

绿城 

 代建 4.0

绿城管理控股有限公司

(股票代码:9979.HK)

2021年度业绩发布会

2021 Annual Results Presentation



Core Data



Revenue

RMB2,243 million
+23.7%

Net profit attributable to the parent company

RMB565 million
+31.9%

Operating cash flow

RMB566 million

Total GFA of contracted projects

84.7 million square meters
+11.3%

Project management fee for new projects

RMB7.11 billion
+22.3%

EPS

RMB0.29

Dividends per share

RMB0.20

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- 02** **Highlights of Performance**
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Analysis of Trends

01 Analysis of Trends

■ Under the general policy of "houses are for living in, not for speculating on", the real estate industry has an obvious trend of de-financialization, and the asset-light development model is in line with the policy orientation, showing a counter-cyclical growth trend.



Compliance of project management model with the policy orientation

■ The government, state-owned enterprises and asset management companies gradually become the major stakeholders of real estate market, and there is a huge demand for project management services



Changes in the major stakeholders of real estate development

■ The quality and service improvement of real estate products are the mainstream approach, and professional management and resource integration become the core competitiveness.



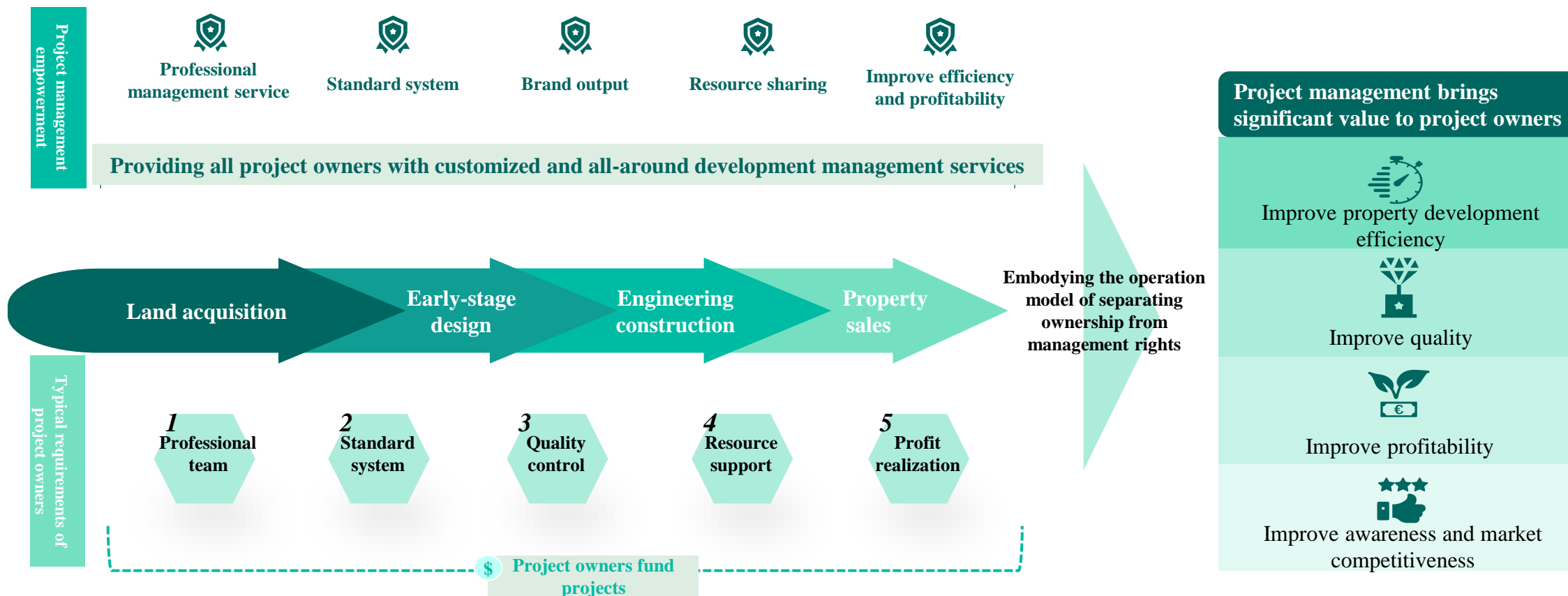
Manifested value of professional development capacity

■ The policies favorable for urban renewal, rental housing construction, industrial operations and other urban services will sustain our continuous development.



Sustainability of our business

02 Asset-light Model



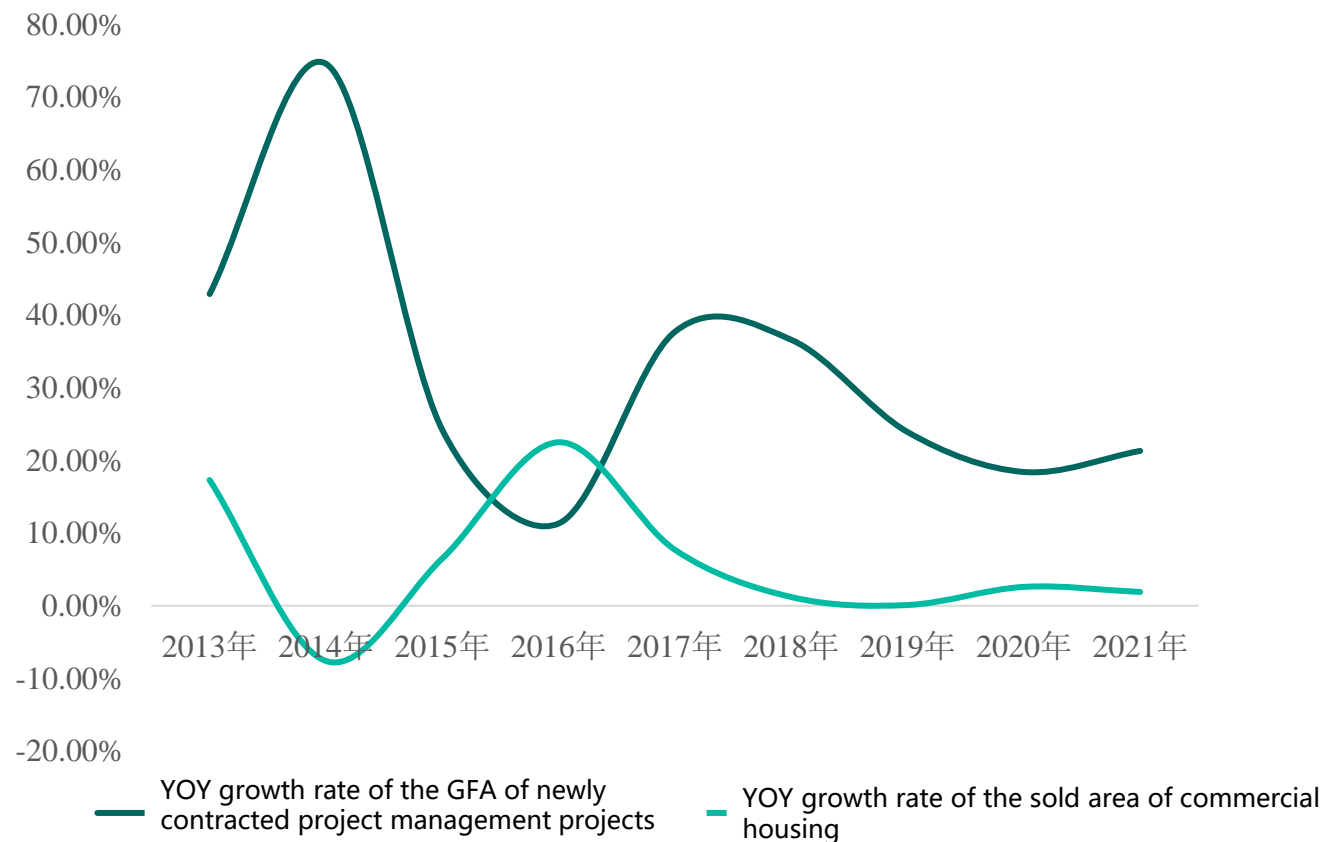
Note:

As an asset-light service model, contracted project management projects do not provide project owners with credit enhancement or guarantee.

All the contracts with third-party companies are entered into by project owners, and fund payment in the development and construction process are made by project owners.

03 Counter-cyclical Characteristics

Comparison between the growth rate of the newly signed area of project management and the growth rate of the sold area of commercial housing from 2013 to 2021



In the downward cycle of the real estate industry, **the counter-cyclical characteristics of the project management industry are very obvious.**

Note: The industry data are from the report of China Index Academy

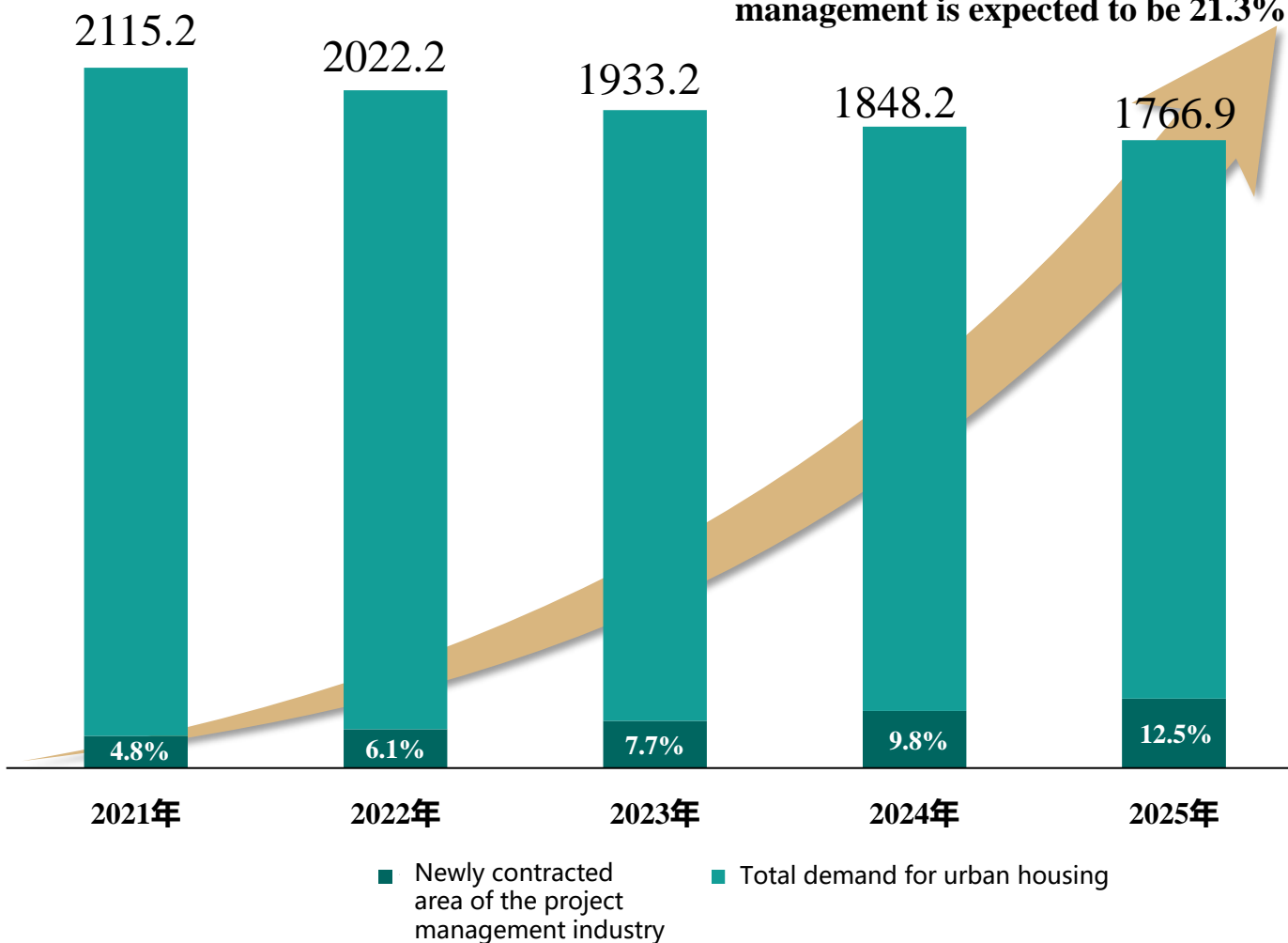
Land allocated for municipal development



05 Analysis of Penetration Rate

The compound growth rate of the newly signed area of project management is expected to be 21.3%

(million square meters)



The proportion of the project management market scale will grow at an average annual rate of 21.3%. By 2025, the penetration rate of the project management industry scale is expected to reach **12.5%**, corresponding to the penetration rate of 4.8% in 2021.

The proportion of project management business under the European and American model is expected to be **20% to 30%**. Assuming that the average value is **25%**, there is **5.2 times** room for the penetration rate of the project management industry.

Note: The industry data are from the report of China Index Academy



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Highlights of Performance

01 First Position in the Industry

Project management projects **345**

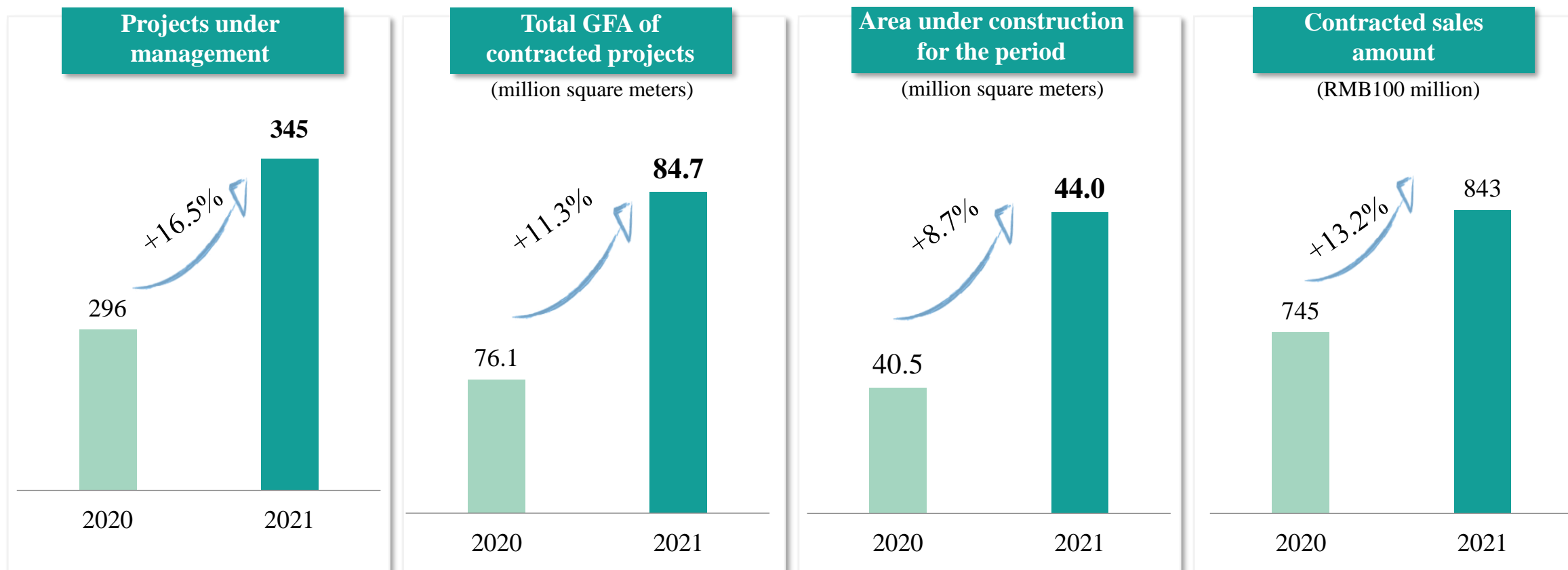
Coverage of city **101**

Total GFA of contracted projects **84.7** million square meters

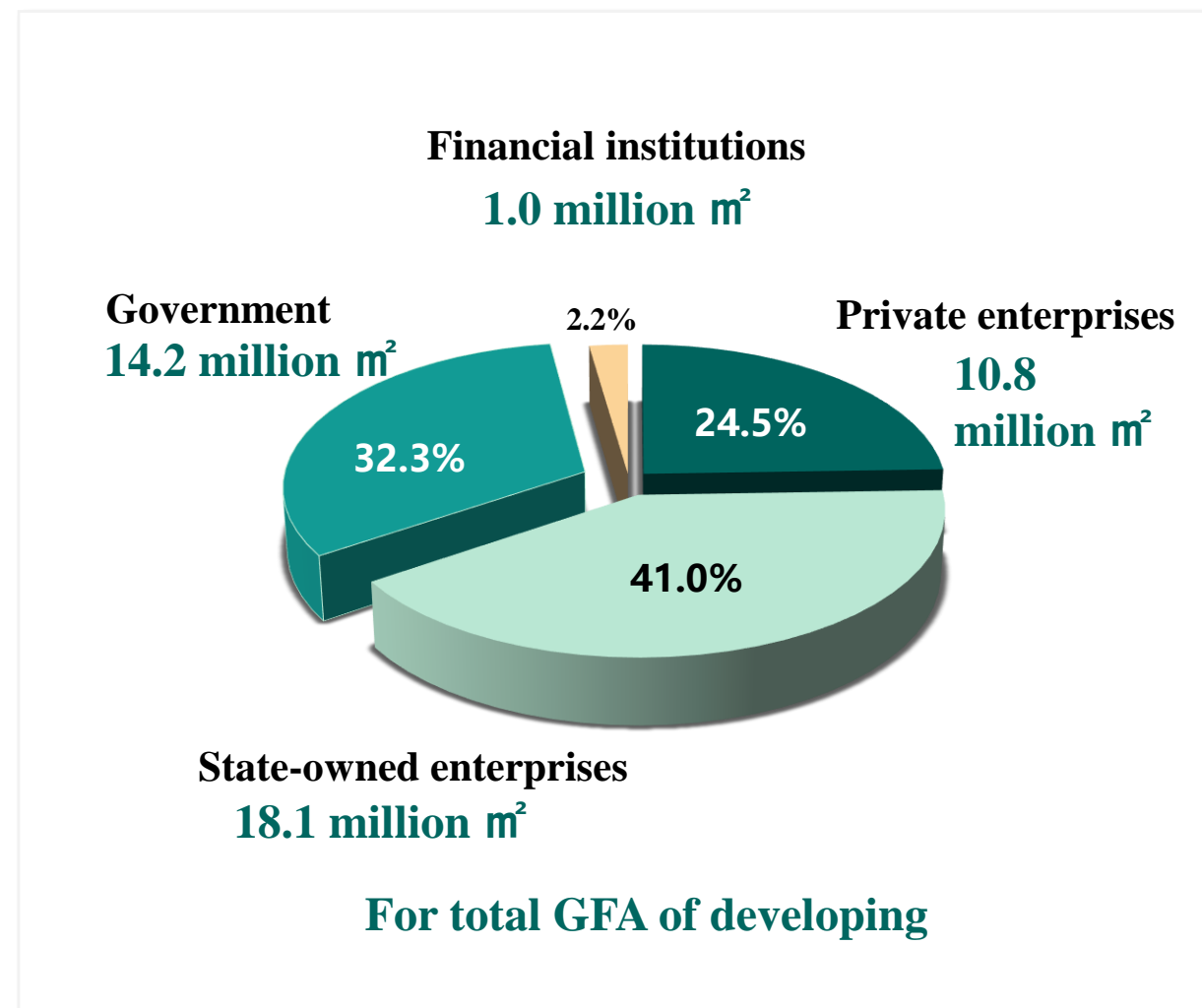
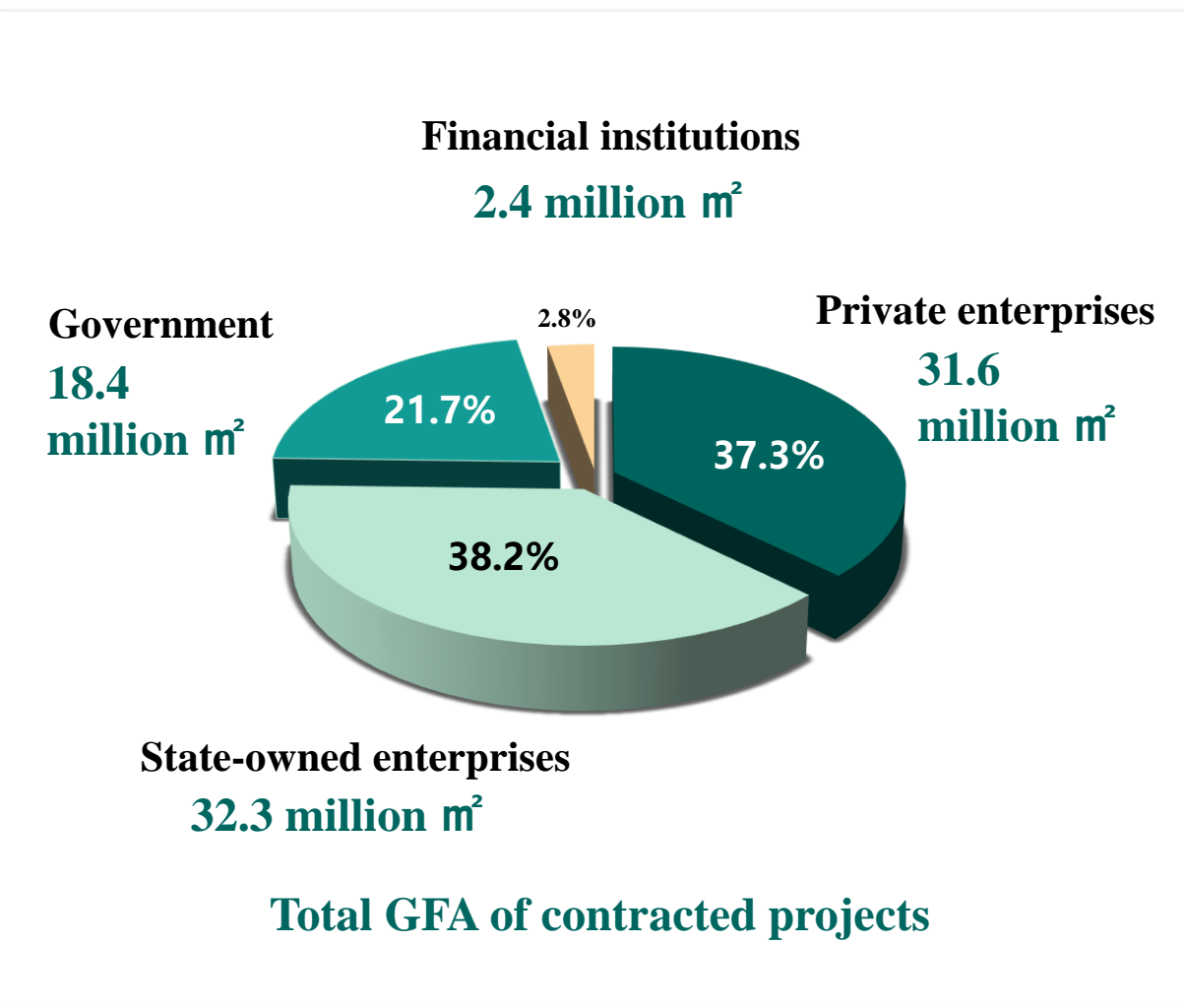
Area under construction **44.0** million square meters



01 First Position in the Industry



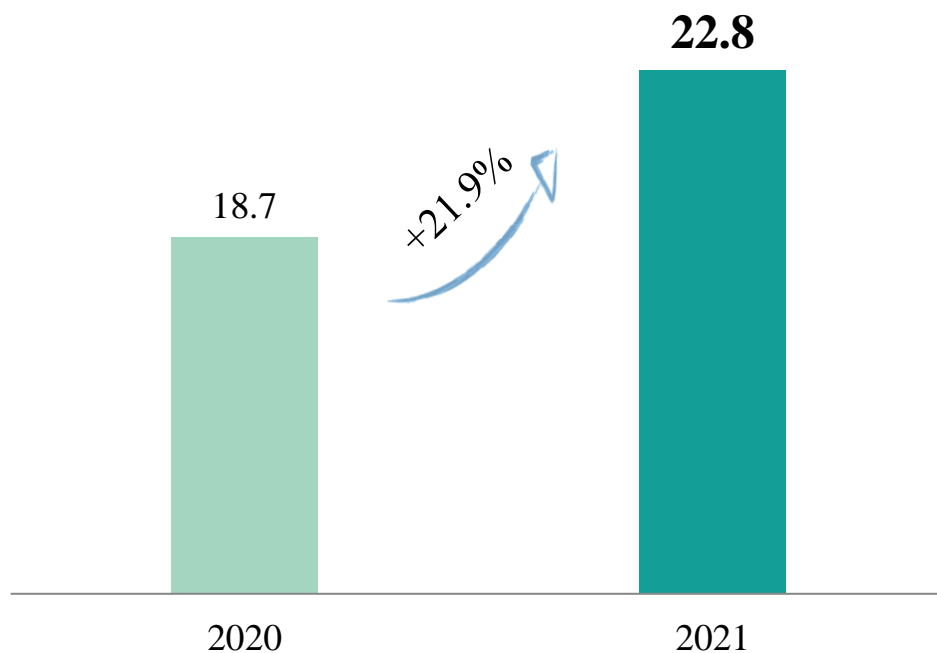
02 Diversified Customer Portfolio



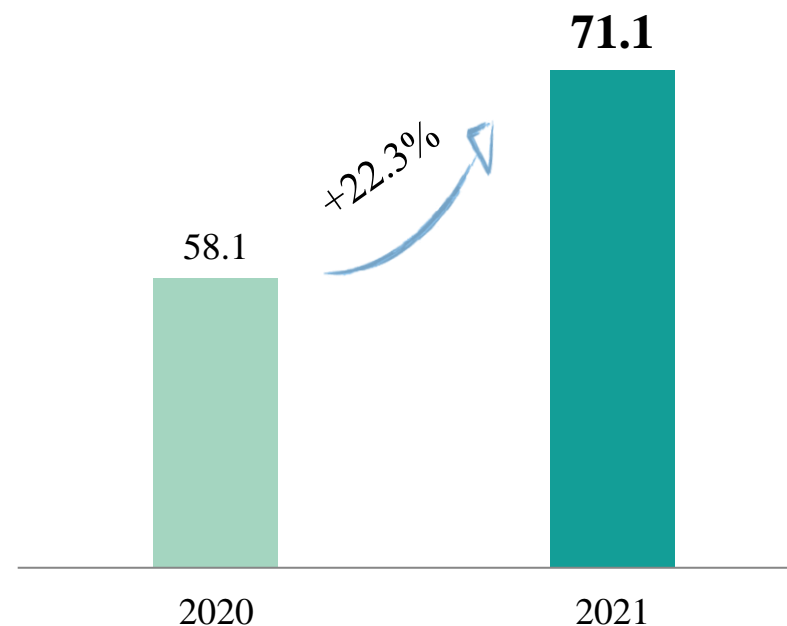
03 Strong Momentum of Development



Total GFA of new contracted project management projects
(million square meters)



Estimated project management fee for new projects
(RMB100 million)



03 Strong Momentum of Development

Diversified urban services



Future community: Qijiaqiao Community, Lin'an



Urban renewal: Huangjinyuan Project in Wucheng



Joint-ownership housing: Jiangbei District Project in Ningbo City



Headquarters base: R&D Headquarters of Huayun Electric Power



Environmental reform: Shuijie Project in Zhoushan

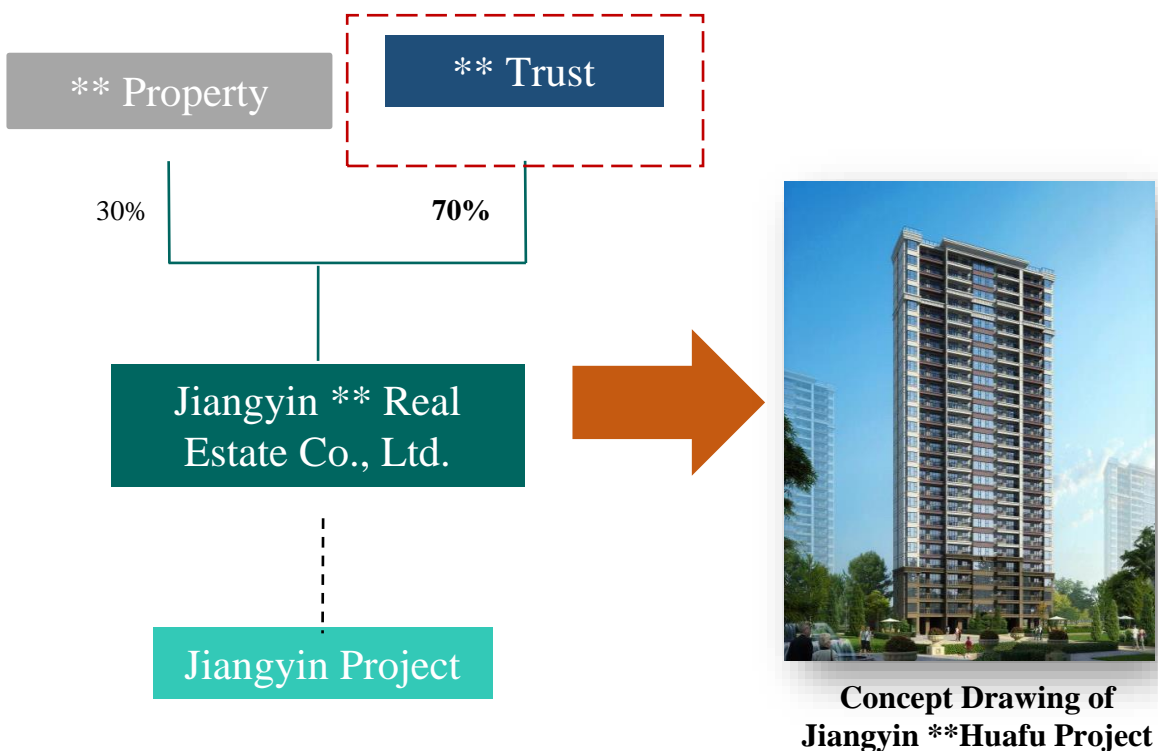


School: Hangzhou Olympic Sports Experimental Primary School

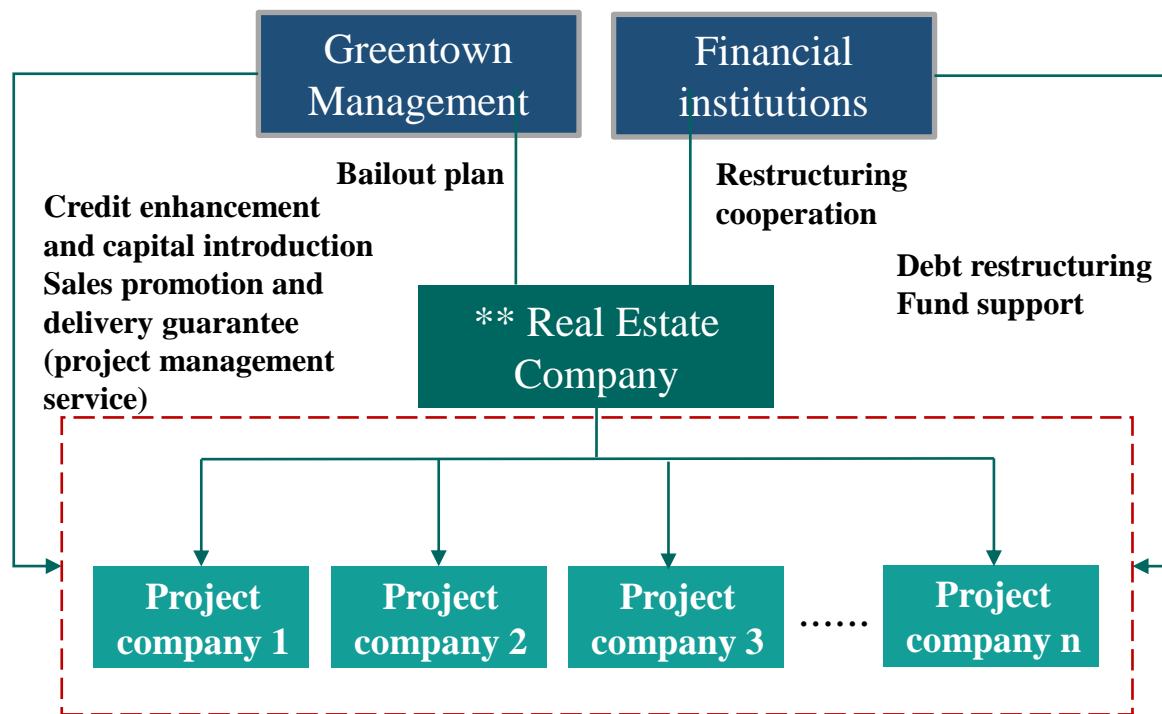
03 Strong Momentum of Development

Financial institution business innovation

Jiangyin ** Huafu Project



Bailout project - ** Real Estate Company

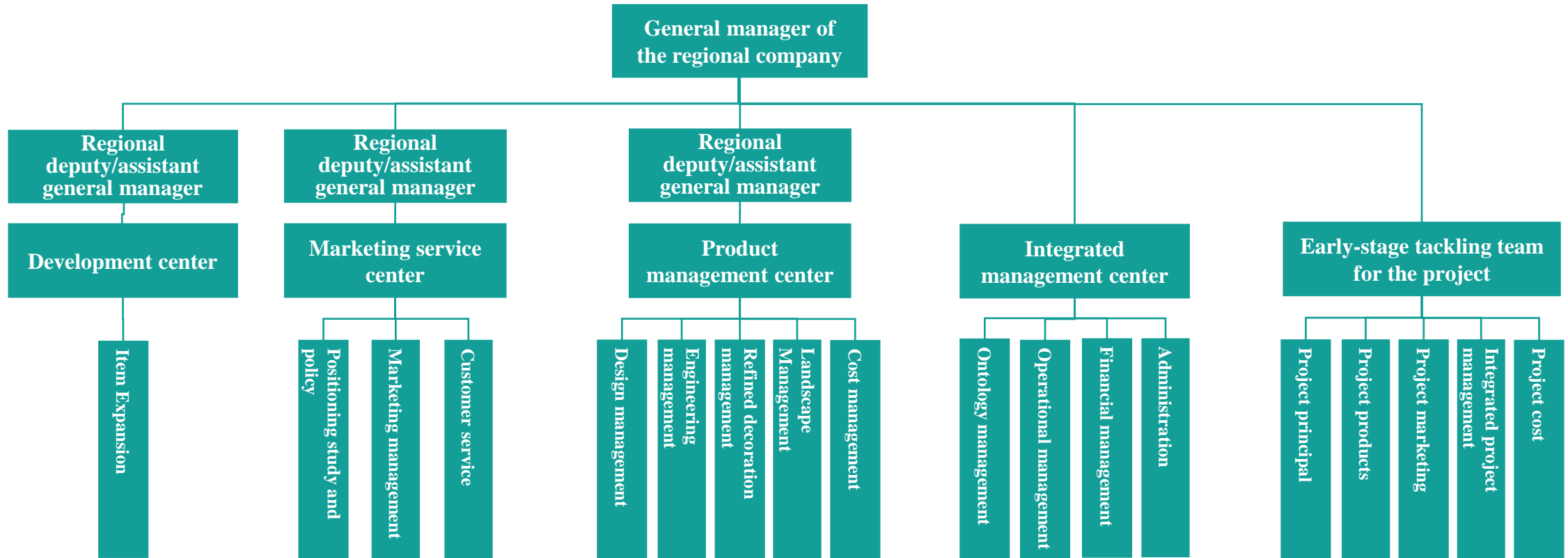


Note: This business model is currently underway.

04 Regional Capacity Building



Refining the capacities of regional companies



05 Employee Cultivation Strengthening

"Star-moon-earth-sun" employee development system



Various employer brand awards

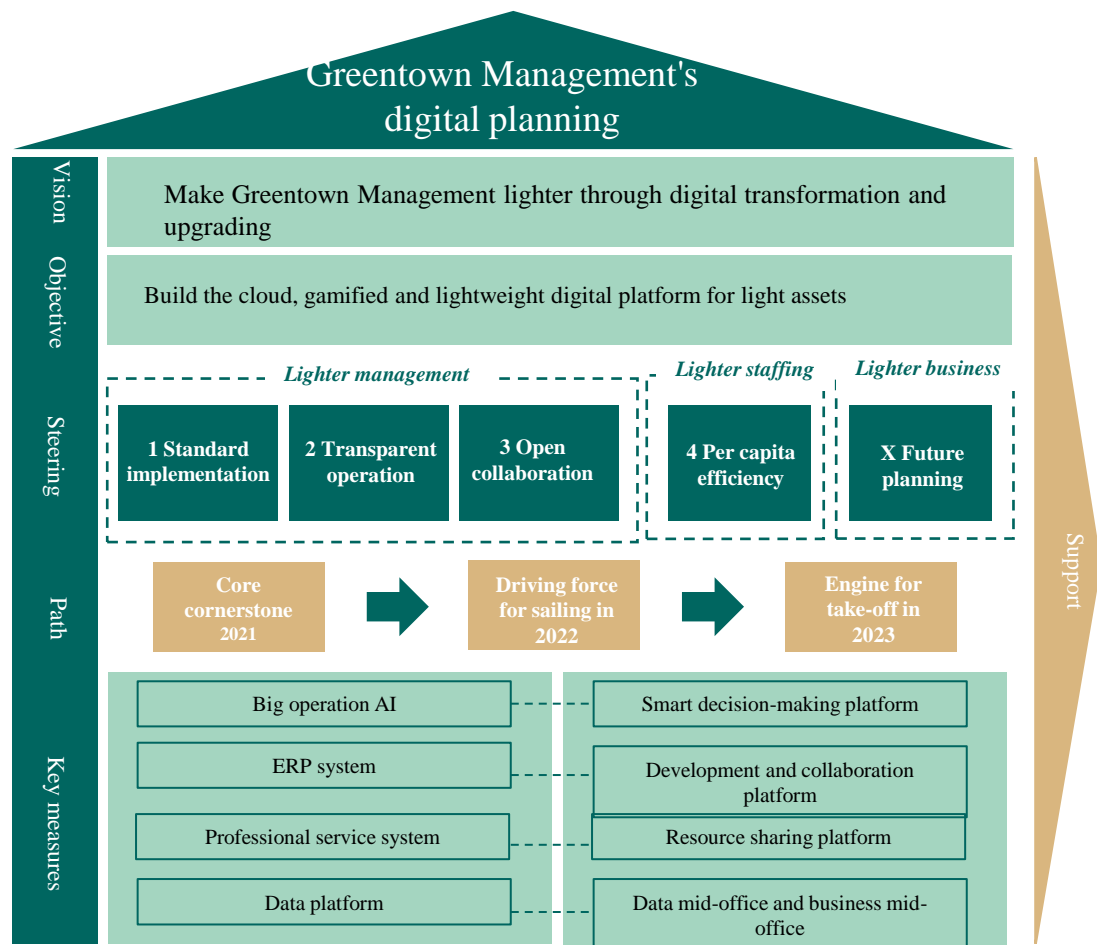
"Extraordinary employer" hunting talent in Zhejiang and nationwide

"High-quality employer" by Jiemian.com

"Excellent model enterprise" of high-quality AI workplace

Note: Investiture ceremony of M-bee, CSO of Greentown Management

06 Digital Instrument Application



- Cultivating the core competitiveness of Greentown Management

- Business Mode

- Service-oriented organization empowering the front line

- Industry-leading project operation

- Transparent and efficient corporate management

- Inheritance and application of organizational intelligence



07 Perseverance of High Quality and Ingenuity



10th National Construction Site Open Day



Continuously leading product strength

产品荣誉

Product Awards

Tien-yow Jeme Prize and others

22 design awards

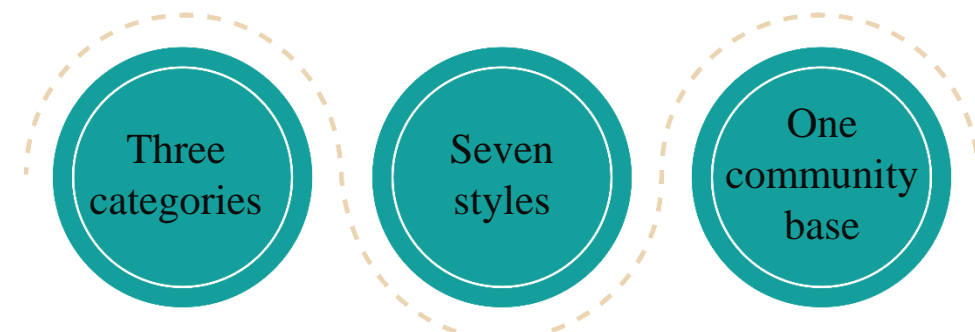
116 engineering awards

29 pending product patents

15 authorized product patents

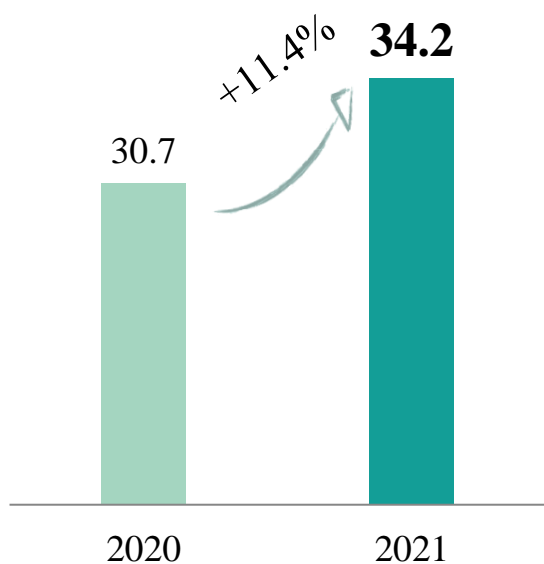
产品创新

Product Innovation

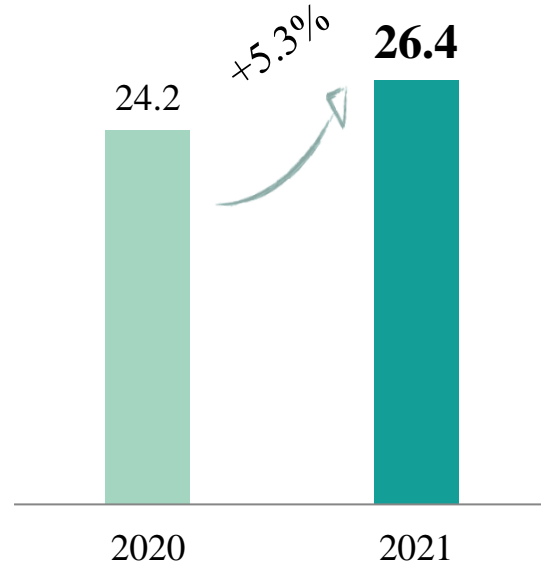


08 Assumption of Social Responsibilities

Total GFA of government contracted projects
(million square meters)



Total GFA of government projects under construction
(million square meters)



Deeply cultivate the base area in Zhejiang

Secure the base camp and maintain absolute strengths



Open up a nationwide battlefield

Customers outside Zhejiang accounted for 50.3% of the area of new projects



09 Awards and Honors



Honors in the industry



2021中国房地产代建 领先品牌	
品牌	企业名称
绿城管理	绿城管理控股有限公司
中原建业	河南中原建业城市发展有限公司
金地集团	金地(集团)股份有限公司
雅居乐房管公司	雅居乐房地产建设管理集团有限公司
联发集团	联发集团有限公司
朗诗集团	朗诗集团股份有限公司
滨江集团	杭州滨江房产集团股份有限公司
开元建设	杭州开元建设管理有限公司
鲁商建设管理	山东省鲁商建设管理有限公司
天健集团	深圳市天健(集团)股份有限公司



2017 to 2021
Top 1 Excellent Enterprise in Project Management and Operation in China's Real Estate Industry for Five Consecutive Years

2020 and 2021
Top 1 Leading Project Management Brand in China's Real Estate Industry for Two Consecutive Years

2021
Growing Real Estate Enterprise in China

2021
The Most Valuable Listed Company

2021
Listed Company with Greatest Growth Potential

2021
Top 10 Enterprise of Capital Market Influence of the Year



Maintaining the first position in the industry

345 projects under management with a growth rate of **16.5%** year-on-year. Total GFA of contracted projects of **84.7 million square meters** with a growth rate of **11.3%** year-on-year.



Overcome business cycle by diversified portfolio

For total GFA under management, state-owned enterprises and government accounted for **59.9%**. For total area under construction, state-owned enterprises and government accounted for **73.3%**.



Continuous rapid growth of profits

Gross profit was **RMB1,040.7 million**, representing an increase of **20.2%** year-on-year. Net profit attributable to the parent company was **RMB565.2 million**, representing an increase of **31.9%** year-on-year.



Expanding government project management nationwide

The strategic orientation of government contracted projects has gone beyond Zhejiang and toward all areas of the country. Customers outside Zhejiang accounted for **50.3%** of the total GFA of new contracted project management projects in the year.



Regional optimization and capacity improvement

Five major regional companies were optimized and priorities were given to regional front lines and front-line projects in terms of corporate culture, organizational structure, approval authority, team configuration and incentive policies.



A high dividend payout policy to pay back shareholders

The dividend payout rate **exceeded 65%** for two consecutive years after listing and a high dividend payout policy will continue to be maintained to pay back shareholders



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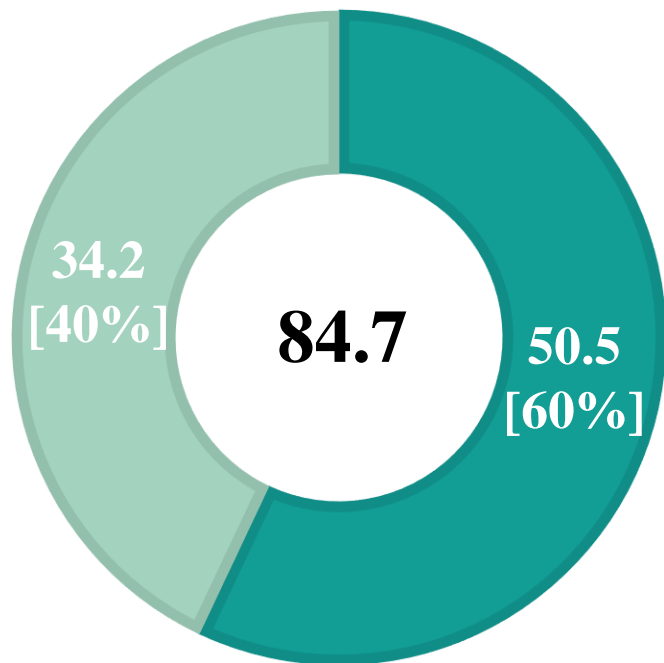
2021 Annual Results Presentation

Performance Reserve

01 Project Structure

Structure by business types

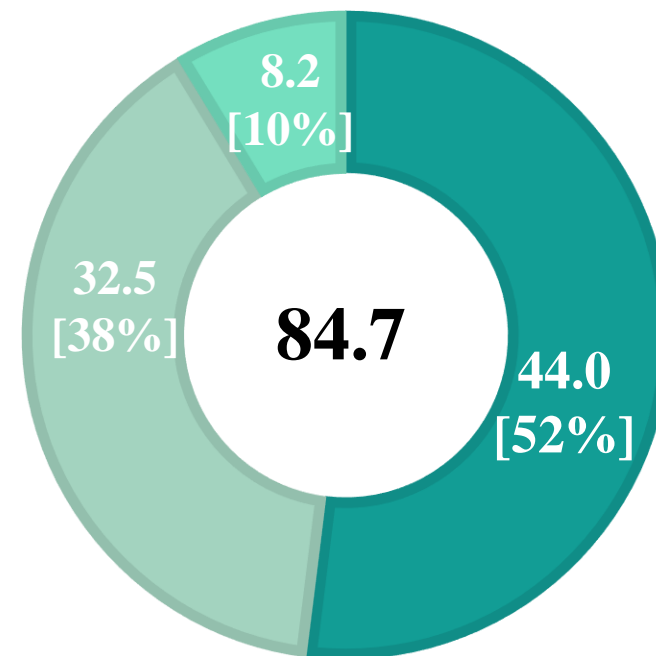
(million square meters)



■ Government project management ■ Commercial project management

Structure by construction status

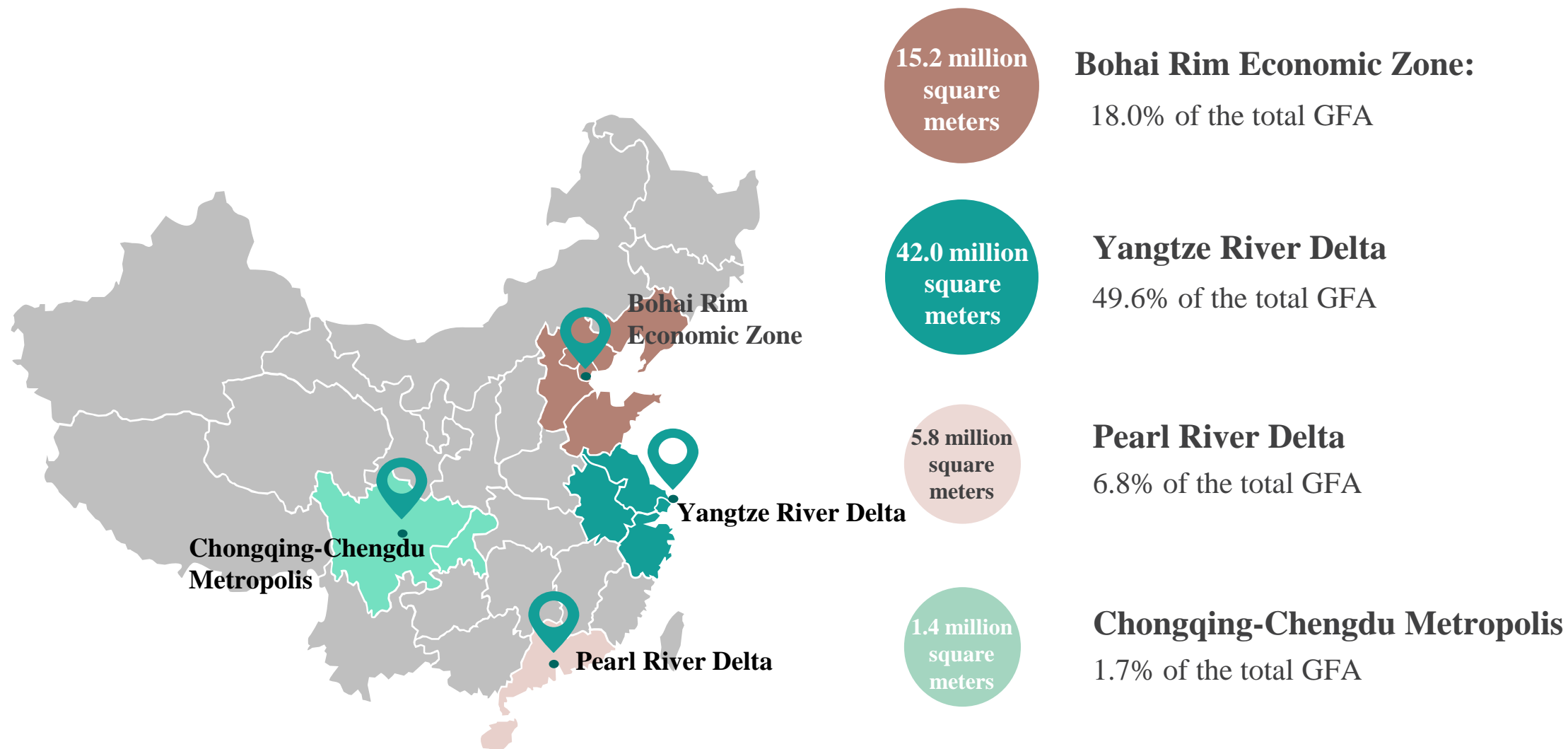
(million square meters)



■ Area to be developed ■ Area delivered ■ Area under construction

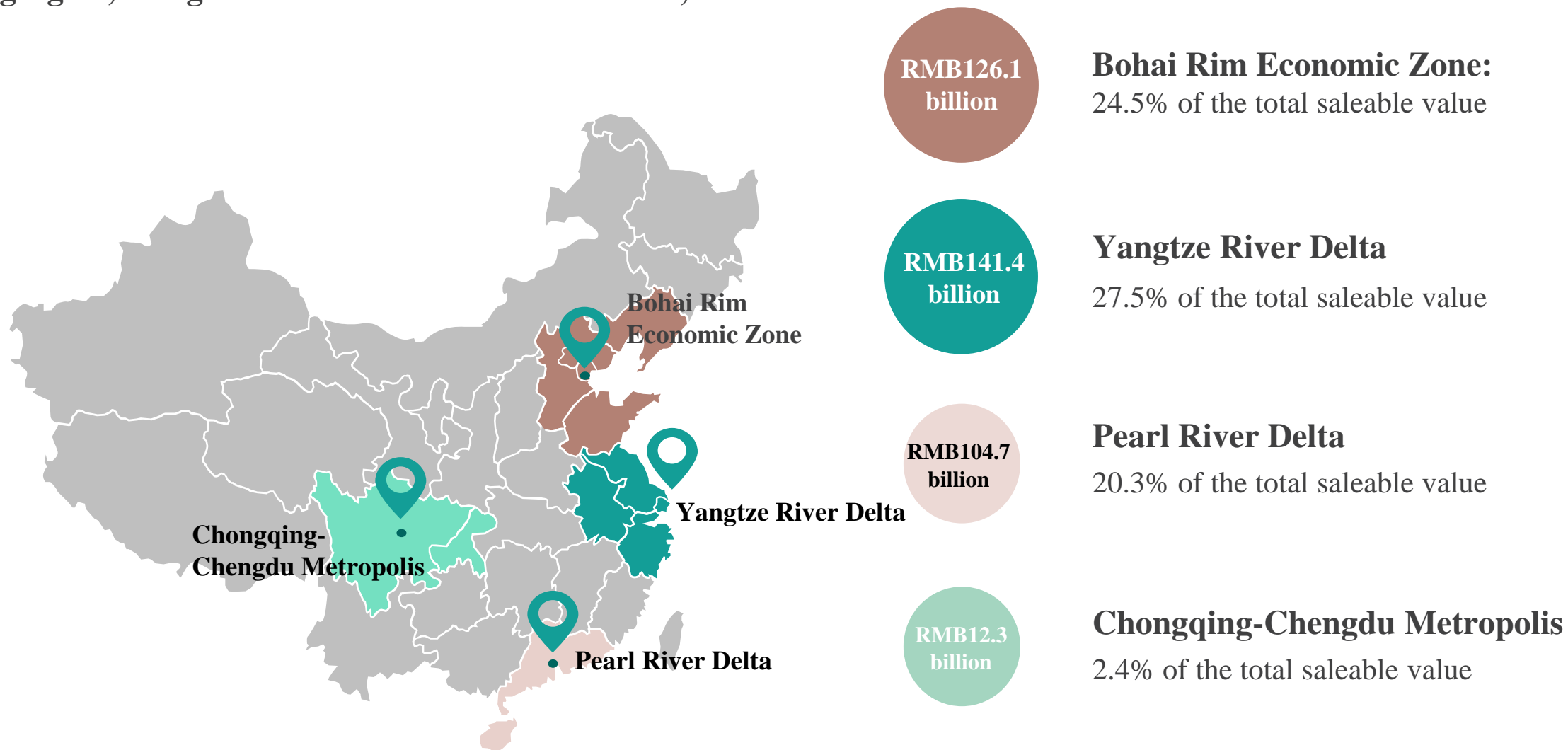
02 Locations of the Projects

The total GFA of the projects in major economic areas reached **64.4 million square meters**, accounting for **76%** of the total GFA of the contracted projects, which was 84.7 million square meters.



03 Project Value

The saleable value of the projects in major economic areas was **RMB384.5 billion** in aggregate, being **74.7%** of the total saleable value, which was RMB514.9 billion.





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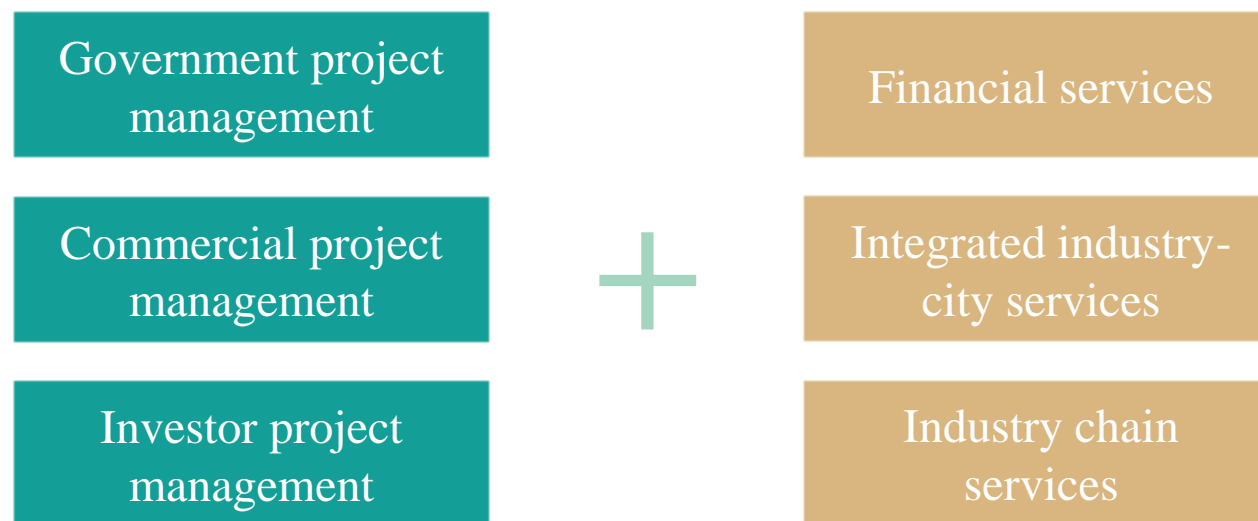
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Business Development

"3+3" Business Model

Actively expand business boundaries for a broader market of project management



[Three major project management businesses]

[Three supporting services]

01 Government Project Management



31.5 million square meters of government projects previously delivered

Over **34 million** square meters of the total GFA of government projects under construction

Improved the living environment of nearly **200,000** indigenous families

Building the dream homes for nearly **250,000** indigenous families



Hangzhou Haichao Yayuan



Jinhua Jindu Meiyuan



Fuyang Wnagjue Hefu

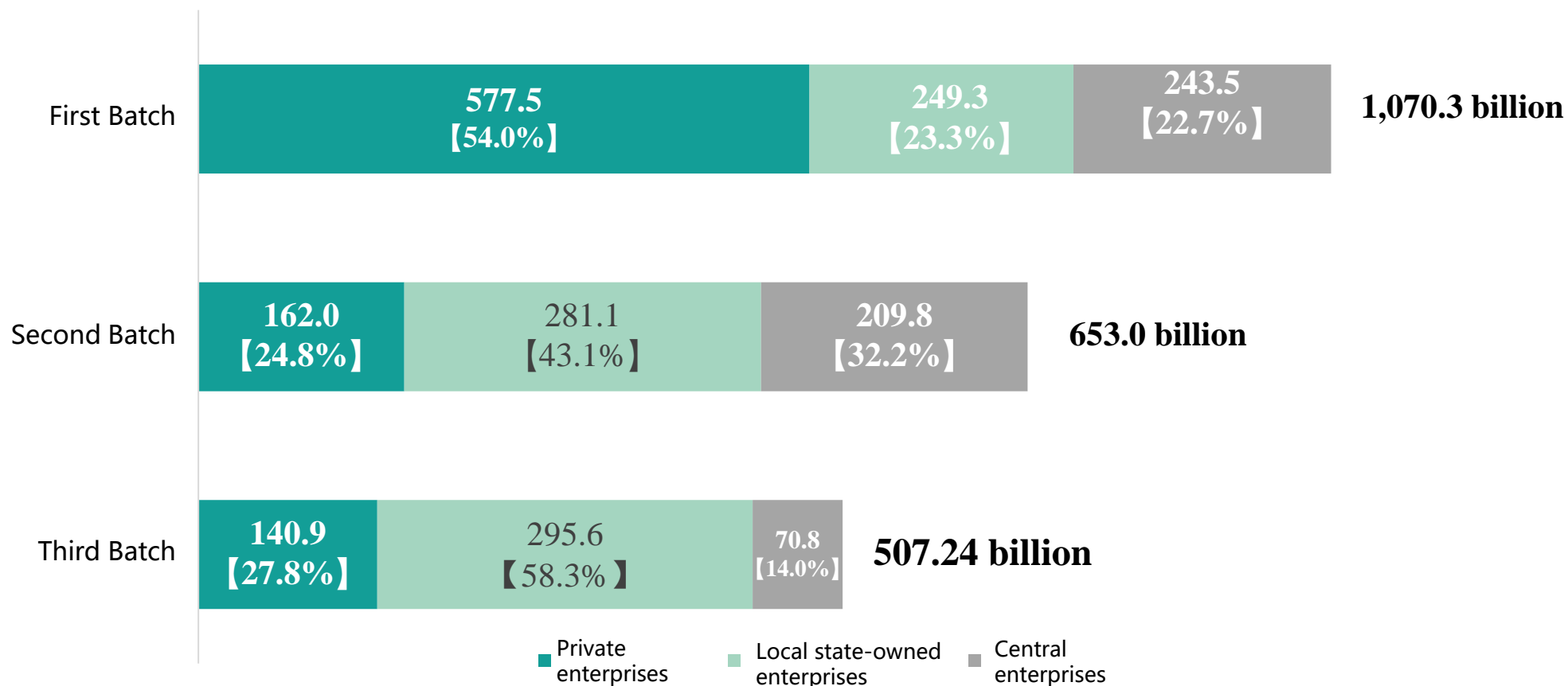


Hangzhou Mingde Mingli Residence



02 Commercial Project Management

Actively responding to market changes, make early strategic planning, and vigorously exploring new business opportunities in government, state-owned and urban investment companies on the basis of conducting high-quality traditional commercial project management business with private enterprises.

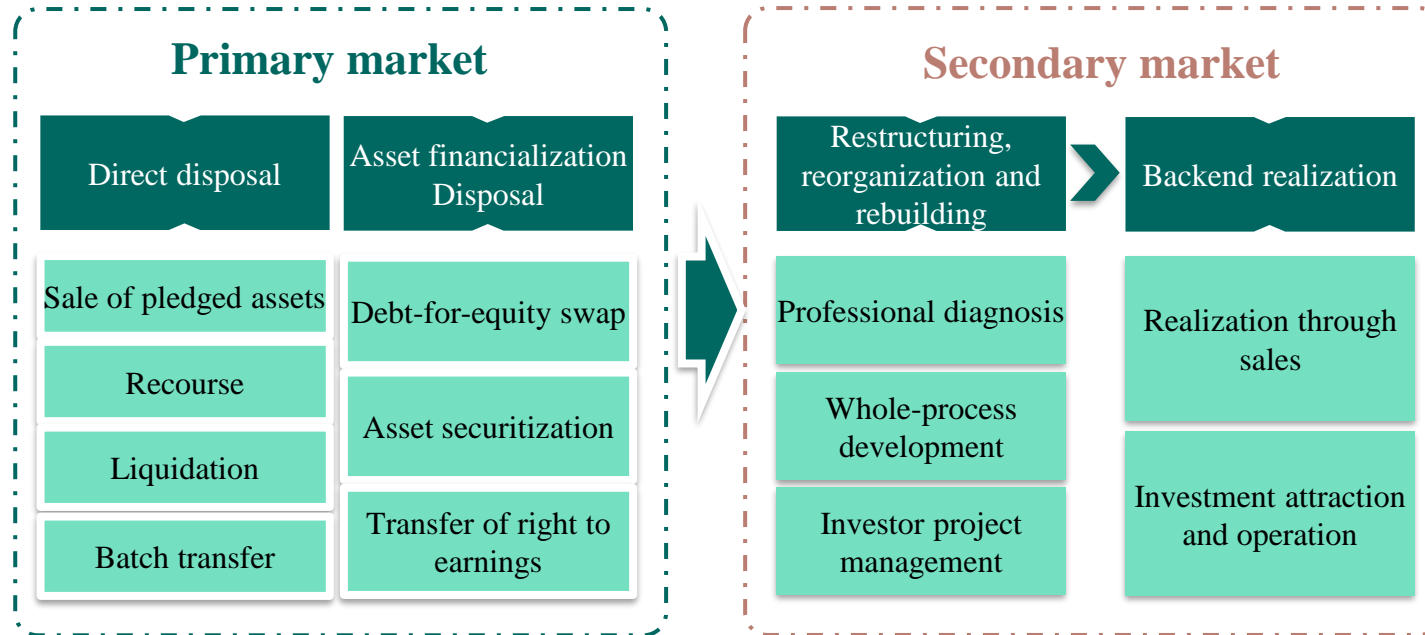


Scale of lands of centralized supply and acquisition of enterprises

Note: Data from the Research Department of GF Securities

03 Capital Owner Project Management

Providing capital owners with project management services for frontend risk control and realization of backend development value.



Periodic hot spots and future trends

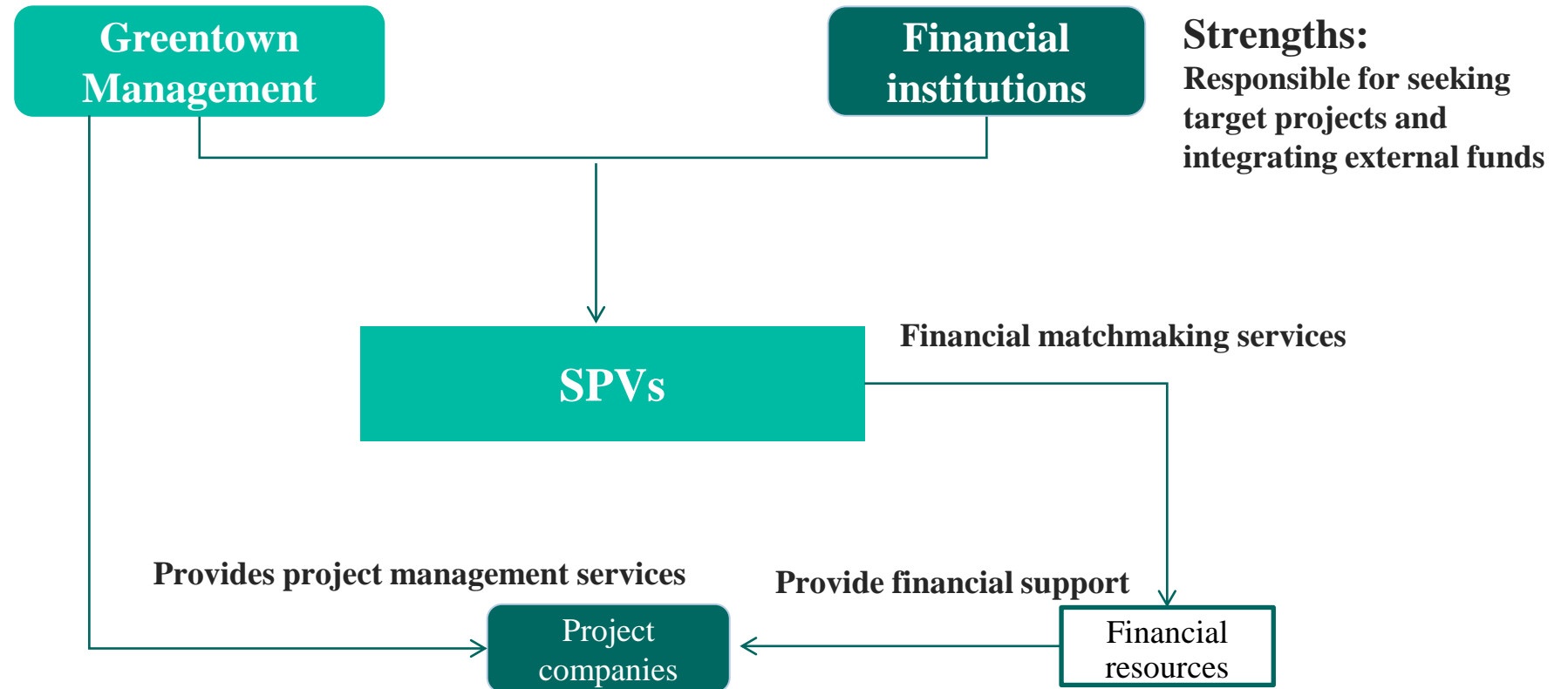
※ Information from the White Paper on the Reform and Development of China's NPA Management Industry by PwC China

Financial institutions + project management

04 Financial Services

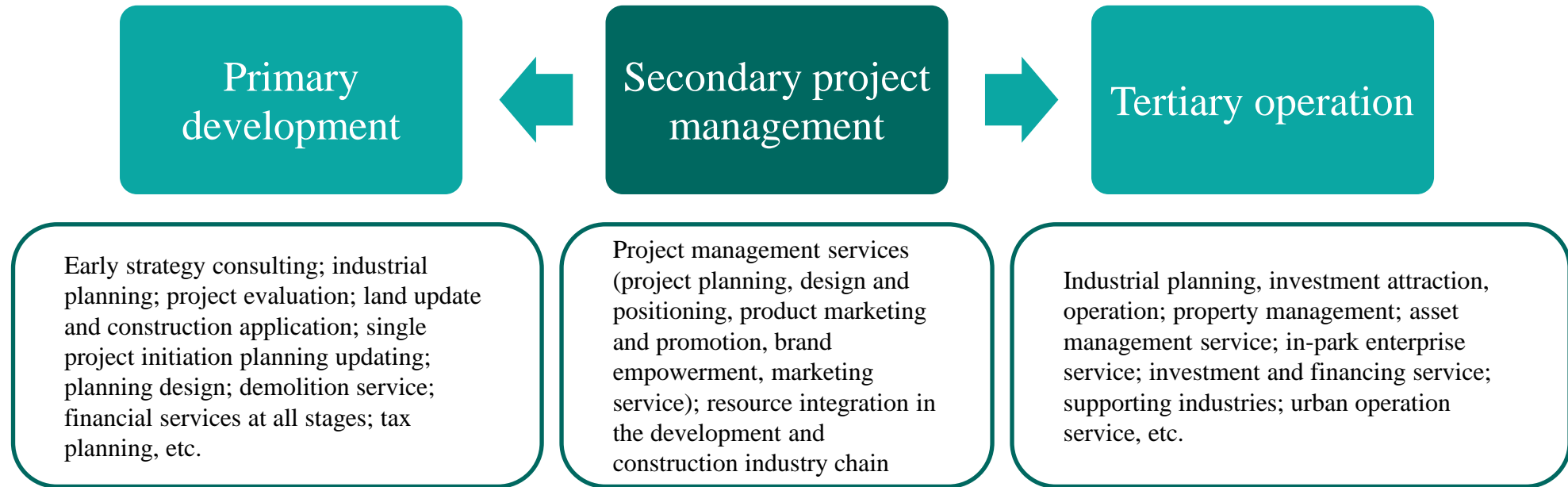
Providing project management projects in need of fund and their project owners with financial matchmaking services, and expanding business channels for project management projects.

Strengths:
Responsible for project management, brand output and resource integration



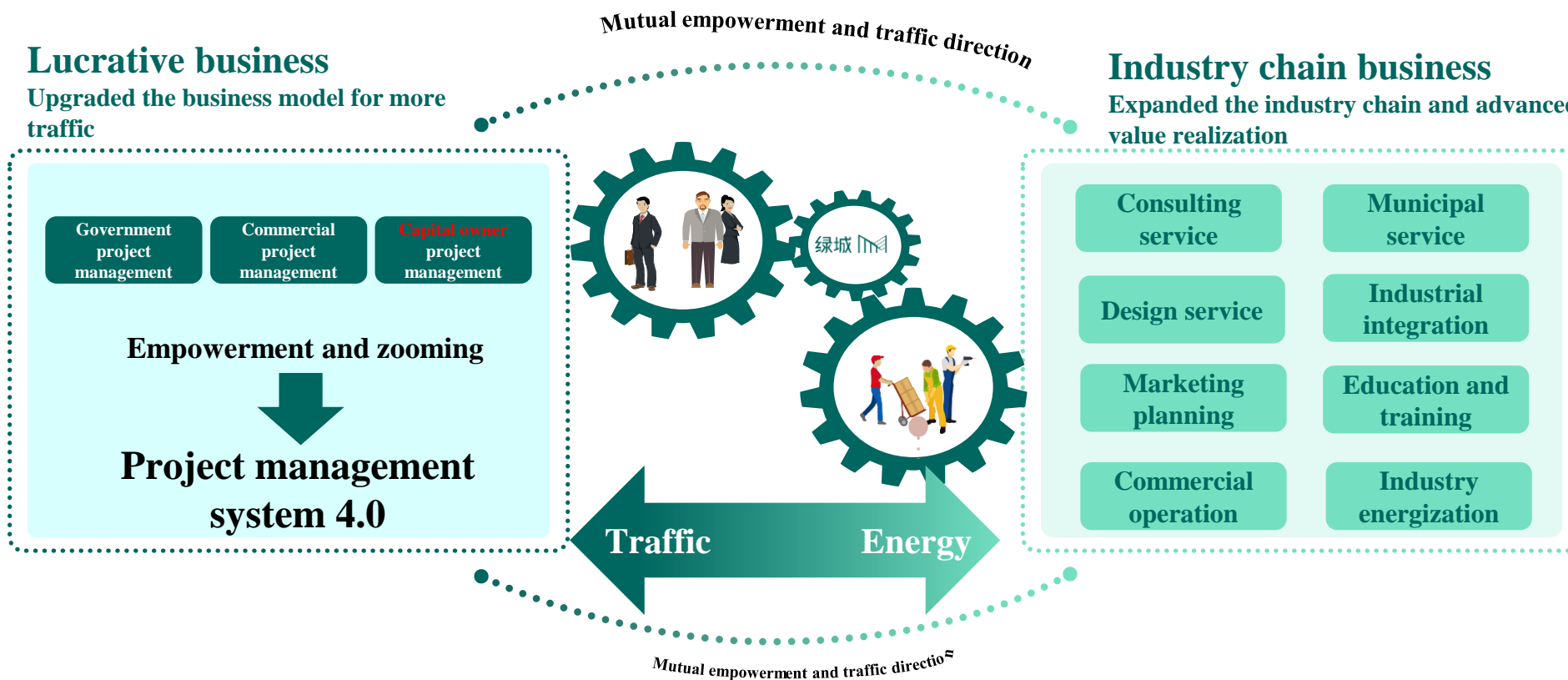
05 Integrated Industry-city Services

Coordinating primary development and empowering industrial operation.



06 Industry Chain Services

6 design institutes; 3 consulting/commercial operation companies;
2 price manipulation/municipal companies



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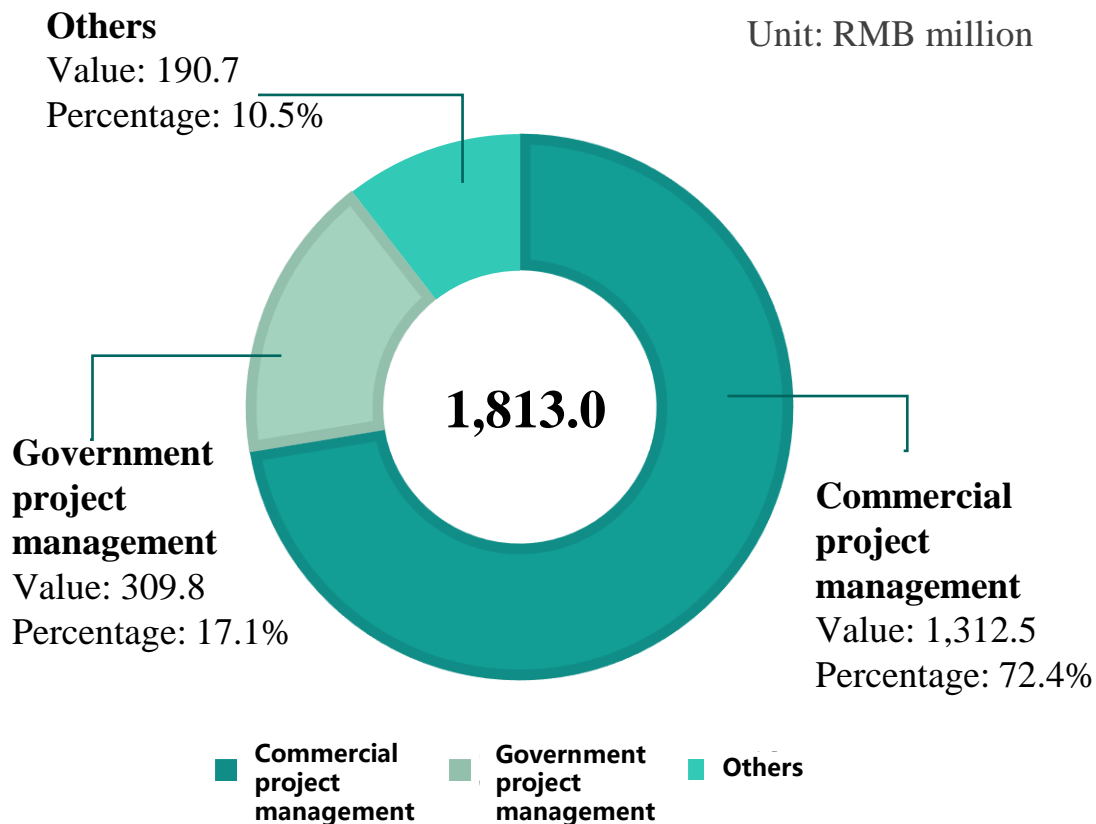
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Financial Review

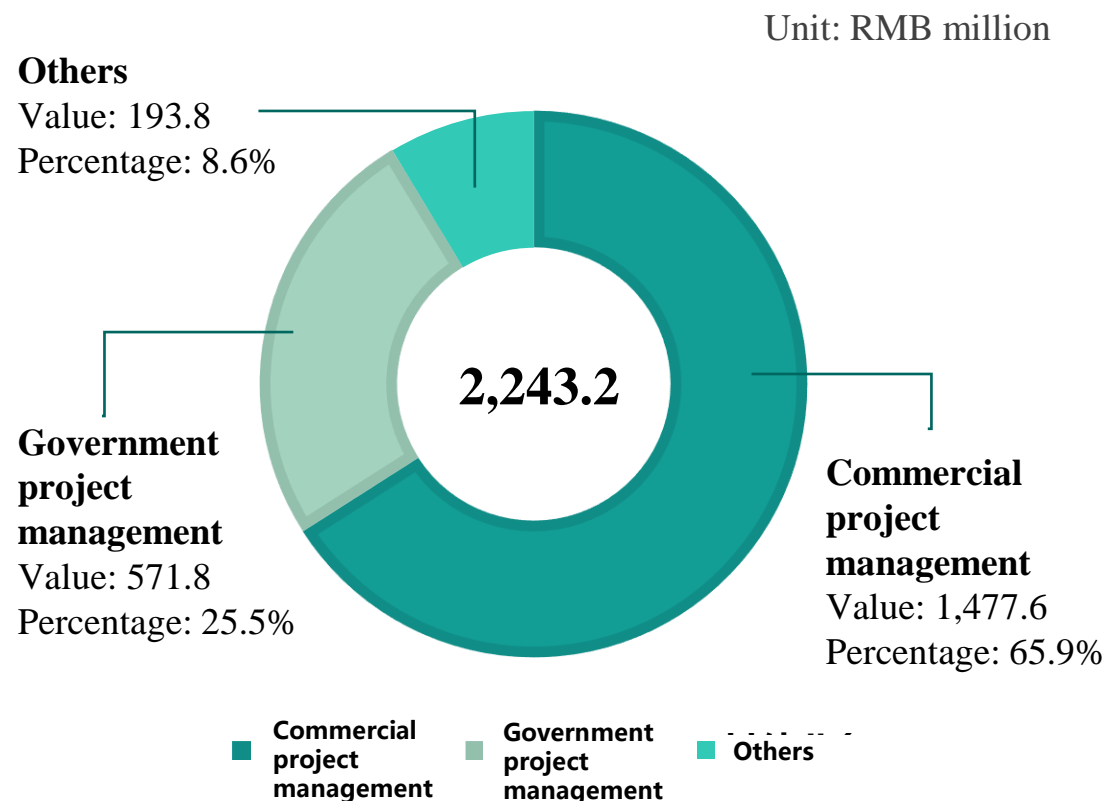
Financial Performance Indicators

Item	For the 12 months ended December 31		
	2021 (RMB million)	2020 (RMB million)	Change
Revenue	2,243.2	1,813.0	23.7%
Gross profit	1,040.7	865.8	20.2%
Gross profit margin	46.4%	47.8%	-1.4%
Net profit from continuing operations	570.7	407.5	40.0%
Net profit margin	25.4%	22.5%	+2.9%
Net profit attributable to the parent company from continuing operations	565.2	428.5	31.9%
Earnings per share (attributable to ordinary shareholders of the parent company) – Basic (RMB)	0.29	0.26	11.5%
Current ratio (times)	2.01	2.05	-

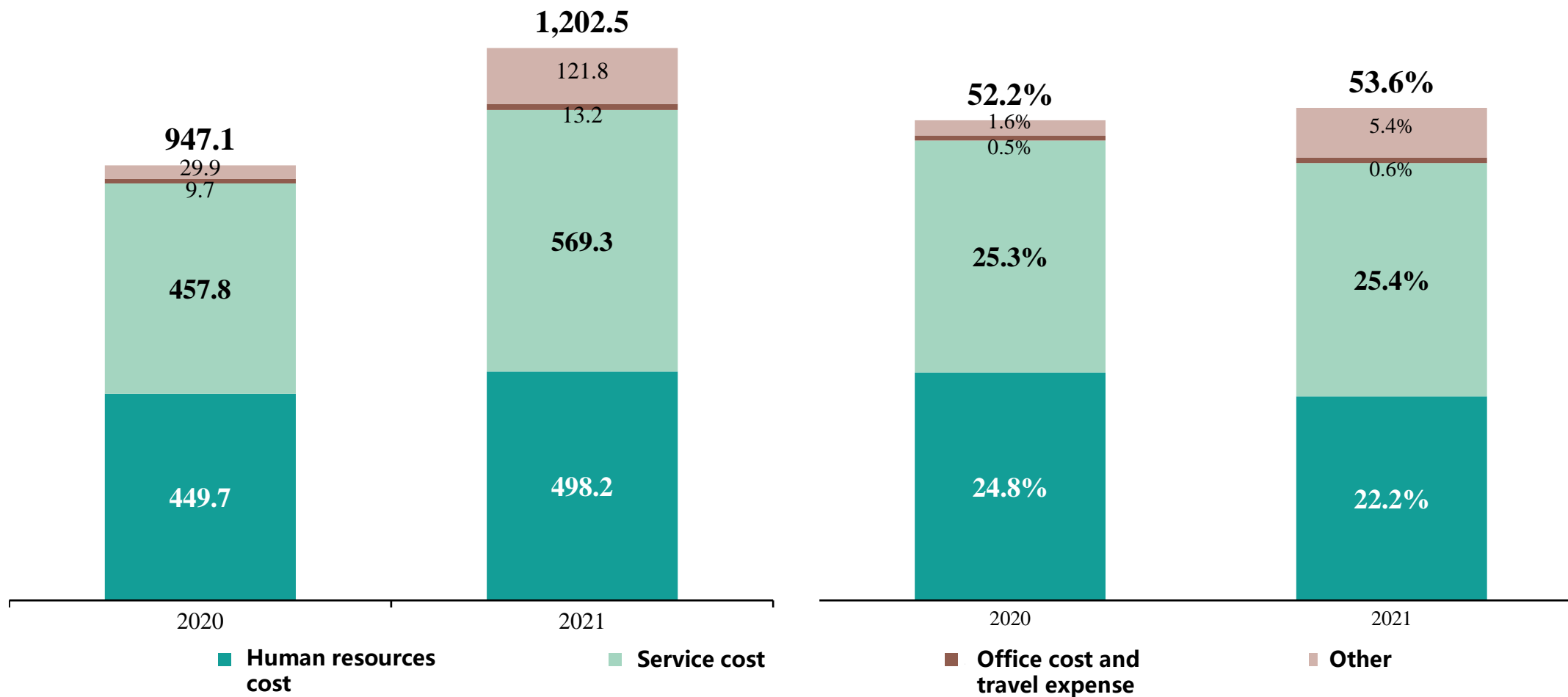
January - December 2020



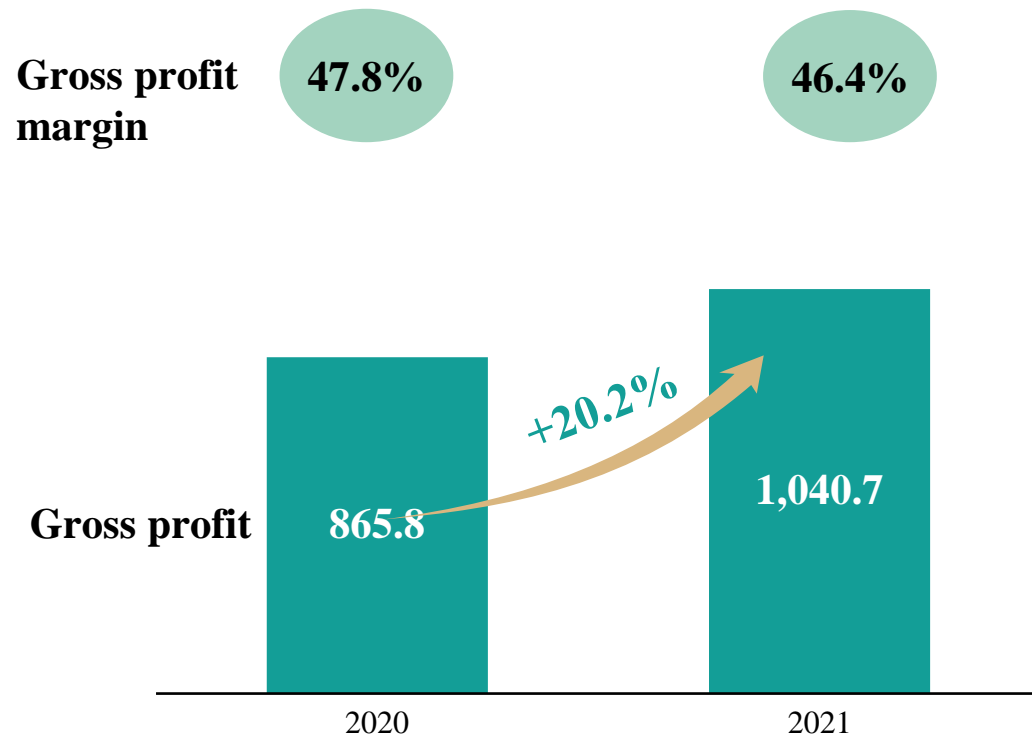
January - December 2021



02 Cost Analysis

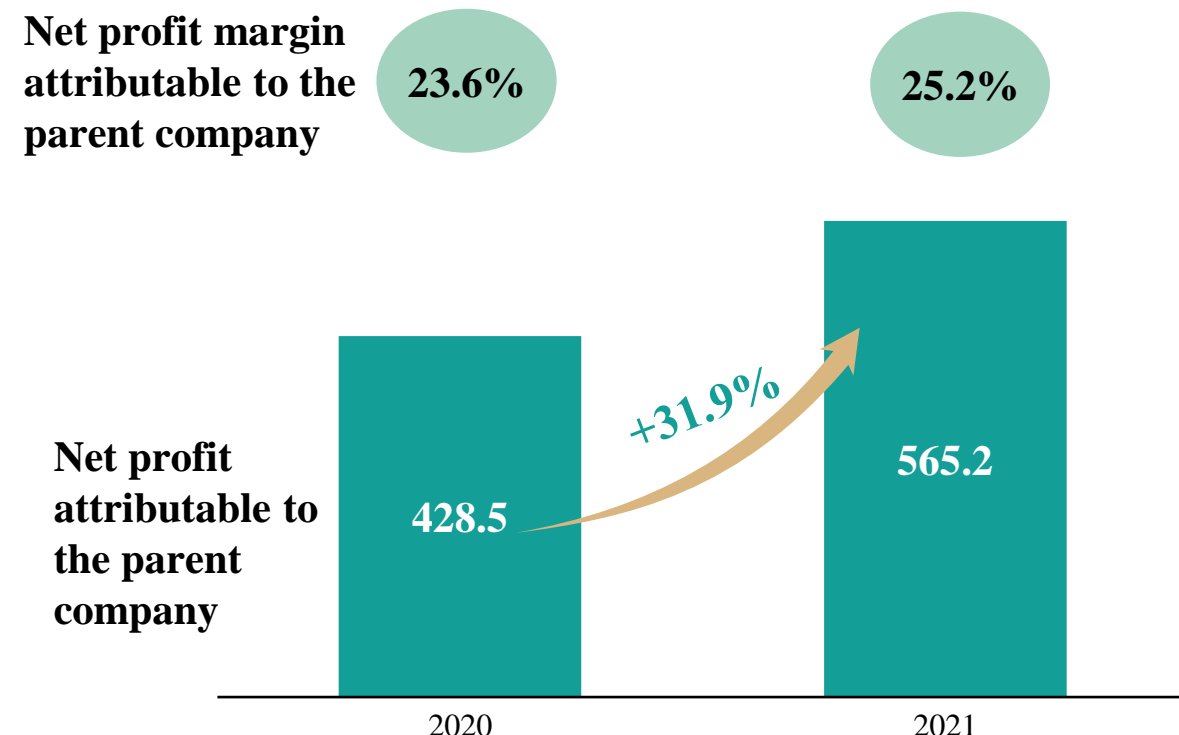


03 Profit Analysis



■ Gross profit

Unit: RMB million



■ Net profit attributable to the parent company from continuing operations

Unit: RMB million

04 Proceeds of Corporate Finance



Use of proceedings	Revised allocation of use of the net proceeds (HK\$ million)	Revised percentage of total net proceeds	Actual use as of December 31, 2021 (HK\$ million)	Actual use as of December 31, 2021 (HK\$ million)
Scale up through strategic acquisitions	229.0	20.00%	19.9	209.1
Development of commercial project management with capital contribution	166.0	14.50%	166.0	-
Repayment of the indebtedness to Greentown China	590.2	51.50%	590.2	-
Development of ecosystem	45.4	4.00%	23.7	21.7
Working capital	114.5	10.00%	114.5	-
Total	1145.1	100.0%	914.3	230.8

05 Statement of Profit or Loss



For the 12 months ended December 31, 2021 (RMB million)	2021	2020
Revenue	2,243.2	1,813.0
Cost	(1,202.5)	(947.1)
Gross profit	1,040.7	865.8
Other income	116.3	48.6
Selling and marketing expenses	(92.8)	(48.3)
Administration expenses	(378.0)	(330.6)
Share of results of associates and joint ventures	51.9	56.2
Profit before tax	722.2	524.9
Income tax expense	(151.6)	(117.4)
Net profit from continuing operations	570.7	407.5
Net profit for the year attributable to shareholders of the Company from continuing operations	565.2	428.5

Disclaimer



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The information contained in this ppt is made in the context of current circumstances, and the Company will not give notice of the changes to this ppt or guarantee its accuracy, nor will it update this ppt with respect to material developments after this presentation.



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管理创造价值

Management Creates Value

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