

绿城管理控股有限公司

(股票代码 : 9979.HK)

# 2024年度业绩发布会

2024 Annual Results Announcement



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# 01 Scale – Industrywide GFA of Newly Contracted Projects Declines for First Time

The Trend in GFA of Newly Contracted Projects in the Project Management Business <sup>1</sup>

Unit: 10,000 sqm



Note 1: Data from China Index Academy

Clients, lacking market confidence, prefer to

**Wait and observe**

as part of the land stock remains “difficult to yield profit”

**Development suspended**

The policy of converting existing homes into affordable housing has driven

**Adjustments to affordable housing construction plans**



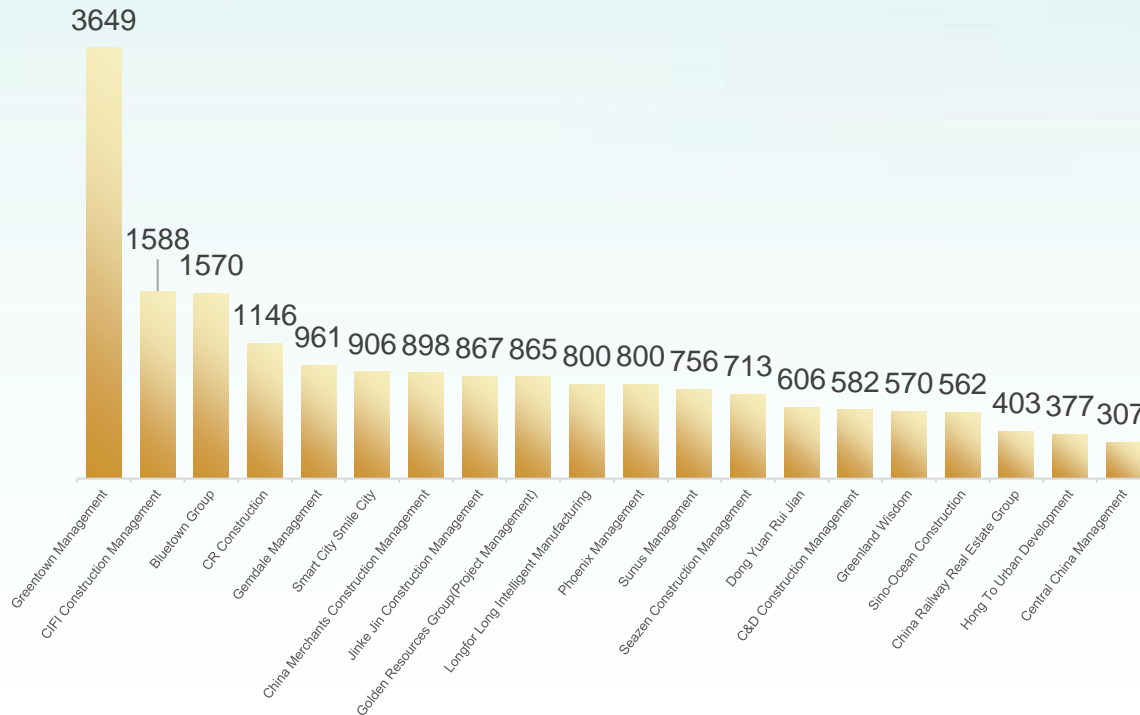
# 02 Competition – Intensified Competition Elevated Entry Barriers

Some of the Top100 real estate developers and companies across the industry chain are rushing into the market, leading to escalating competition, a crowded playing field, and a rise in industry entry barriers and concentration.

TOP20 Players by GFA of Newly Contracted Projects <sup>1</sup>

Raising the entry barriers to Qualify Top 10 & Boosting concentration<sup>1</sup>

Unit: 10,000 sqm



2023

2024

Barriers to Qualify Top 10

7 mn sqm

8 mn sqm

Top 5 Concentration

50%

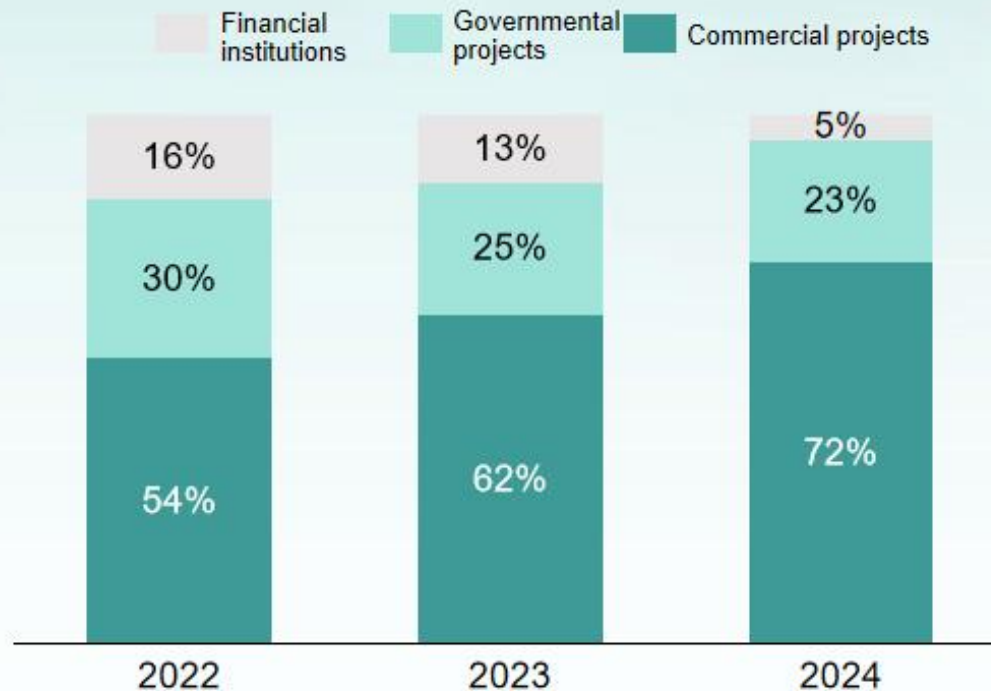
54%

Note 1: Data from China Index Academy



# 03 Composition – Declining Shares from Government/Financial Institutions

## Industry Breakdown of Project Management Projects<sup>1</sup>



Note: 1. Internal data

### Decline in government projects

Debt control

Affordable housing "purchase over construction"

### Decline in financial institution projects

Falling asset valuations, tough revitalization, and long cycles

### Increase in commercial projects

Strong demand to meet sales targets, project management costs linked with sales



## 04 Trends – Demand to be Released amid Industry Adjustment

**Industry Challenge:**  
deeply impacted by market adjustment

**Marginal Improvement:**  
policies halted declines and promoted stability

Slow growth in  
scale

Competition  
intensified

High  
requirement in  
business  
development

Market  
confidence  
partially  
restored

Willingness to  
initiate projects  
gradually  
recovering

Underlying  
demand to be  
released

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# Reform-Driven, Continuously Leading

- In the face of in-depth adjustment of the industry and market, the company quickly launched strong reform measures in the middle of the year, focusing on optimizing organizational structure, salary performance, and incentive assessment.
- In the second half of the year, key indicators stabilized and rebounded, sustaining industry-leading performance across all major operating metrics throughout the year.

Continuously Improving HoH  
In the second half of the year

Staying on top in all aspects  
For the full year



Project management  
fee from new projects

+ 22%



Project management  
fee collection

+ 23%

Market share increased

Industry TOP1 in

New projects/delivery/sales/product  
quality, etc.

Leading company in project management  
for **nine** consecutive years

**Top1**

**Top 1** Project Management Company by Newly Signed Contract Value

**Top 1** Government-Commissioned Project Management Company by Newly Signed Contract Value

**Top 1** Project Management Company by Sales Value

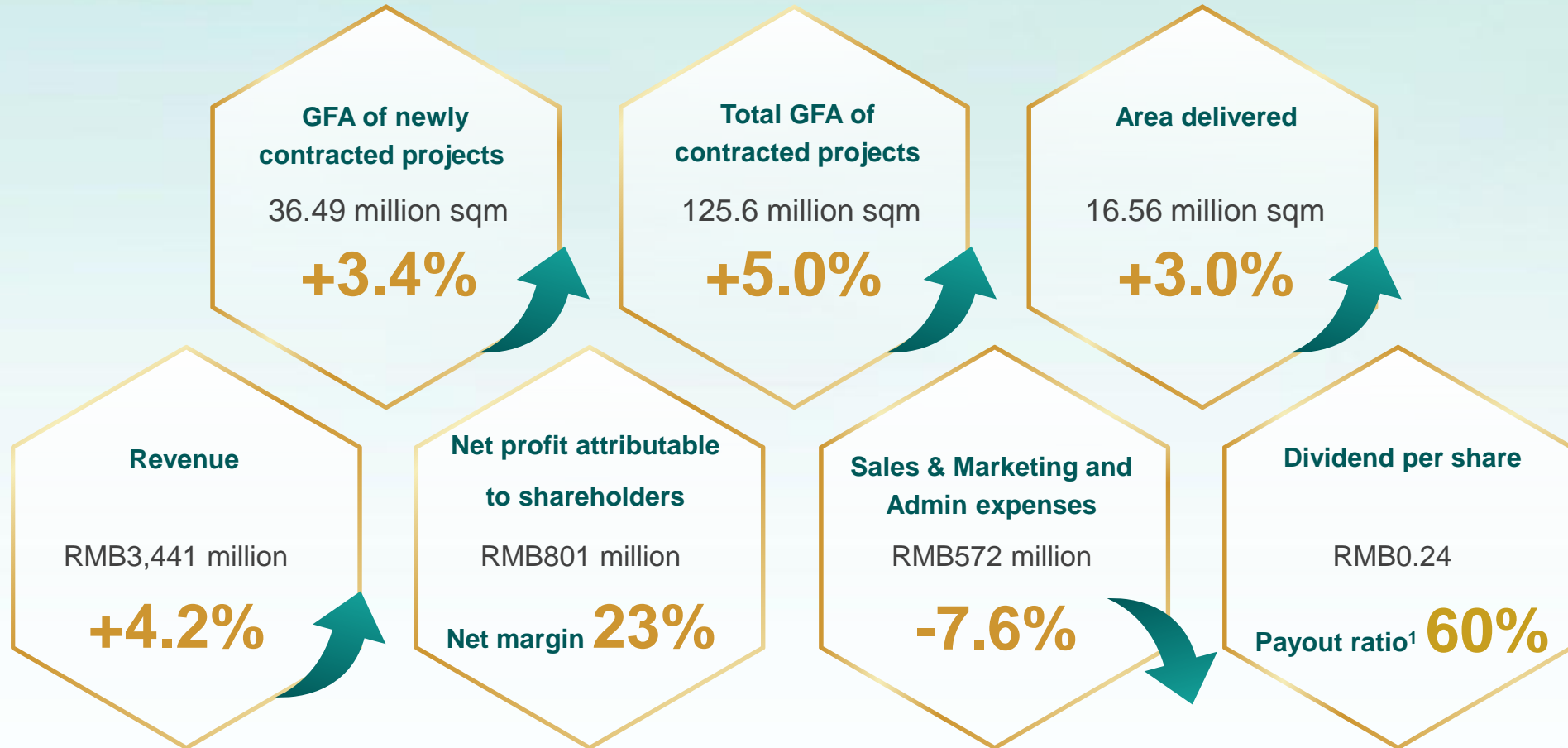
**Top 1** Project Management Company by Delivered Project Value

**Top 1** Project Management Company in China for Product Quality (2024)

...



# Core Metrics for 2024



Note: 1 Total dividends / Net profit attributable to shareholders of the company



# 01 Steady Growth in Scale

## City Coverage

Unit: PCS

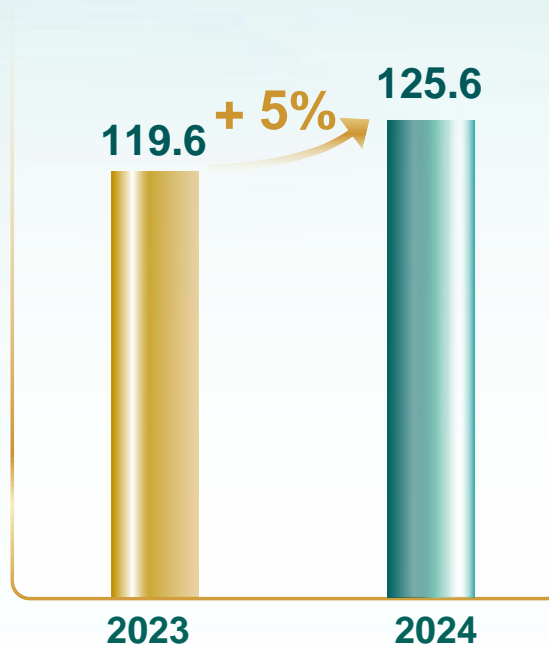
**130**

(An increase of 8  
from the end of 2023)



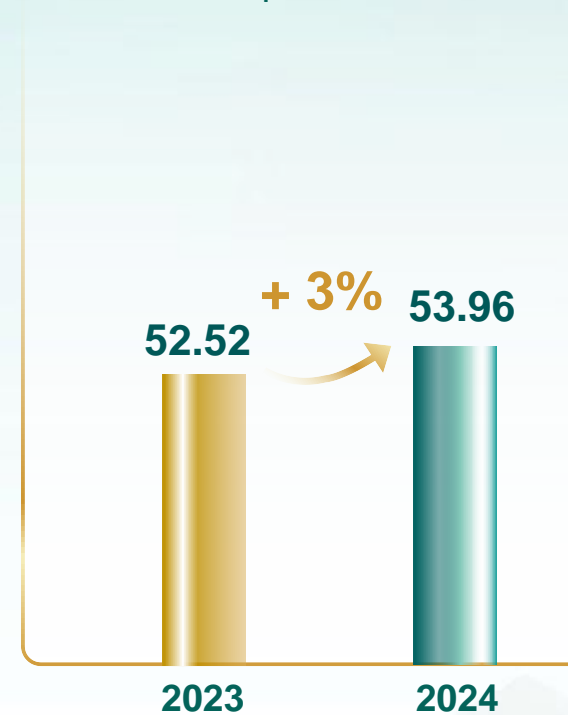
## Total GFA of Contracted Projects

Unit: million sqm



## Area Currently under Construction

Unit: million sqm

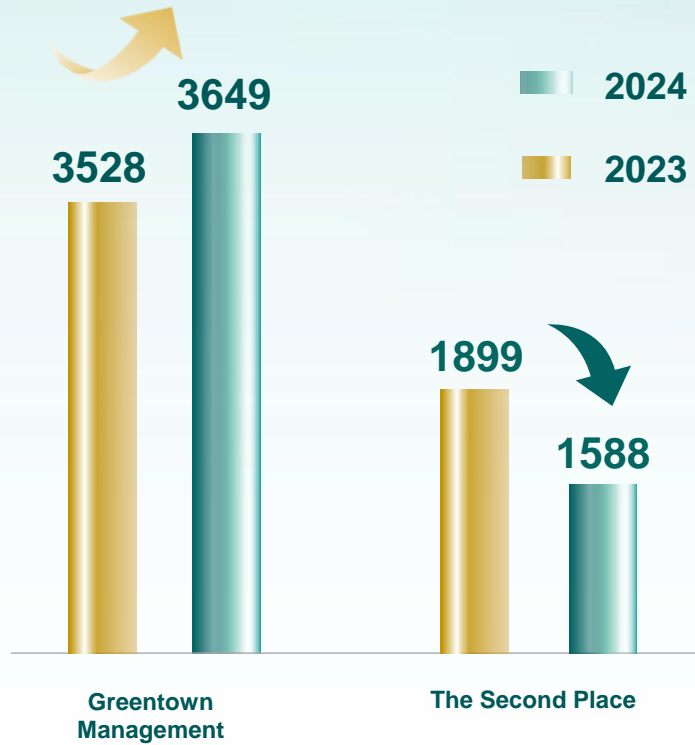




# 02 Expanded Market Share

## GFA of Newly Contracted Projects in 2024

Unit: 10,000 sqm



## 2024 Market Share (by Newly Contracted GFA) <sup>1</sup>



Note 1: China Index Academy



# 03 Structural Optimization of Newly Contracted Projects

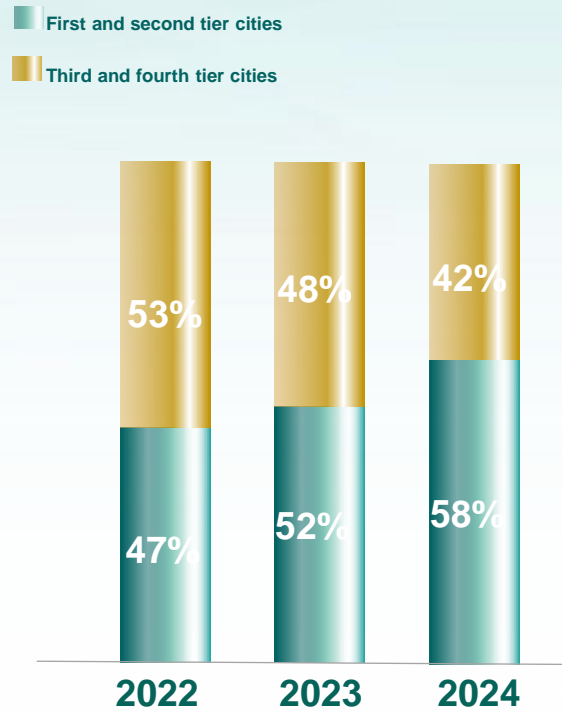
## GFA of Newly Contracted Projects

Unit: million sqm



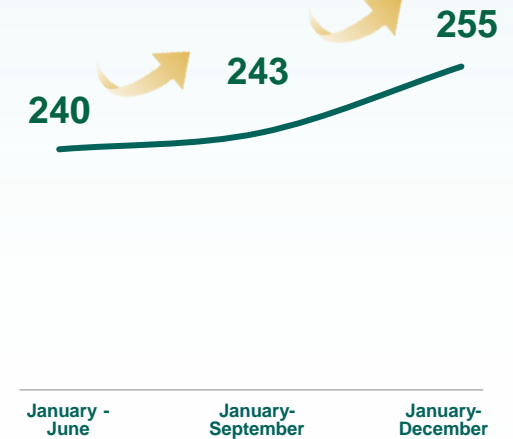
## Steady Growth in the Proportion of First- and Second-Tier Cities

(Percentage)



## YTD Average Unit Price of New Projects Recovered and Stabilized

Unit: RMB per sqm





# 04 Deliver Quality Fulfillment

**DELIVERY SCALE STEADILY INCREASES, SATISFACTION LEADS**

Delivery throughout the year

**118** Projects delivery throughout the year

**16.56** million sqm increased by **3%**

Delivery of governmental project management

**63.90** million sqm

Leading the industry in customer satisfaction

The delivery satisfaction rates on the business-end

**95%**

The delivery satisfaction rates on the business-end

**89%**

Note: The B-end satisfaction data comes from Ipsos, and the C-end delivery satisfaction data comes from Savvy Consulting.

**INDUSTRY - LEADING SCALE OF DELIVERY 1**

Unit: 10,000m<sup>2</sup>



Note 1: Data from China Index Academy



# 05 Product Capability Upgrade

Adhering to Greentown’s “Good House” standards, we continuously innovate and **upgrade our product**. By optimizing the supply chain, we achieved **cost reduction and efficiency gains**. Strengthening lean management enabled us to **accelerate the entire project lifecycle**. In 2024, these efforts led to a comprehensive upgrade of our product capabilities, resulting in the emergence of benchmark projects and widespread industry recognition.

## Delivery Benchmark



Shanghai, Jiangnan Chunyi



Iflytek Industrial Office Project

## Outstanding Full-Dimensional Demonstration Zone



Yangzhou, Liu’an Xiaofeng



Yuyao, Xiaoyue Qinyuan

## Industry Recognition

Product Quality of Chinese Project Management Companies	<b>TOP1</b>
Product Awards	<b>154</b>
International-level Product Awards	<b>23</b>





# 06 Relief Efforts Yielded Significant Results

Actively responding to the national call to **ensure the delivery of properties**, we leverage our professional capabilities to **“inject vitality”** into bail-out projects, enabling their revitalization and successful delivery. The Company has successfully completed distressed housing projects, delivering over **10 million** sqm of GFA, benefiting clients, homeowners, government, and society **in a win-win outcome**.

## Newly Acquired Relief Projects Progressing Smoothly

Jointly with Great Wall AMC, China Orient AMC, Cinda AMC and China Life Insurance, AVIC Trust, Everbright Trust and other financial institutions, the Company provides comprehensive professional support to create highly sought-after projects revitalized through relief efforts.

## First Batch of Relief Projects Delivered

By resolving historical legacy issues, implementing standardized management practices, and meticulously controlling project progress and quality, we have successfully delivered projects in provinces such as Zhejiang, Guangdong, Jiangsu, and Guizhou, earning recognition from homeowners and all stakeholders in the society.



Hong Kong-Zhuhai-Macao Future City Project  
(China Life)



Greentown · Wuhan Guihu Yuncui (Great Wall AMC)



Guangzhou Sunshine Peninsula (delivered)



Jiangyin Chengjiang Mingyue (Delivered)





# 07 Reforms Boost Business Operations

## Organizational Change Comprehensively Improves Quality and Efficiency

<b>Organizational Reform</b>	Integrating government-commissioned and commercial project management to maximize resource strengths; established a Zhejiang regional division and rapidly expanding direct-managed city-level companies in key provinces to deepen market penetration and enhance regional focus.
<b>Regional Autonomy</b>	Empowering regional companies with greater management autonomy to foster independent operations, while reinforcing shared risk and accountability, enabling divisions to share profits with the group and take responsibility for their own financial outcomes.
<b>Salary Incentive Reform</b>	Adjusting compensation by increasing the variable-to-fixed ratio and tying all employee pay to collection completion rates, strengthening the link between performance and income, while introducing quarterly rewards and penalties based on key metrics and enhancing manager evaluations.
<b>Management Improvement</b>	Strengthening our risk control system, upgrading digital infrastructure, and upgrading our authorization processes, while streamlining workloads and boosting efficiency to drive development momentum.

## Per Capita Revenue Contribution <sup>1</sup> Increasing Year by Year

Unit: RMB 10,000 / person

CAGR +12.74%



Note: 1. Revenue / total number of staff with the Group and affiliated companies serving the project management business



## 08 Lead Industry Development

Building on the association's platform to champion a leadership role in driving industry progress  
Leveraging new quality productive forces to foster sustainable and healthy industry growth

Collaborating to establish standards, norms, and platforms for sharing resources, insights, and successes



Participate in the first Project Management Summit  
Share benchmarking experience to promote high-quality development of the industry



To undertake the "High-quality Housing Construction and Innovative Operation and Maintenance Service On-site Experience Exchange Meeting"  
Nearly 300 representatives from affordable housing management departments, industry associations and enterprises from more than 10 provinces and cities across the country attended the meeting to jointly promote the healthy development of affordable housing construction in the industry

### 中国房地产业协会文件

中国房协〔2025〕10号

#### 关于《代建企业综合能力评价标准》征求意见的函

各有关单位和专家：

根据中国房地产业协会团体标准《代建企业综合能力评价标准》立项通知（中国房协〔2024〕14号）的要求，中国房地产业协会代建分会、绿城管理控股有限公司、中国建筑标准设计研究院有限公司等单位撰写的《代建企业综合能力评价标准》已完成征求意见稿。

现将该标准征求意见稿（附件1）寄送给你们，请组织审阅，提出具体意见和修改建议，并填写意见反馈表（附件2），于2025年2月22日前反馈给该标准联系人。

Lead the compilation of the first industry standard, which has entered the consultation process

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# 01 Key Financial Metrics

Item	For the twelve months ended 31 December		
	2024	2023	Change
	RMB million	RMB million	
Revenue	3,441.2	3,302.4	4.2%
Gross profit	1,705.6	1,722.3	-1.0%
Gross profit margin	49.6%	52.2%	-2.6 pts
Administrative expenses	481.1	514.5	-6.5%
Net profit	790.5	980.7	-19.4%
Net profit margin	23.0%	29.7%	-6.7 pts
Net profit attributable to owners of the company	801.1	973.6	-17.7%
Net profit margin (attributable to owners of the company)	23.3%	29.5%	-6.2 pts
EPS (attributable to ordinary equity holders of the company) <sup>1</sup>	0.41	0.50	-18%

Note 1: RMB Yuan



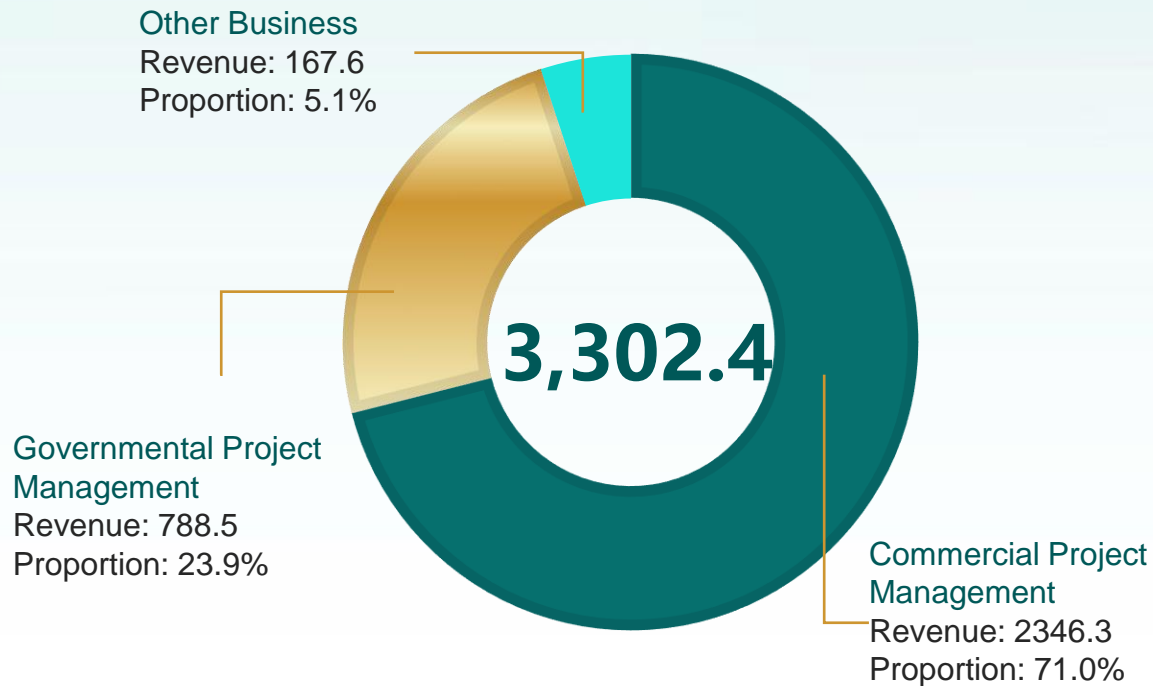
## 02 Revenue Structure Optimized along Increasing Revenue

**Commercial Project Management:** Steadily advancing local presence strategy, exploring new opportunities and partnerships, with consistent growth in scale and revenue

**Governmental Project Management:** New projects facing tougher competition, pressuring commercial conditions, with a slight revenue dip from government projects

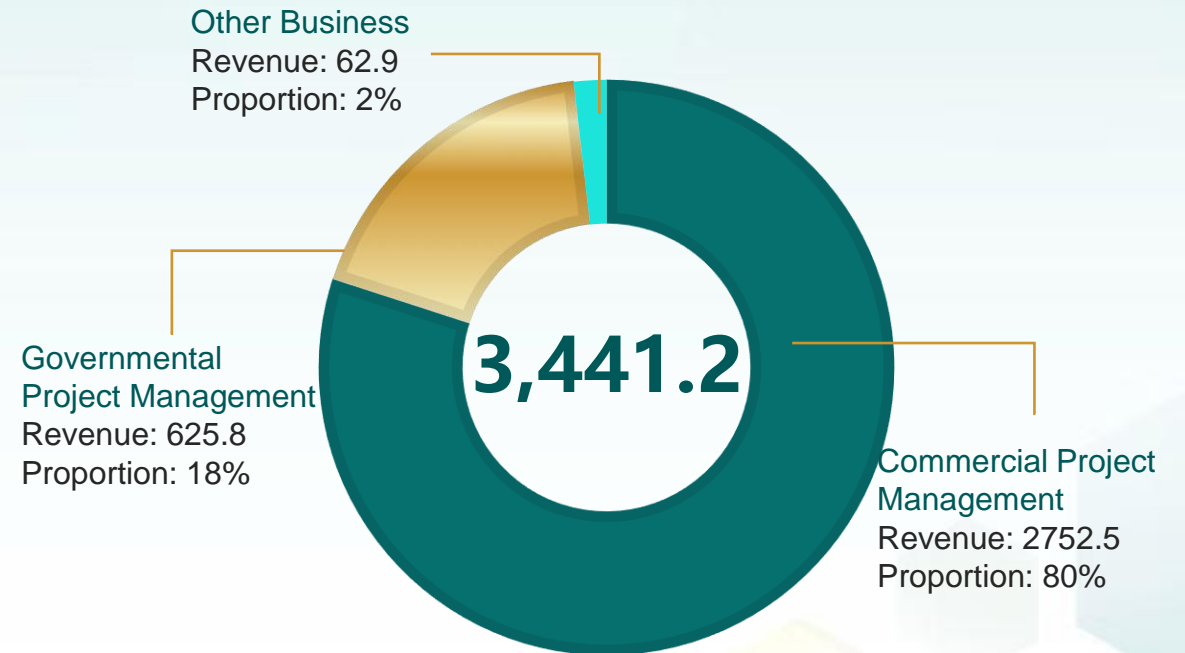
**2023**

Unit: RMB million



**2024**

Unit: RMB million

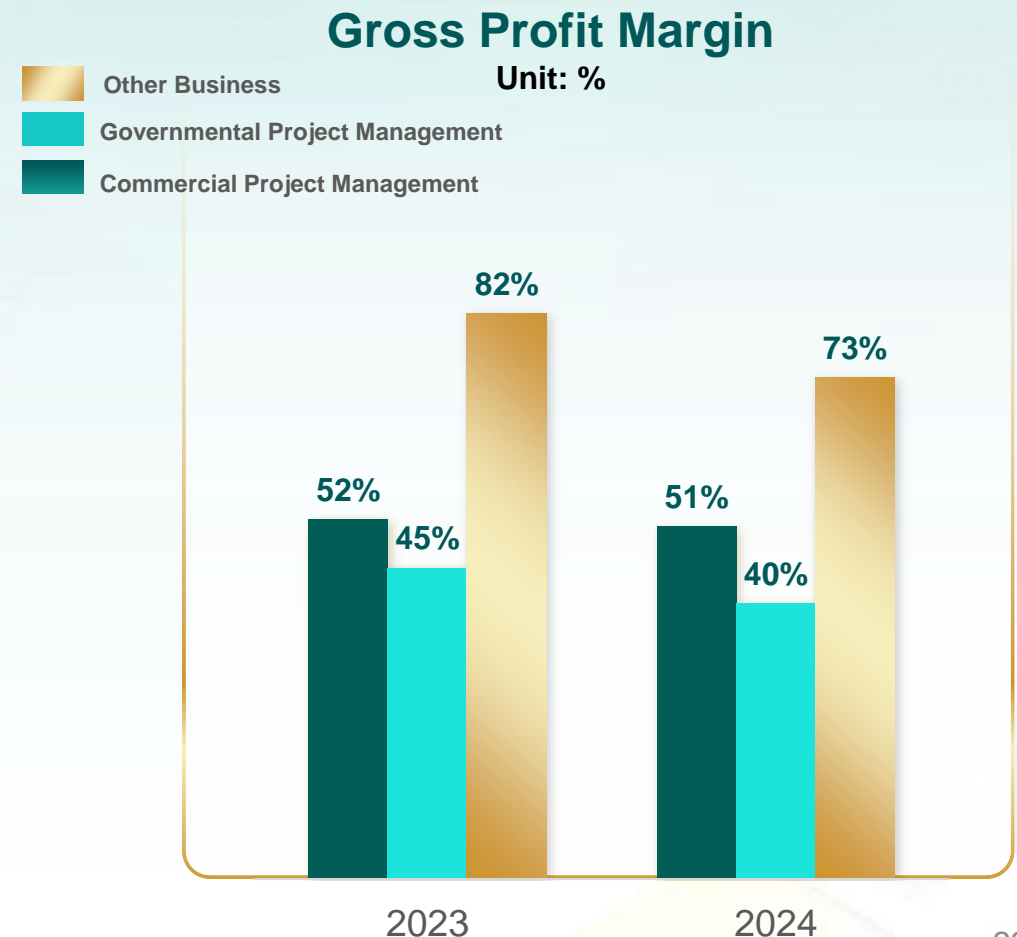




## 03 Gross Profit Generally Steady, with Mild Pressure

**Commercial Project Management:** Gross profit increased by 14.7% year-on-year, while gross margin remained stable

**Governmental Project Management:** Affected by intensifying market competition and declining management fees, both gross profit and gross margin experienced a decline





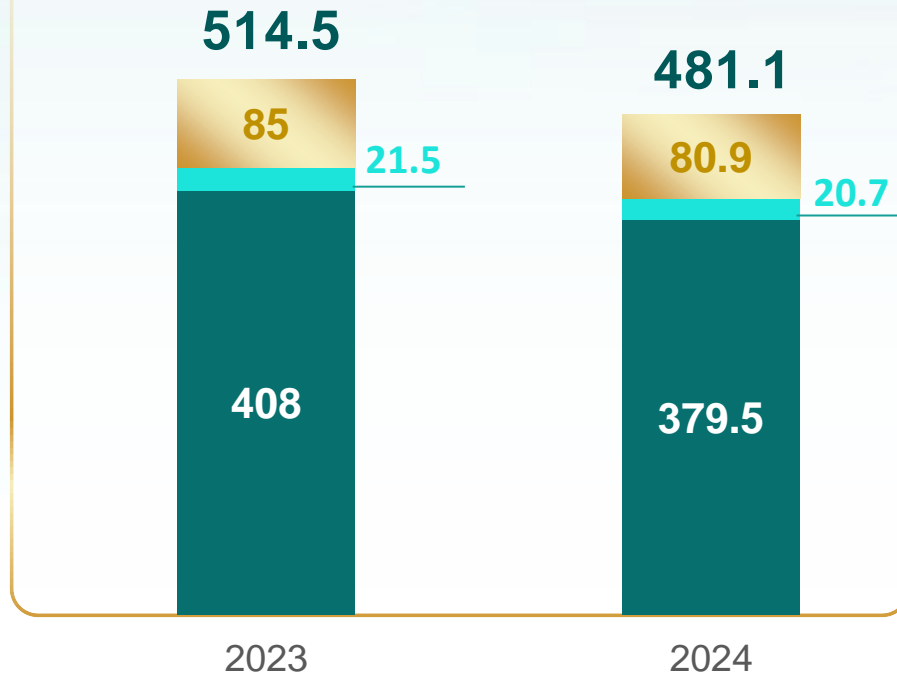
# 04 Admin Expenses Boosting Efficiency through Cost Control and Lean Management

Implementing a full-scale digital transformation, leveraging system tools to enhance operational efficiency and reduce labor and administrative expenses

## Breakdown of Administrative Expenses

Unit: RMB million

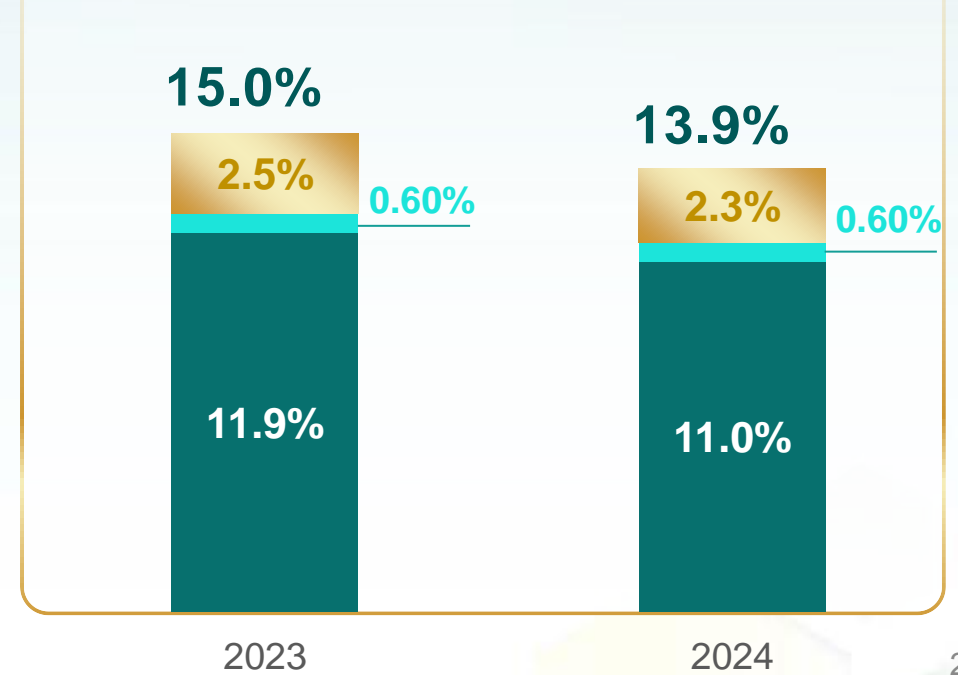
- Others (Meetings, Communications, Trainings etc.)
- Office and Travel
- Labor Costs



## Administrative Expenses / Revenue

Unit: %

- Others (Meetings, Communications, Trainings etc.)
- Office and Travel
- Labor Costs



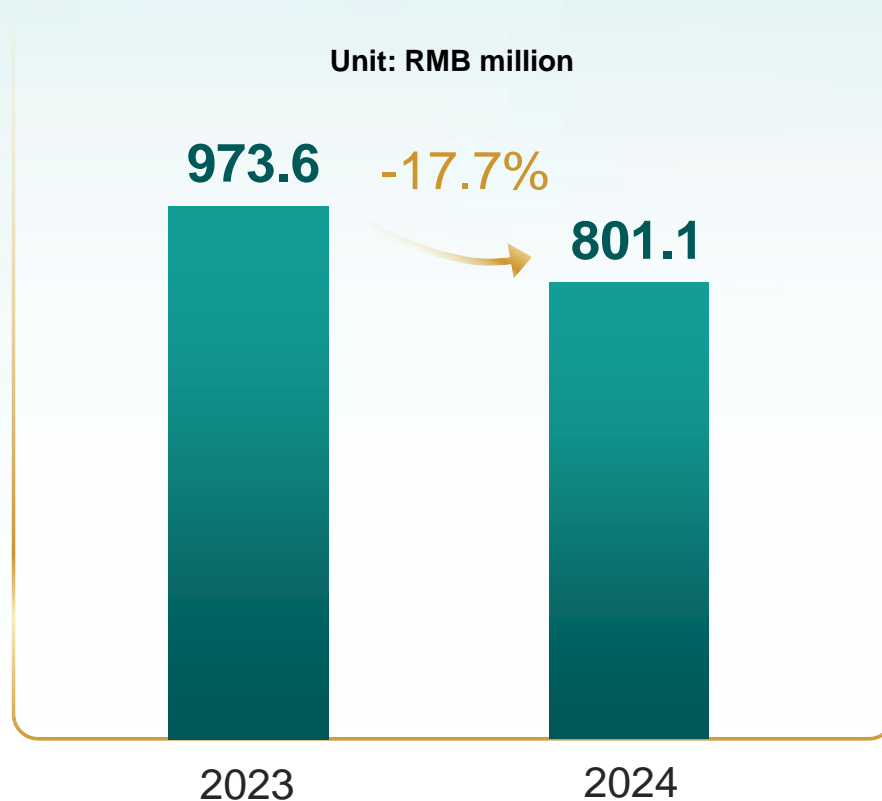


## 05 Net Profit Steady Development amid Challenges

Affected by market conditions, the Company adjusted its asset structure; while the amount of net profit attributable to owners of the company declined, its net profit margin remained strong at 23%

Actively optimizing asset structure and focusing on cash flow management to achieve long-term, high-quality, and stable development

### Net Profit Attributable to Owners of the Company



### Company Measures

- Unlock value from existing assets and speed up cash collection
- Streamline incentives and improve cash flow quality
- Enhance operational performance while prioritizing value creation



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# Industry Trend Analysis

Penetration rate of residential project management in China is only 6.28%, far lower than the international level, **signaling ample medium- and long-term growth potential for the industry.**

With continued policy efforts and structural recovery of the market, opportunities in existing projects will emerge, and **project management demand is expected to be unleashed continuously.**

## Residential Project Management Business Penetration Rate in 29 Typical Cities<sup>1</sup>

(In terms of opening time)

In mature markets of Europe/U.S.: 20% - 30%



Note: 1 from CRIC

## Policy Measures to Halt Declines and Promote Stability, Unlocking Project Management Opportunities

### ① Incremental development opportunities

Clients gaining confidence in land investments and committing to project management services

### ② Inventory revitalization opportunities

Revitalization opportunities abound with 500 million sqm of inventory land from urban investment companies, alongside distressed property projects seeking relief

### ③ Diversified policy opportunities

Micro-renovation and micro-transformation initiatives for urban villages



# Business Strategy for the Year

**Adhere to the altruistic, consolidate the foundation of capabilities**

Reinforce the industry's unrivaled leadership position, Drive the company's high-quality, sustainable development

01

Improve the quality  
of expansion

02

Drive product upgrade

03

Refine collection  
management

04

Ensure effective  
contract fulfillment

05

Improve organizational  
capabilities

06

Optimize order  
structure

07

Accelerate order  
conversion



# 01 Improve the Quality of New Projects

Optimize Layout, Adopt a Province-specific Strategy and Focus Efforts Precisely

Strengthen Business Enablement and Promote Customer Conversion

"1-3-7-9-N" market gradient and differentiated expansion strategy

<b>1</b>	<b>Scale leading market</b>	Zhejiang
<b>3</b>	<b>Provincial potential market</b>	Jiangsu, Guangdong and Shandong
<b>7</b>	<b>Single core potential market</b>	Hebei, Hubei, Sichuan, Shaanxi, etc
<b>9</b>	<b>Remote blue ocean market</b>	Hainan, Xinjiang, Yunnan, Guangxi, etc
<b>N</b>	<b>Scattered dot-like potential Market</b>	Fujian, Shanxi, Heilongjiang, etc





## 02 Drive Product Upgrade

Actively respond to the call of "Accelerating the construction of a new model of real estate development"

Continue to build **"good houses"**  
to meet people's needs for high-quality living

Keep Strengthening

Target Key Improvements

Build Reserves Ahead of Time

**"Quality House" and "Comfort House"**

**"Smart House" and "Life House"**

**"Green House" and "Healthy House"**

4<sup>th</sup> Generations of Houses Facade Innovation  
Low-Density Property Local Style Innovation  
High-Rise Improvement Product Local Style  
Innovation

Comprehensively Promote Intelligent Applications  
Deploy "Happiness Home" Finishing Package Services  
Strengthen "Flexible Space" in Prefabricated Housing

Industrialized Technology Research and Application  
Ultra-Low Energy Consumption Research  
Five-Constant System Research



## 03 Refine Collection Management

Focus on Increasing Project Management Fee Contributions  
Improve Project Management Fee Collection Rate

### Sign Early, Start Fast

Proactively Follow up on New Expansions, Shorten Launch Cycle  
Optimize Commercial Terms, Increase Monthly Fee Proportion  
Accelerate Expansion Pace, Boost Same-Year Contribution

### Speed up Sales

Ensure the Success of the Project's Initial Launch  
Accelerate Sales and Payment Collection for Existing Inventory  
Enhance the Alignment Between Sales Contributions and Project Management Fees

### Manage Payment Deadlines

Strictly Manage Payment Deadlines to Ensure Timely Achievement  
Increase the On-time Opening Rate of Demonstration Zones  
Leverage Standard Timelines to Drive Development Efficiency

### Refine Payment Management

Categorized Management to Improve Payment Collection  
Rolling Inventory Checks to Solidify Collection Tasks  
Dynamic Recovery to Ensure Full Collection of Receivables



# 04 Ensure Contract Fulfillment

## Deepen Altruistic Win-Win Strategies to Achieve Business Results

### Enhance Efficiency

**Enhance Project Launch Capability: Strengthen Client Confidence**  
**Boost Development Efficiency: Establish a Benchmark for Fast-Track Execution**  
**Accelerate Decision-Making: Resolve Bottlenecks & Critical Challenges**

### Focus on Quality

**Enhance Efficiency and Quality Across All Demonstration Zones**  
**Accelerate the Development of Upgraded Product Lines for Tier-3/4 Cities**  
**Integrate Premium Suppliers to Boost Product Cost-Effectiveness**

### Strengthen Marketing

**Deepen Value-Based Marketing to Establish Quality Benchmarks**  
**Strengthen Digital Marketing to Boost Customer Acquisition**  
**Optimize Conversion Efficiency Through Lean Metrics Management to Outperform Competitors**

### Improve Services

**Ensure the Implementation of Terminal Service Specifications**  
**Enhance Tailored Services for Investor Partners**  
**Optimize Response Efficiency to Client Feedback**



# 05 Improve Organizational Ability

Talent and capability are core competitiveness of project management business

## Optimize Headquarters Functions

Shift from control-based reviews to frontline empowerment  
Strengthen quality, efficiency, and innovation capabilities  
Enhance pre- and post-expansion collaboration to ensure delivery

## Strengthen Team Capabilities

Enhance recruitment of top-tier talent  
Improve alignment of key executives  
Strengthen critical roles in regions and projects

## Enhance Professional Skills

Benchmark and Continuously Improve Traditional Project Management Services  
Drive Innovation in Diversified Businesses and Systematize Best Practices  
Continuously Optimize Management Processes for Agile Efficiency

## Reduce Cost and Boost Efficiency

Simplify Processes, Reduce Costs, and Enhance Efficiency to Maximize Productivity Potential  
Elevate Service Quality through Cross-functional Deployment of Subject Matter Experts  
Implement Granular Cost Control with Dynamic Workforce Optimization





## 06 Optimize Order Structure

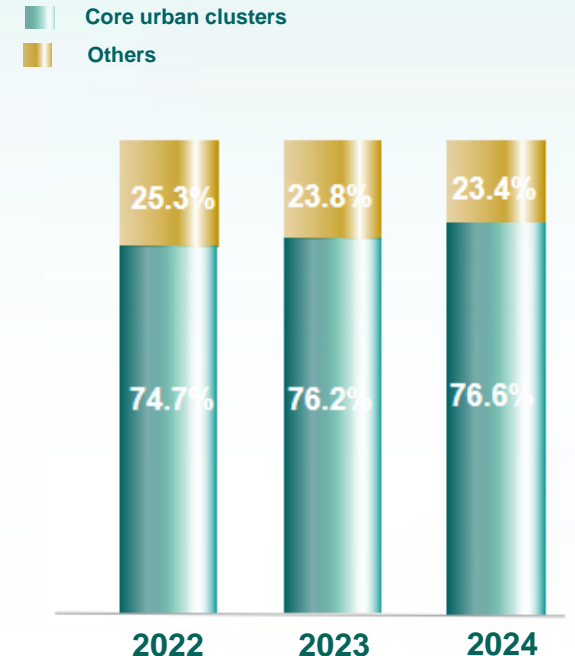
By the end of 2024, the total GFA of orders in hand is **125.6 million sqm**, with the saleable value of **RMB 932.1 billion**, ensuring a robust order backlog; First- and second-tier cities represent **44.0%** of the total construction area, while four core urban clusters account for **76.6%**, with a differentiated expansion strategy driving yearly improvements in order structure.



### Area Percentage of First-tier and Second-tier Cities



### Area Percentage of Core Urban Clusters





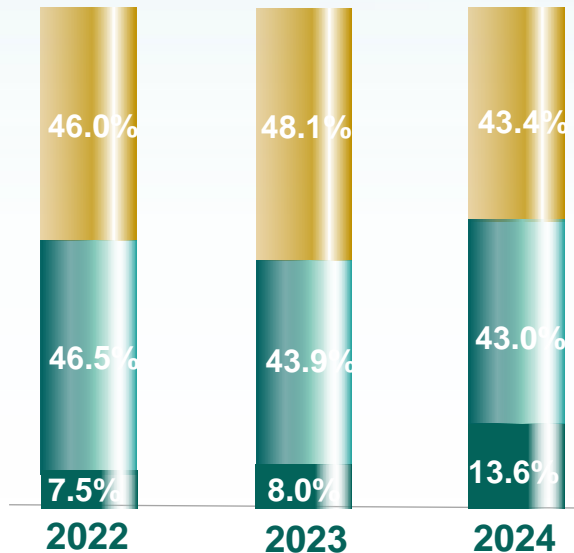
## 07 Accelerate Order Conversion

Among the orders in hand, the area to be developed was **54.5 million sqm**, accounting for **43.4%**. With improved efficiency in project launches, this proportion has gradually decreased.

At the same time, commercial project management projects with higher gross profit accounted for **76.2%**. Accelerating the conversion of orders in hand and enhancing cash flow from project operations will ensure stable operating results.

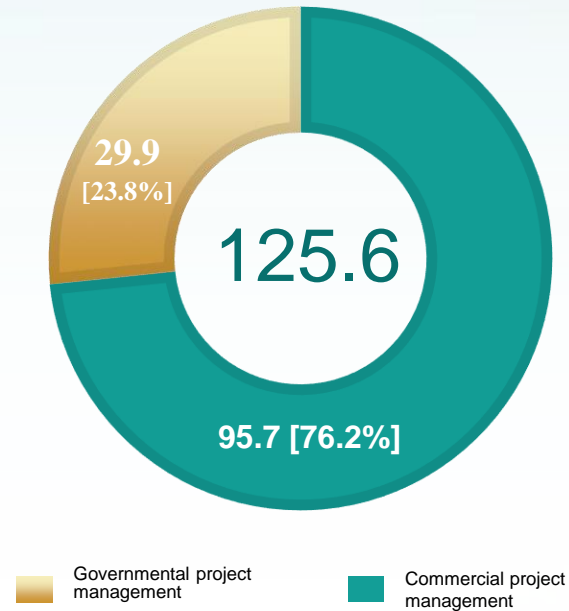
### Percentage of Area to be Developed, in Development and Delivered

- Area to be developed
- Area in development
- Delivered Area



### Total GFA structure by Business Type

Unit: million sqm





# Disclaimer



All information and data in this ppt have not been independently verified and are for reference and general information only.



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