitalization has improved from 49 percent at the beginning of 2014 to 39 percent at year-end.

These improvements in our overall financial position enabled us to strengthen our Baa2 credit rating by Moody's and resulted in an upgrade by Standard & Poor's to BBB.

Camp Creek Business Center | Atlanta, Georgia





## Shareholder Value

We are pleased with the progress we have made this year in all areas of our business. Going forward, we plan to continue our successful capital allocation and operational practices.

We intend to remain responsible stewards of capital. We will strive to improve the quality of our portfolio through active portfolio management, taking advantage of favorable market conditions to generate proceeds through dispositions of assets that we do not consider strategic to us in the long-term or which we believe the open market is ascribing a higher value than their strategic importance to us. We plan to use the capital we generate through dispositions and other capital-raising activities to fund high-yield development and acquisitions as market conditions warrant and continue to strengthen our balance sheet.

Ongoing improvement in our operations remains a focus in 2015 as well. Our team is continuing to work diligently to retain our valued tenants, fill available space in our portfolio, capture rental rate growth and develop preleased and select speculative projects that meet our criteria for returns.

Above all, our plans call for ongoing increases in shareholder value. Since 2010, we have grown AFFO per share at a more than six percent compounded annual return. We have prudently used these funds to grow our portfolio and improve our balance sheet, while maintaining a constant dividend. As a result, our company is stronger and well-positioned for ongoing growth, and we have reduced our AFFO payout ratio from 89 percent to 71 percent during the four-year period.



Left: **Legacy Commerce Center** | Linden, New Jersey

Right: **Gateway North Business Center** | Minneapolis, Minnesota



**Built-to-Suit** | Warehouse/Distribution Facility  
ANVIL BLOCK ROAD AND I-675 — ATLANTA, GEORGIA

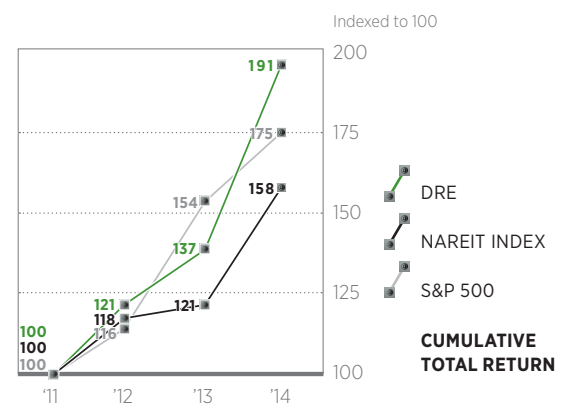
HHGREGG



Our shareholders have benefited from this strategy. Over the past three years, total shareholder return has been more than 90 percent and, last year, more than 39 percent. When compared to other investments, Duke Realty stock has been a strong performer over the past three years, exceeding the S&P 500 index by 16 percent, and the all-equity REIT index (RMS) by 33 percent.

As a testament to our overall performance, more than half of the research analysts covering Duke Realty now rate our company as “outperform,” with the majority upgrading our rating in the past 12 months.

In closing, I would like to thank all of our shareholders for your ongoing support of our company. As we move forward, we will continue our efforts to grow AFFO and strengthen our company. We look forward to delivering ongoing value for you in the future.



Dennis D. Oklak  
Chairman and Chief Executive Officer

## BOARD OF DIRECTORS



**Thomas J. Baltimore, Jr.**  
*President and Chief Executive Officer,  
RLJ Lodging Trust*



**William Cavanaugh III**  
*Lead Director; Retired Chairman and Chief  
Executive Officer, Progress Energy, Inc.*



**Alan H. Cohen**  
*Retired Co-Founder and Chairman,  
The Finish Line*



**Ngaire E. Cuneo**  
*Partner, Red Associates, LLC*



**Charles R. Eitel**  
*Co-Founder, Eitel & Armstrong (now  
known as North Inlet Partners) and Former  
Chairman and Chief Executive Officer,  
Simmons Bedding Company*



**Dr. Martin C. Jischke**  
*President Emeritus, Purdue University*



**Dennis D. Oklak**  
*Chairman and Chief Executive Officer,  
Duke Realty Corporation*



**Melanie R. Sabelhaus**  
*Vice Chair, Board of Governors,  
American Red Cross*



**Peter M. Scott**  
*Retired Chief Financial Officer,  
Progress Energy, Inc.*



**Jack R. Shaw**  
*President, The Regenstrief Foundation  
and Retired Managing Partner,  
Ernst & Young, Indianapolis, Indiana*



**Michael E. Szymanczyk**  
*Retired Chairman and Chief Executive  
Officer, Altria Group*



**Lynn C. Thurber**  
*Non-Executive Chairman, LaSalle  
Investment Management*



**Robert J. Woodward, Jr.**  
*Chairman, Palmer-Donavin  
Manufacturing Co. and Retired Chief  
Investment Officer, Nationwide Insurance*

## LEADERSHIP TEAM

**Dennis D. Oklak**  
*Chairman and Chief Executive Officer*

**James D. Bremner**  
*President, Healthcare*

**Jeffrey D. Turner**  
*Executive Vice President, Western Region*

**James B. Connor**  
*Chief Operating Officer*

**Ann C. Dee**  
*General Counsel*

**Steven R. Kennedy**  
*Executive Vice President, Construction*

**Mark A. Denien**  
*Chief Financial Officer*

**J. Samuel O'Briant**  
*Executive Vice President, Eastern Region*

**Denise K. Dank**  
*Chief Human Resources Officer*

**Nicholas C. Anthony**  
*Chief Investment Officer*

**Steven W. Schnur**  
*Executive Vice President, Central Region*

**Paul R. Quinn**  
*Chief Information Officer and Strategic  
Execution Officer*



## HOW TO REACH US

### Corporate Headquarters

600 East 96th Street, Suite 100  
Indianapolis, Indiana 46240  
317.808.6000

### Transfer Agent and Registrar

American Stock Transfer & Trust Company  
6201 15th Avenue  
Brooklyn, New York 11219  
800.937.5449  
www.amstock.com

### Investor Relations

Duke Realty Corporation  
Attn: Investor Relations  
600 East 96th Street, Suite 100  
Indianapolis, Indiana 46240  
317.808.6005 or 800.875.3366  
317.808.6794 (fax)  
IR@dukerealty.com  
www.dukerealty.com

## GENERAL INFORMATION

Duke Realty Corporation's Direct Stock Purchase and Dividend Reinvestment Plan provides shareholders with an opportunity to conveniently acquire the Company's common stock. Shareholders may have all or part of their cash dividends automatically reinvested, and may make optional cash payments toward the purchase of additional shares of common stock. Information regarding the Plan may be obtained from our transfer agent, American Stock Transfer & Trust Company, at [www.amstock.com](http://www.amstock.com) or by calling 800.937.5449.

## ELECTRONIC DEPOSIT OF DIVIDENDS

Registered holders of Duke Realty Corporation's common stock may have their quarterly dividends deposited to their checking or savings account free of charge. Call the Investor Relations department at 317.808.6005 to sign up for this service.

## MARKET PRICE AND DIVIDENDS

### New York Stock Exchange: DRE

The table to the right sets forth the high and low prices of the Company's common stock for the periods indicated and the dividend paid per share during such period.

## HOLDERS OF COMMON STOCK

As of February 18, 2015, there were 6,506 record holders of the Company's common stock.

### 2014

| Quarter Ended | High     | Low      | Dividend |
|---------------|----------|----------|----------|
| December 31   | \$ 20.83 | \$ 17.06 | \$ 0.170 |
| September 30  | 18.80    | 16.94    | 0.170    |
| June 30       | 18.24    | 16.62    | 0.170    |
| March 31      | 17.03    | 14.48    | 0.170    |

### 2013

| Quarter Ended | High     | Low      | Dividend |
|---------------|----------|----------|----------|
| December 31   | \$ 17.23 | \$ 14.18 | \$ 0.170 |
| September 30  | 17.56    | 14.12    | 0.170    |
| June 30       | 18.80    | 14.29    | 0.170    |
| March 31      | 17.16    | 13.94    | 0.170    |

On January 28, 2015, the Company declared a quarterly cash dividend of \$0.17 per share, payable as of February 27, 2015 to common shareholders of record on February 17, 2015.



600 East 96th Street, Suite 100 | Indianapolis, IN 46240 | 317.808.6000 | [dukerealty.com](http://dukerealty.com)



#### **Mission**

Our mission is to build, own, lease and manage industrial, office and healthcare properties with a focus on exceptional customer satisfaction while maximizing shareholder value.

#### **Vision**

To continually set the standard for excellence in reliability.