

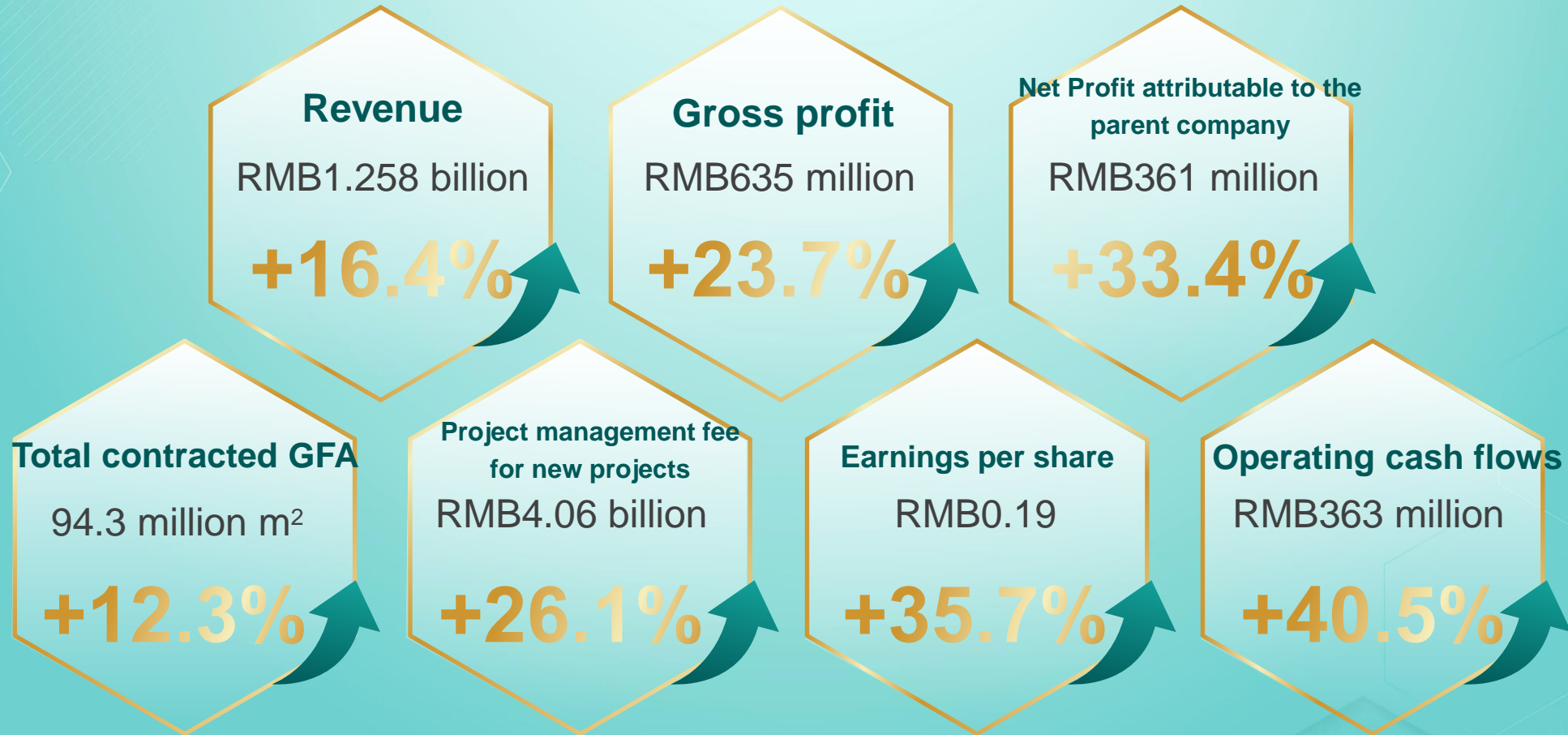
Greentown Management Holdings Company Limited

(Stock Code: 09979)

2022 Interim Results Presentation

The logo for Greentown Management Holdings is centered on the slide. It consists of the Chinese characters '绿城' (Greentown) in a dark teal font, followed by a stylized 'MM' symbol. The logo is enclosed within a large, glowing orange hexagonal outline. To the right of the main hexagon is a smaller, overlapping orange hexagon. The background of the slide is a light teal color with a pattern of faint, semi-transparent hexagons and lines.

Core Data



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**Financial
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01-Construction of affordable housing led by the government

01 The 14th Five-Year Plan

The first 40 key cities will complete the preparation of 6.5 million units of affordable rental housing by 2025

02 Zhejiang Province Target

New affordable housing supply will account for 30%+ of new housing supply



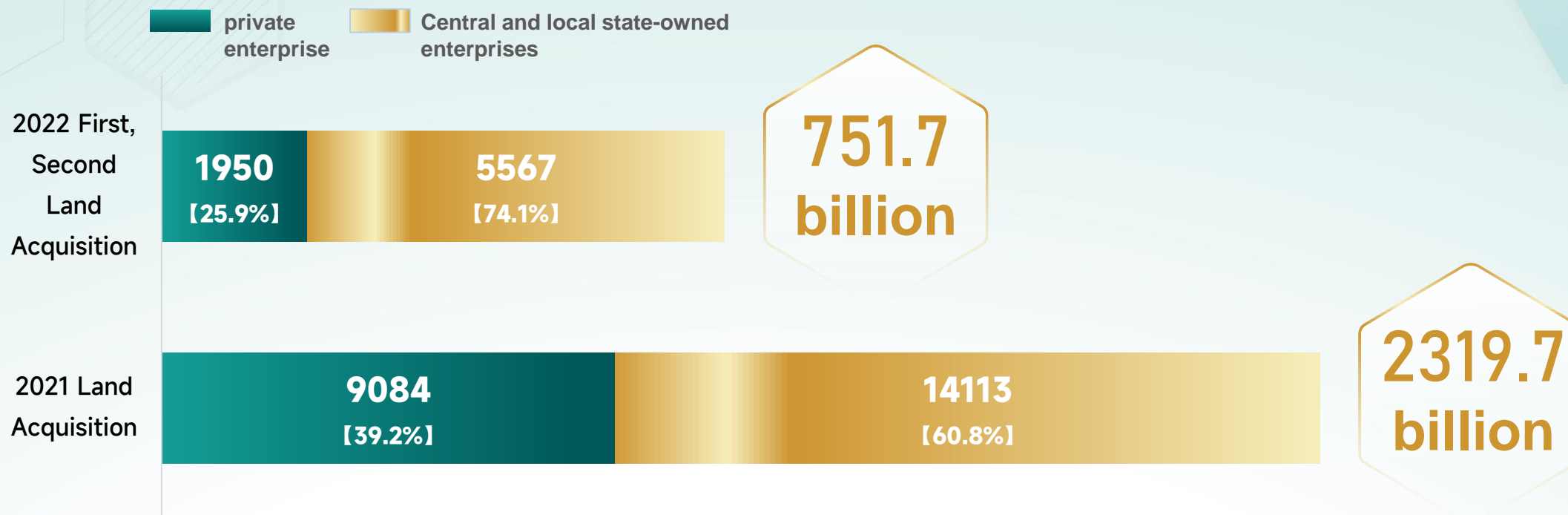
Proportion of public housing in Hong Kong, China



Proportion of public housing in Singapore

Proportion of land acquisition led by state-owned enterprises

The scale of land supply and land acquisition by enterprises



Note: Sources from the research department of GF Securities. The data for 2022 is the first and second batches of land acquired by the middle of the year.

03-Capital-led real estate market-oriented investment

Take the United States as an example, the Big Three of real estate (namely Lennar, Horton, Pulte) engaged in real estate development and construction mainly adopted asset-light model



1. Specialization

Fund operation, development and construction, industry chain services

2. Distinct Financialization

REITS real estate companies account for 80% of the total listed real estate companies

Obvious trend of "separation of investment and development"

04-Decentralized investment

Local governments

Urban Investment Corporation

REITs

Leading enterprises

CMBS

State-owned and central enterprises

AMC

Financial institutions

05-Decentralized consumption

Decentralized investment

Decentralized consumption



Decentralized investment

- REITs
- AMC
- Local governments
- State-owned and central enterprises
- City Investment Enterprises
- Financial institutions
- CMBS

**Development and service platform
HK-9979**

Decentralized consumption

-  Home buyers
-  Home buyers
-  Home buyers
-  Home buyers
-  Home buyers
-  Home buyers
-  Home buyers

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01-Leading the industry



Project management projects

390



Coverage of city

107



Total contracted GFA

94.3 million m²



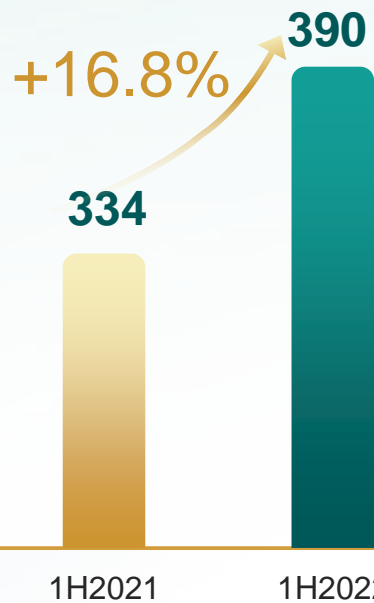
Area under construction

44.8 million m²

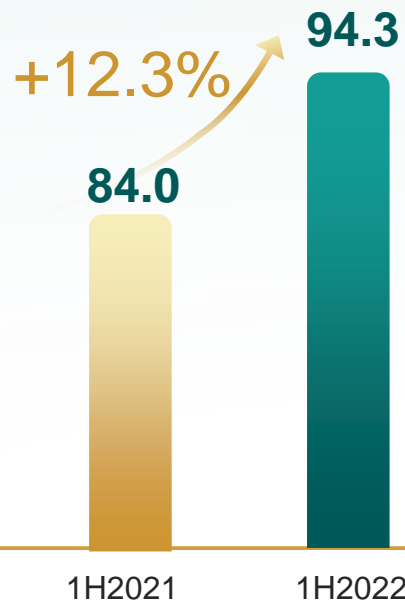


01- Leading the industry

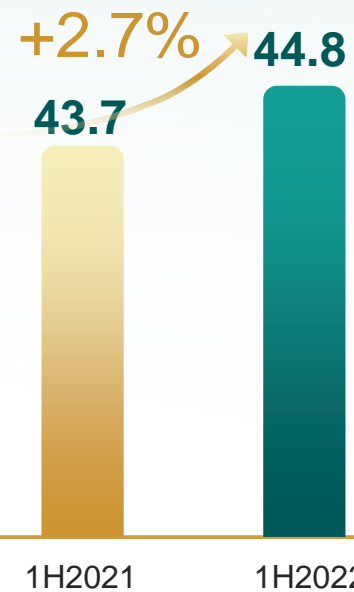
Projects under management



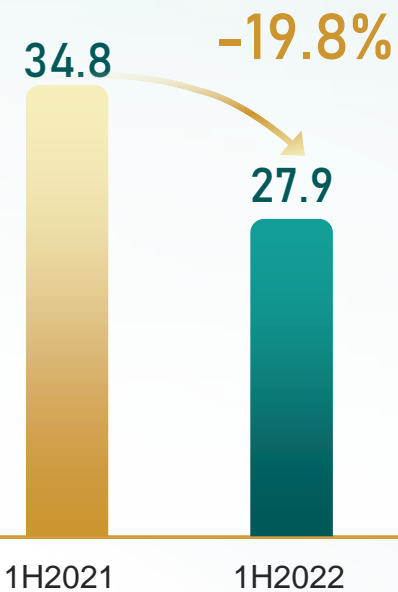
Total contracted GFA (million m²)



Area under construction for the period (million m²)



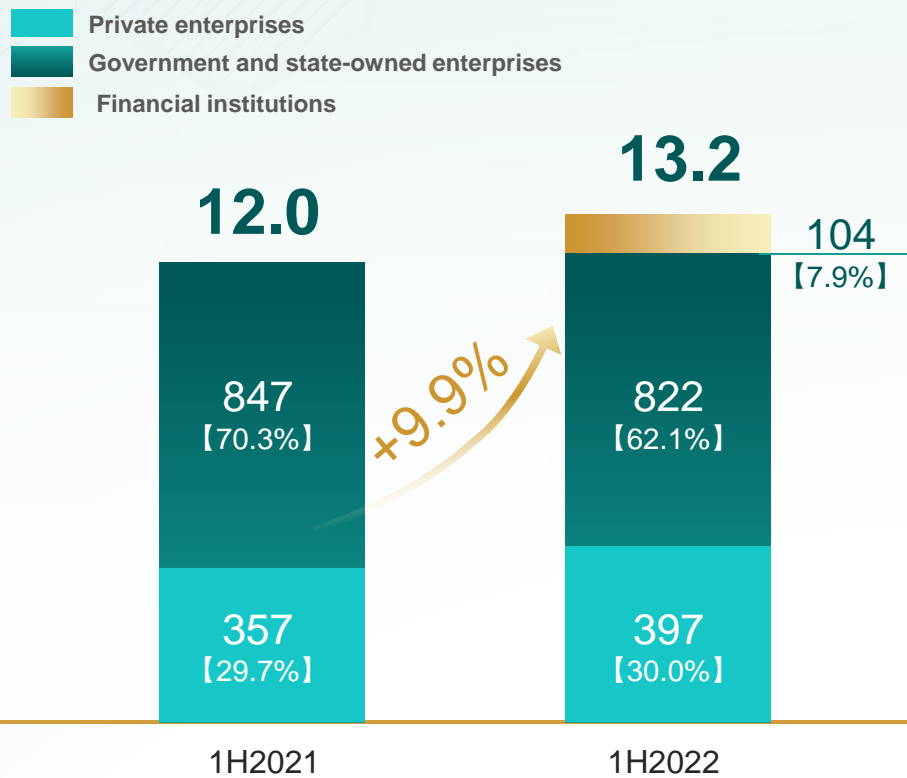
Contracted sales amount (RMB' billion)



02-Robust momentum of development

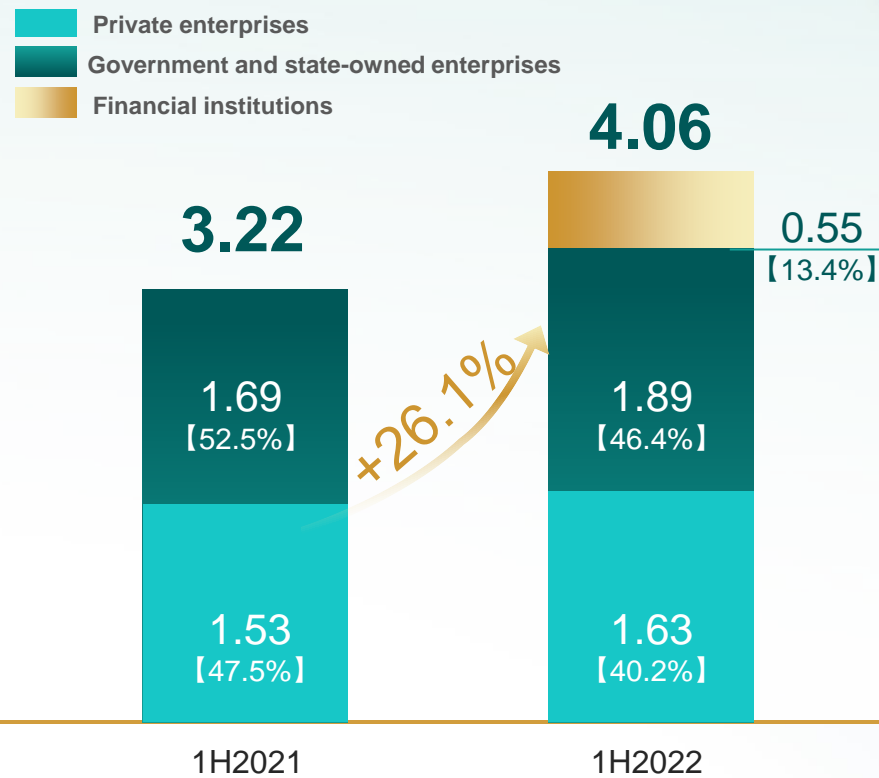
Total contracted GFA of new projects

(million m²)



Estimated total project management fee for new projects

(RMB' billion)



Note: Financial institution customers started to expand in the fourth quarter of 2021.

绿城 02- Robust momentum of development – Innovation of government project management

Strengthen the nationwide presence



Coverage of **6** provinces/**4.72** million m²

Entering **Sichuan, Chongqing and Anhui** for the first time in 2022



First military housing project
Chengdu Jinli West Road and Yuanhua Road Project

City Renovation project

Hangzhou Xiaoshan Ningwei Old Area Renovation Project



Talent rental housing project
Chongqing Shuitu New Town Project

Industrial park project

Bifang Aviation Industrial Park Project



02- Robust momentum of development

Diversified city services



Office building:
Tianjin Tiecheng
Building



Youth Apartment:
Wuxi Xinwu Youth
Apartment



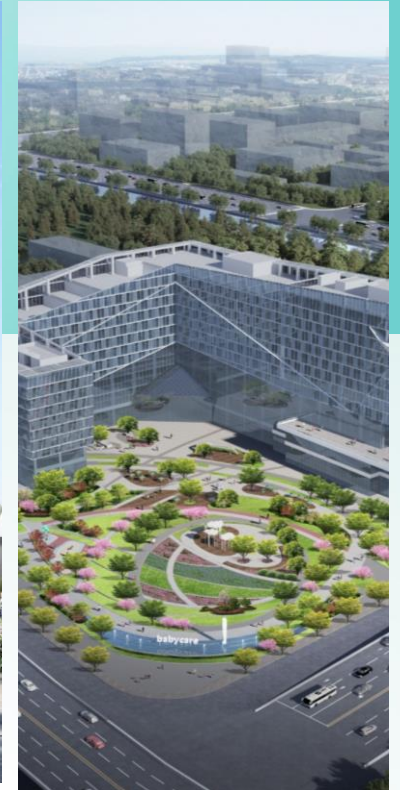
Comprehensive base:
Chatan Ouhai Live
Broadcasting Base



Industrial Park:
Tuofeng Industrial
Park



**Neighbourhood
centre:**
Zhoushan New Port
Project

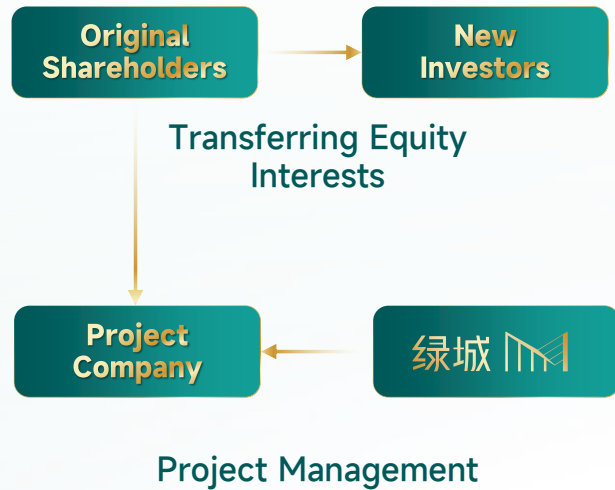


**Comprehensive
industrial zone:**
Xier Headquarter
Project

02- Robust momentum of development – exploring capital owner project management

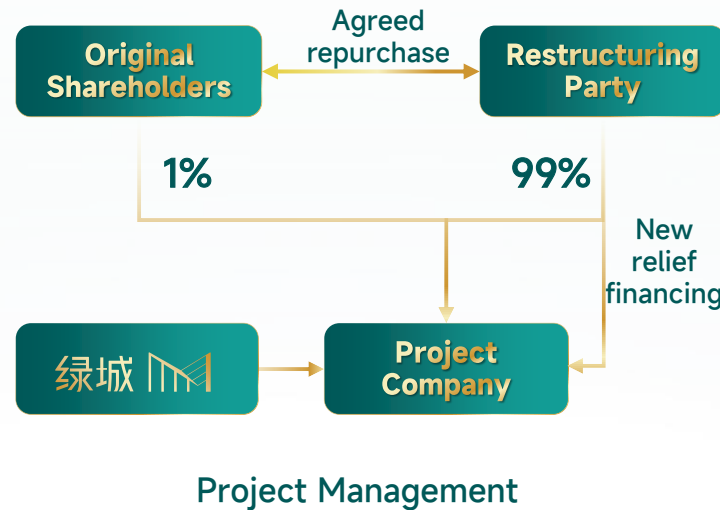
Rescue Project Transaction Structure Diagram

Mergers and Acquisitions Projects



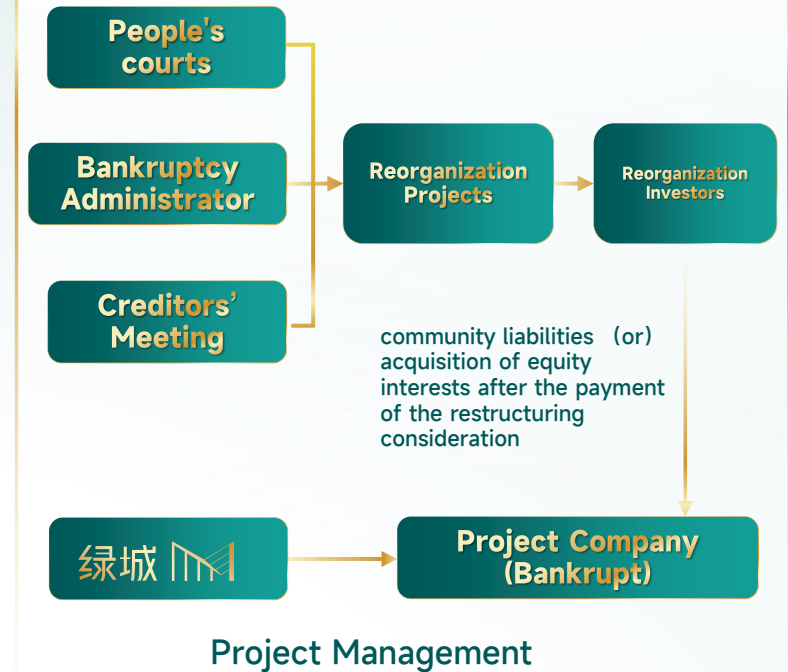
Case: Evergrande Jiangyin Project

Reorganization Projects



Case: Yunhe Mansion of Guangzhou Olympic Park Project

Bankruptcy Reorganization Projects



Case: Guangxi Liuzhou Guantong Project

02- Robust momentum of development – exploring capital owner project management

Empowerment of Project Management of Relief Projects at All Stages

01 Early Stage

Business due diligence

Asset Value Sorting

Designing revitalization Plans

02 Midterm

Coordinate Government Relations

Assisting in Handling Creditor's Rights

Boosting Consumer Confidence

03 Later Stage

Guaranteed Delivery of Sold Houses

Realisation of Unsold Assets

Safe Recovery of Bailout Investments

Based on the Project Management 4.0 management system and “Greentown Star” standards, create on-demand modular solutions for non-standard businesses

03-Mergers and Acquisitions of Agency Construction Business

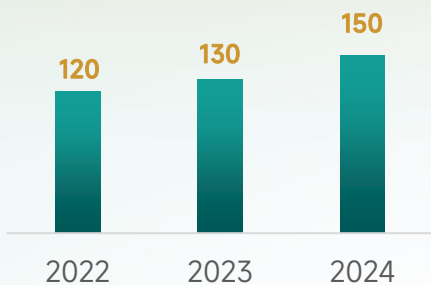
27 January: Acquisition of Zhejiang Shangli Construction Management Company Limited

30 June: First statement of financial position of Shangli

(RMB'million)

**Equity consideration
RMB400 million**

(RMB'million)



Guaranteed profit of Shangli

2022-2024

**Total payment of contingent consideration for newly contracted projects
RMB200 million**

2025 and after

108.4

62.3

Income contribution

Net profit contribution

Note: 1. The data is from the individual report of Shangli;
2. The outstanding orders are assessed and included in intangible assets, and the annual average after-tax apportionment attributable to the parent company is approximately RMB 26.0 million.

04-Building of ecological platform

Strategically cooperate with financial suppliers and set up companies



Expansion of Asset Light Alliance

Project Management Enterprises

Enterprises that have already started the project management business or real estate development companies that are interested in entering the project management industry

Industrial chain enterprises

Upstream and downstream industry chain enterprises of real estate development, high-quality suppliers, industry think tanks, research institutions, etc.

Financial institutions

Institutions that can provide financial services for project management projects and asset management companies that require pre-investment risk control and post-investment management services

05- Optimize incentive policies

Private placement of shares as incentives

Vesting term: 30%, 30%, 40%

Source of cost: The operating incentives for the next 3 years will be issued in the form of shares

Vesting conditions: linked to business targets, organizational performance, and personal KPIs

Conditions for disposal: HKD 6.5 and above

Control subjects

Group level

**Leju/Regional/
Platform Company**

Project Company



Group level operating incentives

Achieve the overall performance of the affiliated group (net profit attributable to the parent company, increase in costs of new project management projects, etc.)

**Leju Group Operation Award
Incentives for regional company operation
Platform company partner mechanism**

Project management bonus

Immediate operating dividends + annual assessment dividends + achievement dividends (Related collection term and business performance, etc.)

Operating incentives

06-Enhance quality and ensure delivery

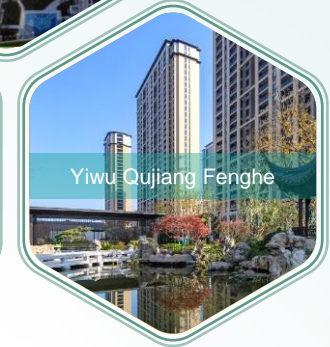
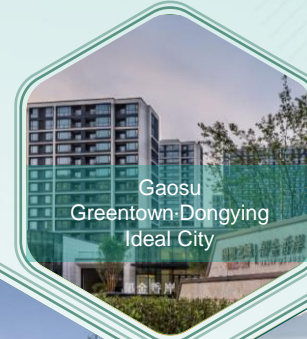
In the first half of the year, **39** projects and **24,486** units (4.485 million m²) were delivered

Customer satisfaction increases year by year

1 Overall satisfaction: scores **91** (+1)

7 Housing quality: scores **90** (+7)

2 Delivery service: scores **89** (+2)



Source: 2022 semi-annual research report of FG China. The research was carried out according to the develop node.

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绿城 01- Regional structure

GFA of projects in major economic regions totalled **71.6 million m²**, accounting for **76.0%** of the total GFA of 94.3 million m²



19.4
million m²

Bohai Rim Economic Zone, BeijingTianjin-Hebei urban agglomeration
20.6% of the total GFA

45.2
million m²

Yangtze River Delta Economic Zone
48.0% of the total GFA

5.5
million m²

Pearl River Delta Economic Zone
5.8% of the total GFA

1.5
million m²

Chengdu-Chongqing urban agglomeration
1.6% of the total GFA

02-Saleable value structure

The saleable value of projects in major economic regions totalled **RMB440 billion**, accounting for **75.1%** of the total saleable value of RMB585.8 billion



RMB 143 billion

Bohai Rim Economic Zone, Beijing-Tianjin-Hebei urban agglomeration
24.4% of the total saleable value

RMB 186.5 billion

Yangtze River Delta Economic Zone
31.9% of the total saleable value

RMB 98.1 billion

Pearl River Delta Economic Zone
16.7% of the total saleable value

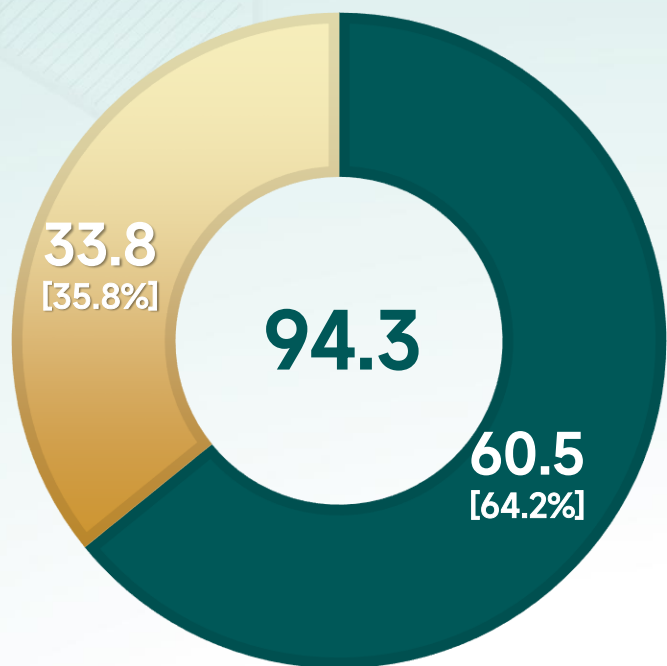
RMB 12.4 billion

Chengdu-Chongqing urban agglomeration
2.1% of the total saleable value


03-Business structure

TOTAL GFA BUSINESS TYPE STRUCTURE

(million m2)

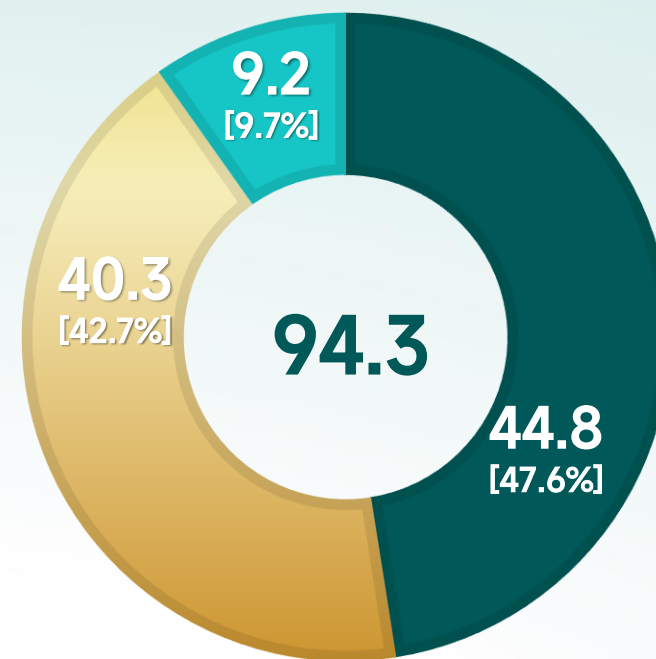


 Government project management


 Commercial project management

TOTAL GFA DEVELOPMENT STATUS STRUCTURE

(million m2)



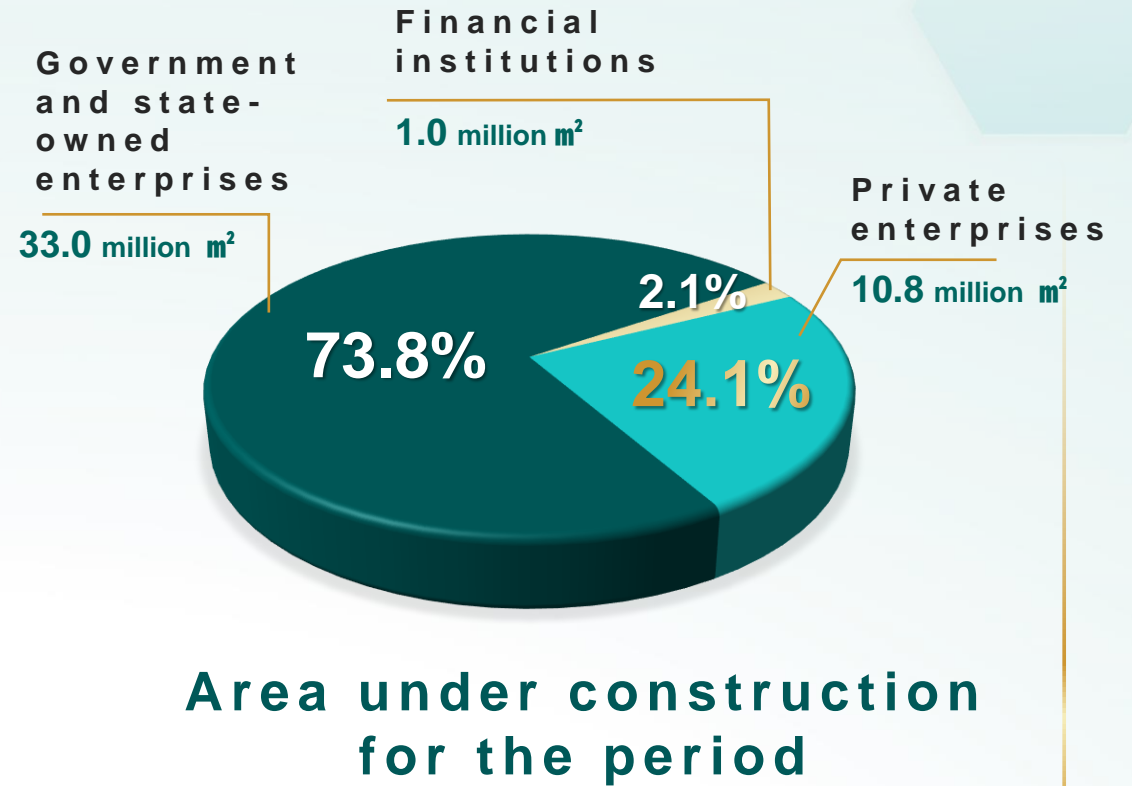
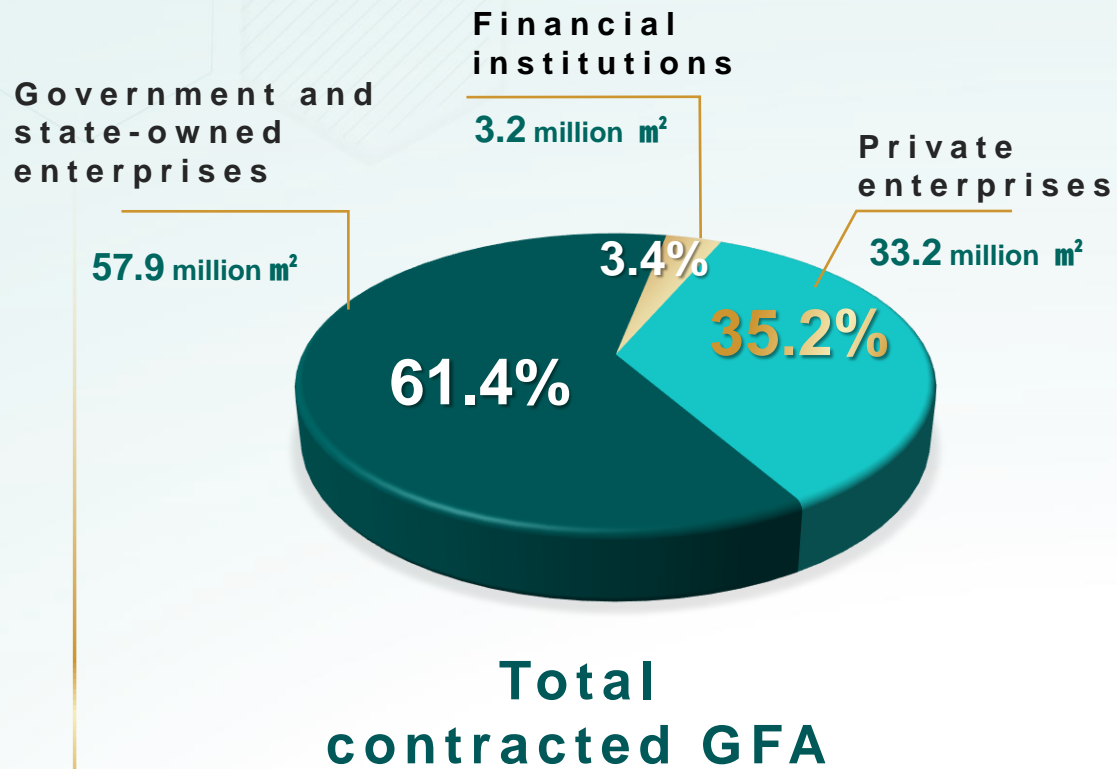
 Delivery area

 Area to be developed

 Area under construction

04- Customer structure

Overall analysis of contract size : State-owned enterprises, government and financial institutions are the main customers.

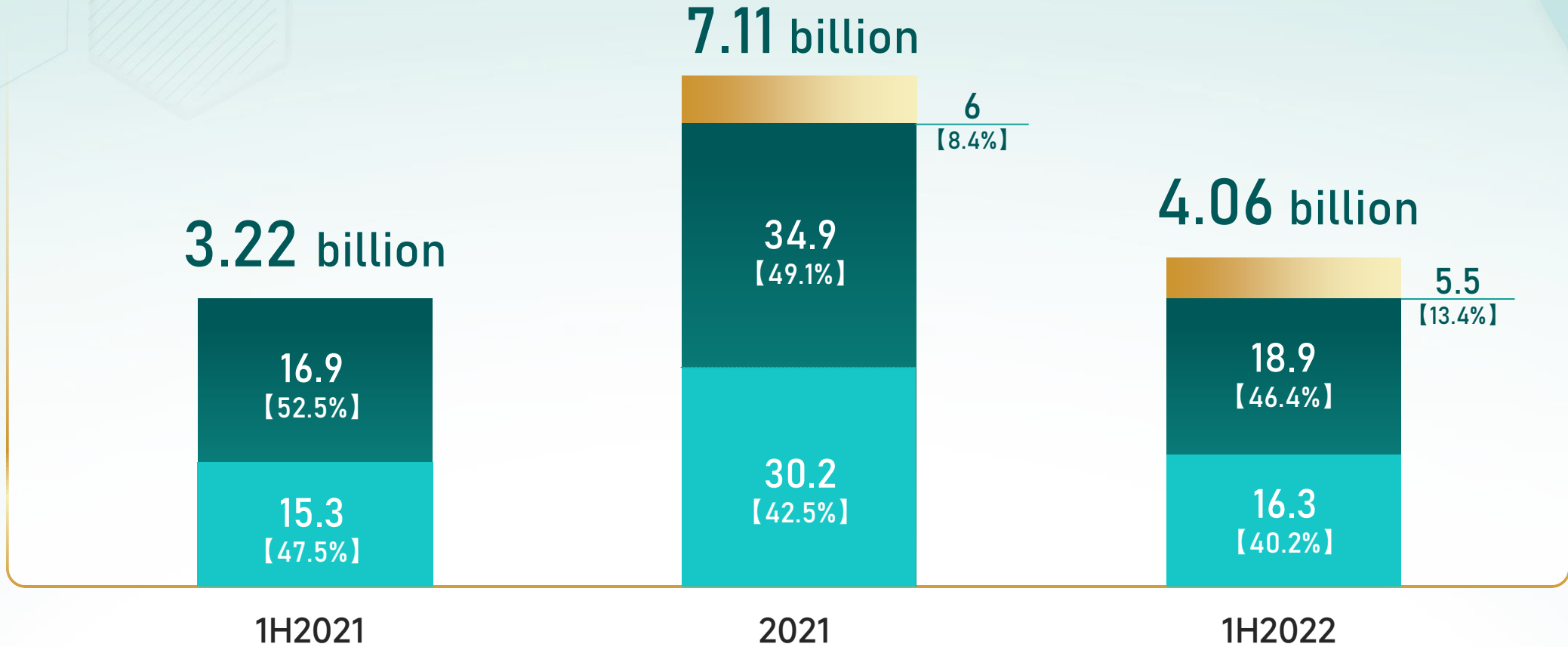


04- Customer structure

Analysis of customer of new projects:

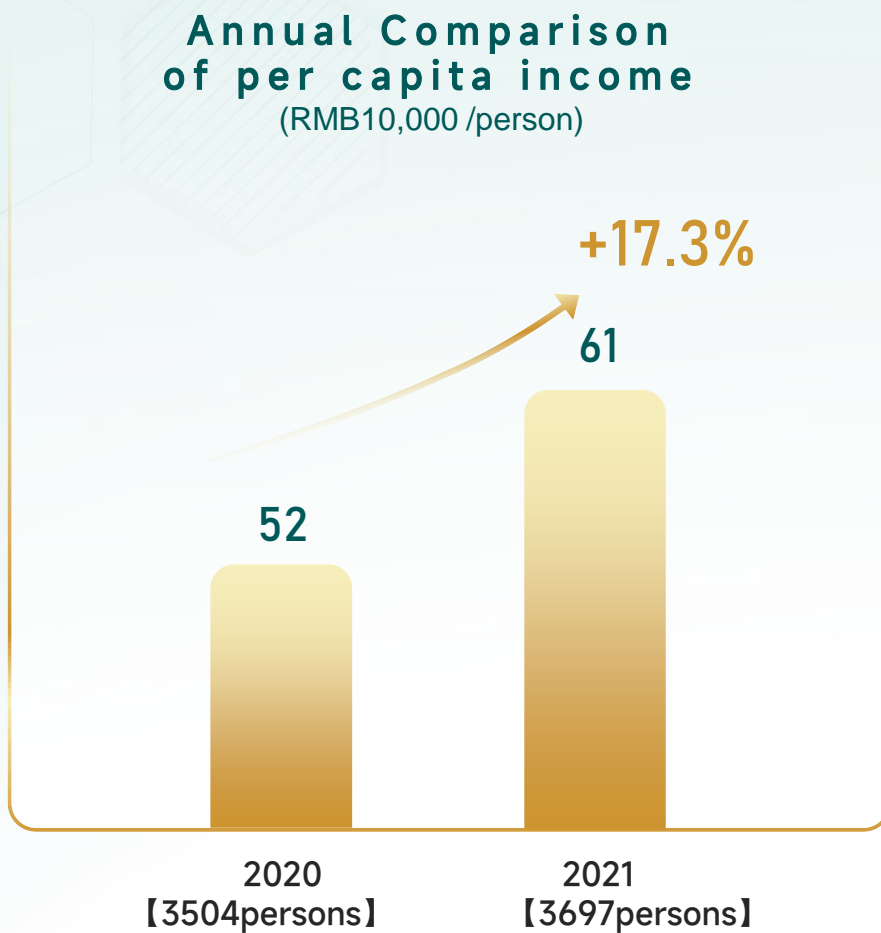
Customers of state-owned enterprises, the government, and financial institutions are growing.

- Private enterprises
- Government and state-owned enterprises
- financial institutions

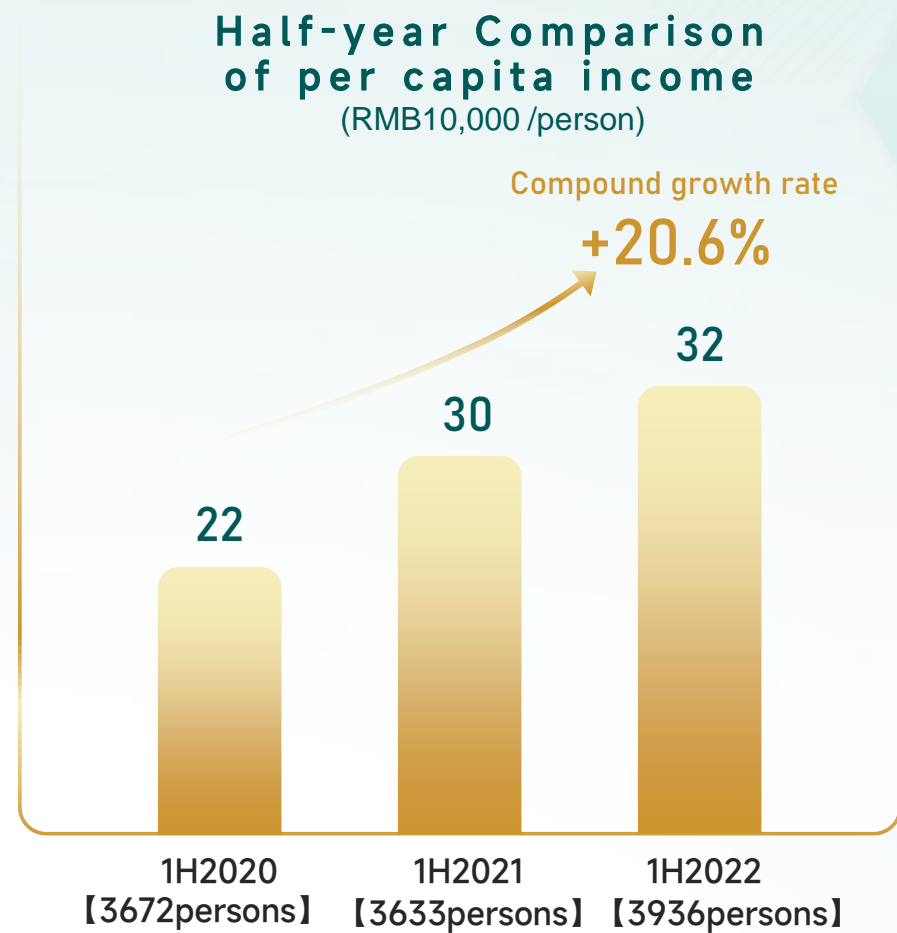


05-Per capita efficiency

**Annual Comparison
of per capita income**
(RMB10,000 /person)



**Half-year Comparison
of per capita income**
(RMB10,000 /person)



Remarks: The number of people disclosed in the announcement refers to the number of people paid by the group.
The number of people who calculate the per capita income is the full-caliber number of the main business group and its subsidiaries.

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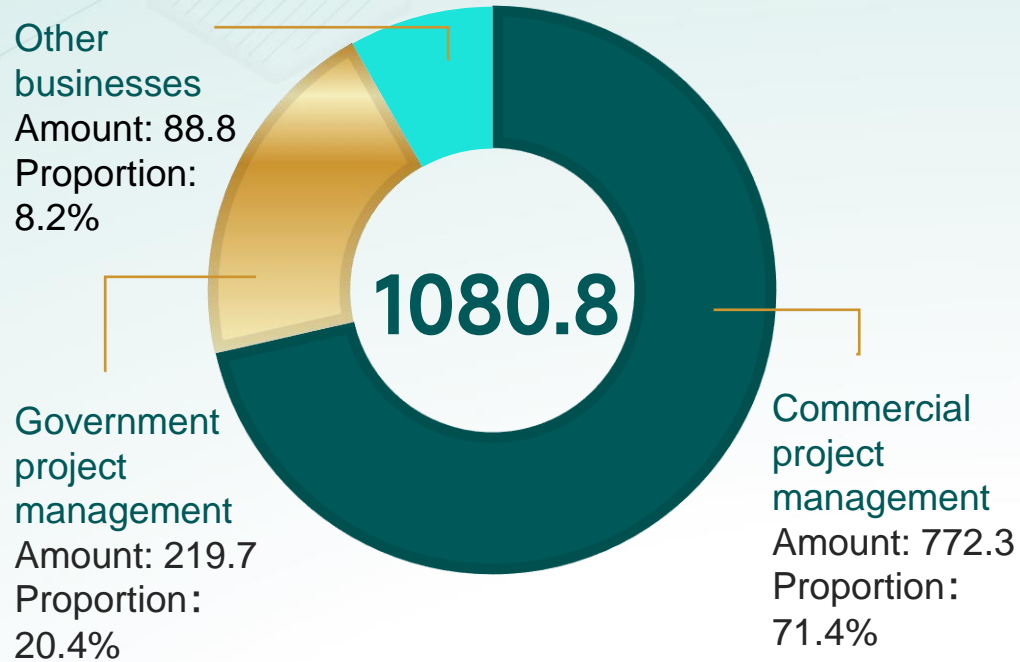
**Financial
Review**

Items	Six months ended 30 June		
	2022 RMB' million	2021 RMB' million	change
Revenue	1,258.5	1,080.8	+16.4% 
Gross Profit	634.7	513.1	+23.7% 
Gross profit margin	50.4%	47.5%	+2.9 percentage points 
Net profit	365.7	276.0	+32.5% 
Net profit margin	29.1%	25.5%	+3.6 percentage points 
Net profit attributable to the parent company	360.8	270.4	+33.4% 
Net profit margin attributable to the parent company	28.7%	25.0%	+3.6 percentage points 
Basic earnings per share (ordinary shareholders of parent company)	0.19	0.14	+35.7% 

01- Revenue analysis

JANUARY TO JUNE 2021

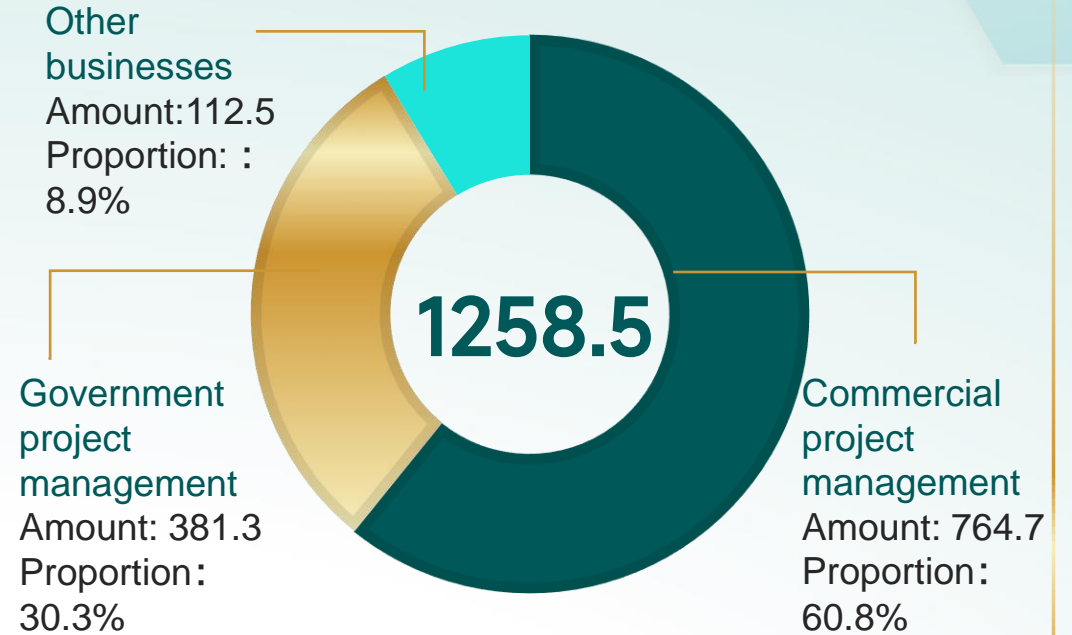
Unit: RMB million



Commercial project management Government project management Other businesses

JANUARY TO JUNE 2022

Unit: RMB million



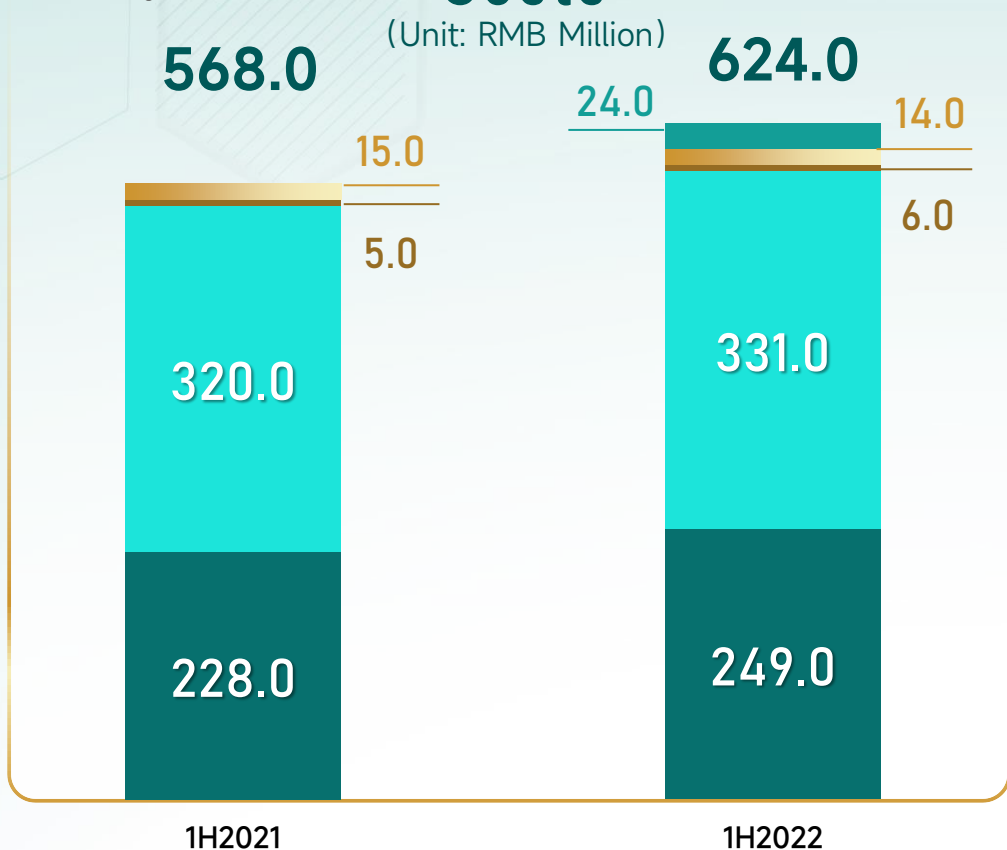
Commercial project management Government project management Other businesses

02-Cost analysis

- Human Resource Cost
- Service and Outsourcing Costs
- Office cost and travel expense
- Others (Meetings, Communication, Trainings etc.)
- Amortization of Intangible Assets

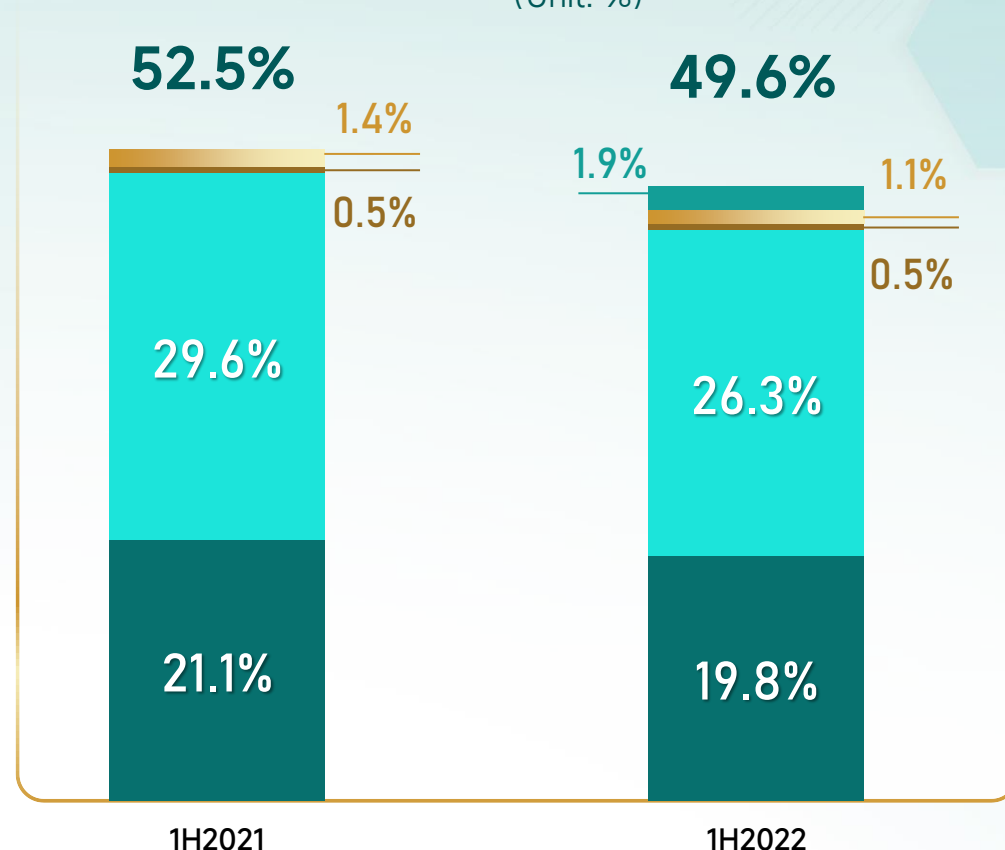
Composition of Main Business Costs

(Unit: RMB Million)



Proportion of Main Business Cost to Revenue

(Unit: %)



03- Profit Analysis

Gross profit margin

47.5%

50.4%

Net profit margin attributable to the parent company

25.0%

28.7%

Gross profit

Unit: RMB million

513.1

634.7

+23.7%

1H2021

1H2022

Net profit attributable to the parent company

Unit: RMB million

270.4

360.8

+33.4%

1H2021

1H2022

Net profit
attributable to
parent
Compound
increased

30%

Gross profit
margin maintained
at

40%

Net profit margin
maintained at

20%

Dividend
distribution
maintained at

65%

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綠城管理控股有限公司

(股票代码：9979.HK)

管理创造价值

Management creates value

绿城 

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