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Operational Review

Business Strategies



Adapted itself to the situation, sharpen its own competitive edge, anchored direction and insisted on long-termism

Adhere to the Development Principle of "High Quality in All Aspects" amid Volatile Market Conditions



Results Highlights – Improved Earnings & Sound Operation



	Revenue	Cash / ST Debt
Core Net Profit	RMB 64.73 bn	2.3 x
RMB 3.726 bn	▲ 79.1%	End of 2021: 2.2x
▲ 36.7%	Funding Cost	Perpetual Securities Repayment
	4.5 %	RMB 8.25 bn (balance: RMB 2.51 bn)
	Direct onshore financing 3.33%	Expected to be cleared by 2023
A le		

Results Highlights – Improved Earnings & Sound Operation





Note: 1) Ratio of newly-added land bank in 1H2022 converted to current year's estimated sales

2) CRIC

3) Comparing closing prices on June 30, 2022 and December 31, 2021

1. Contracted Sales – Advance in Ranking with Good Sell-Through Rate



6



Note: 1) CRIC; 2) Including overseas; 3) CRIC, China Index Academy; 4) Presale starting July 2022



2. Land Acquisition – Increasing Equity Ratio & Accelerating Conversion





Note: 1) Ratio of newly-added land bank in 1H2022 converted to current year's estimated sales

3. Total Land Bank – Strategic Focus with Reasonable Structure





4. Product Quality – **Continuous Optimization; Effective Management & Control**

Note: 1) China Index Academy



"No.1 Project": Sustained Efforts to Ensure "Best Understanding of Products"

No.1 among "Chinese Real Estate Companies with Outstanding Product Strength"¹ for 3 consecutive years

	Optimization Higher Efficiency	Cost Management	Centralized Procurement Application Rate 100%	Strategic Cooperation Rate 90.2 %	Lower Dynamic Construction Cost 1.26 %
Strengthening Benchmark Projects Proposal Review Cycle	10 on-site observation meetings shortened to slightly over 40 days				
Refining "Greentown Style" Construction Mgt.	safe, exquisite, intelligent & efficient full concrete facades, vertical &			ou Hujing Yunlu gget Awards 2022	"Ruyi Zone"
System	horizontal interlacing, & 3-dimensional operation	्र हेंद्र हा			
Optimizing Living Experience	"Ruyi Zone" "Chunzhi Academy" stilt-floor system botanic garden	₩ [™] 绿城中国工程做法与常用建筑 ● (机电安装篇) ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●			
	Note: 1) China Index Academy	Greentown mechanical and electrical, water so system Upgraded to industry standa	Паш	an Blue Twon sign Awards 2022	"Chunzhi Academy"

5. Operations Management – Improving Efficiency & Enhancing Quality



Further improving grand operating system, establishing management mechanism of

"Supply, Sales, Inventory and Collection", clearer lines of authority & responsibility

of the Operation Committee to continuously boost project operation efficiency



6. Customer Research – Comprehensive Synergistic Collaboration to Support Operations



Synergistic collaboration to deliver results, improve product competitiveness,

ensure products to meet customers & market needs at the front end

Strengthen Organizational Safeguards

Efficient

R&D

 Synergistic collaboration between customer research, design, product, & service
Established Customer Research Committee 5 stages, 9 nodes and 11 customer research entries

Built full lifecycle customer research management
for project development

Special R&D on home flow route, dining room & kitchen optimization, garden landscaping, whole-house storage, & new youth
Made up for shortcomings, strengthened

competitive advantages, & drove innovation

Customer Research Results were Implemented

Consolidate

System

Guarantees

.

Beijing Guiyu Tinglan's "Chunzhi Academy", "Living Street Corner" of 3 projects on north Hangzhou, etc. Applied research to help upgrade product strength

7. Customer Service – No.1 in Customer Satisfaction



"Chinese Urban Residents' Satisfaction" Survey¹

Ranked 1st in customer satisfaction across 15 cities &

in customer loyalty across 10 cities

Customer Satisfaction as "No. 1 Standard"

Customer complaints completion rate

Customer complaints satisfaction rate

96.3%

99.6%

Quality Supervision Team, Construction Site Open Day, House Pre-inspection, etc



Guangzhou Xiaofeng Yingyue Quality Supervision Team



Hangzhou Jiangpan Jinyuan Construction Site Open Day

Overall Satisfaction (score)

Hangzhou, Xi'an, Suzhou, Dalian, Haikou, etc.

Ranked top in 15 cities

Overall Loyalty (%)

Hangzhou, Wuxi, Ningbo, Hefei, Urumqi, etc.

Ranked top in 10 cities



Note: 1) China Index Academy

8. Brand Culture –



Supporting Operations and Underpinning Strategies



Cultural Values as "No.1 Principle"

Greentown "Twin Tower" Cultural System



Organizational Optimization Talent Guarantee

Adhering to the concept of "Greentown as a School"

Optimized organizational structure

Recruited outstanding talents

Strengthened personnel training

9. Project Management Business – Leading Industry & Bucking Industry Trend for Growth



10. Featured Business – Diversified Featured Businesses to Actively Empower Main Business





Financial Highlights

and the

Improved Performance with Increasing Revenue













Key Financial Data



(RMB mn)	1H2022	1H2021	Change
Revenue	64,731	36,135	+79.1%
Gross profit	11,233	7,935	+41.6%
Administrative & selling expenses	(3,115)	(2,563)	+21.5%
Finance costs	(1,378)	(1,327)	+3.8%
Other income	1,785	1,436	+24.3%
Share of results of JVs / associates	739	417	+77.2%
Foreign exchange net (losses) / gains	(1,102)	161	/
Net of impairment & fair value changes on certain assets	(452)	(149)	+203.4%
Net profit	4,860	3,910	+24.3%
Profit attributable to owners of the Company	1,801	2,418	-25.5%
Basic earnings per share (RMB)	0.66	0.71	-7.0%
Core net profit attributable to owners of the Company ¹	3,726	2,725	+36.7%

Note: 1) Core net profit attributable to owners of the Company has been adjusted, after deducting foreign exchange gains and losses, gains from acquisitions, the net post-tax effects of provision and reversal of impairment losses on certain assets and fair value changes on certain assets.

Optimized Structure for Solid Development







1H2021

1H2022

1H2020

Key Financial Data



(RMB mn)	30 Jun 2022	31 Dec 2021	Change
Total assets	528,032	521,044	+1.3%
In which: Total Inventories	284,952	283,698	+0.4%
Bank balances & cash	63,221	71,496	-11.6%
Total liabilities	420,871	413,398	+1.8%
In which: Total borrowings	139,849	127,459	+9.7%
Contracted liabilities	138,577	148,888	-6.9%
Net assets	107,161	107,646	-0.5%
In which: Perpetual securities	2,509	10,758	-76.7%

Solid Financial Position with Optimized Debt Structure



(RMB mn)	30 Jun 2022	31 Dec 2021	Change
Bank borrowings	92,362	88,522	+4.3%
Debt instruments	45,835	35,440	+29.3%
Other borrowings	1,652	3,497	-52.8%
Total borrowings	139,849	127,459	+9.7%
Bank balances & cash	63,221	71,496	-11.6%
Net liabilities	76,628	55,963	+36.9%
Net assets	107,161	107,646	-0.5%
Net gearing ratio	71.5%	52.0%	+19.5 pps
Liabilities to asset ratio excl. presale deposits ¹	71.8%	70.3%	+1.5 pps

1H2022 Funding Cost

End 1H2022 Funding Cost Cash / ST Debt

FX Debt Ratio

4.5% (1H2021: 4.6%)

4.4% (31 Dec 2021: 4.5%)

2.3x (31 Dec 2021: 2.2x)

FX Debt: RMB24.5 bn equivalent

17.5%

Note: 1) The liabilities to asset ratio excl. presale deposits is calculated in accordance with "Three Red Lines" requirements.

Solid Financial Position with Optimized Debt Structure

Borrowings due within 1 year accounted for **19.5**% of the total, down **5.6** pps from 25.1% at end of 2021, with a reasonable debt structure to **provide strong support** for the Company's future development.

(RMB bn)	30 Jun 2022	31 Dec 2021
Due within 1 year	27.240	32.053
Due within 1-2 years	45.465	48.326
Due over 2 years	67.144	47.080
Total borrowings	139.849	127.459

☐ Debt maturity structure 」

■ Due within 1 yr ■ Due within 1-2 yrs ■ Due over 2 yrs





Onshore Financing – Smooth Financing Channels



Onshore bonds issued at low cost with good market recognition

Avg. interest cost of onshore public bond issuance for the year was **3.33%** as of 30 Jun 2022, **40 bps** down from 3.73% in 1H2021;

Issued RMB17.578 bn in 1H2022, an increase of 41.1% compared with RMB12.462bn in 1H2021.

Financial Instruments	1H2	1H2022		1H2021	
(RMB bn)	Amount issued	Weighted avg. interest cost	Amount issued	Weighted avg. interest cost	Quota left by 30 Jun
Corporate Bonds	1	3.28%	4.15	3.98%	12.5 ¹
Medium Term Notes	9.6	3.60%	-	-	3.5
Balance Payment ABS for House Purchases	1	3.48%	-	-	1
Supply Chain ABS	4.88	2.88%	6.178	3.56%	5.644
Supply Chain ABN	1.098	2.94%	1.634	3.59%	6.869
Project Revenue Note PRN	-	-	0.5	4.30%	3.5
Total	17.578	3.33%	12.462	3.73%	33.013

Note: 1) Corporate bonds quota obtained already by Aug 2022

Offshore Financing – Improved Structure



Stable Ratings

- S&P > BB-, "stable" outlook
- Moody's > Ba3, "stable" outlook

Smooth Financing Channels

Raised **USD750 mn** in 1H2022 with reasonable costs Including 1st batch of **USD400 mn** green bonds, accelerating green finance business

Optimized Debt Structure

Proactively decreased short-term debt ratio by advance repayment of USD400 mn syndicate loan in Jun-Aug

Nil Offshore Perpetual Securities

Repaid **USD500 mn** perpetual securities in 1H2022 (Aiming to achieve nil **offshore & onshore** perpetual securities by 2023)



Development Principles



Sector expected to take some time to fully recover in the complex environment fraught with multifaceted challenges



Stay calm in the face of new challenges, strengthen internal management

Seize opportunities Accurately implement policies

Continue to insist on sustainable development path of "high quality in all aspects"

Key Areas of Work



C.

Strategy Upgrade

Tactics Optimization

Meticulous Implementation

Better & Stronger Operation Adhere to strategic principle

Refresh & upgrade strategy centering on two strategic pivot points of "best understanding of products & best understanding of customers" to realize effective operation

Enhance quality control

Insist on quality-first, upgrade products & services, ensure property delivery to consolidate quality advantages

Facilitate operation of both light & heavy assets

Leverage advantages in heavy asset resources, empower project management business to develop light & heavy assets, & expand market share



Strategy Upgrade

Tactics Optimization

Meticulous Implementation

Better & Stronger Operation Accurate & focused investments

Enhance efficiency & safety-oriented operation, refine research on cities, focus on core segments in core cities to continue in-depth cultivation

Optimize sales structure

Implement differentiated & refined management, optimize reserve, & steadily raise sell-through rate

Ensure financial safety

Broaden sources of cash inflow & reduce expenditures, make gain-oriented investments, cooperate prudently to ensure financial funds safe & controllable

2H2022 Saleable Resources¹

Sufficient saleable resources

Total saleable resources reach RMB**381.9** bn

Self-investment Projects 11.62mn sqm, RMB301.6 bn

Higher development efficiency

Improving development efficiency & operational speed to help achieve reasonable supply, early sales & fast sales, and quick return of cash

Note: 1) The analysis of saleable resources is corresponding to self-investment projects; 2) Included overseas.

More precise layout & positioning

Tier 1&2 Cities ²

78%

Major Distribution

In core districts of such key cities as Hangzhou, Beijing, Xi'an, etc.

Stronger product competitiveness

Applying front end modular innovation can give full play to the product's strength & ensure inventory sales



2H2022 Saleable Resources¹







Note: 1) The analysis of saleable resources refers to self-investment projects 2) Included overseas

Clear Profit Outlook



As at 30 Jun 2022, total unbooked sales: approx. RMB**313.1** bn (attributable: RMB**167.4** bn).





Appendix I: Self-Investment Projects Pre-sale in 1H2022



Project	Contracted area sold ¹ (sqm)	Contracted sales amount (RMB mn)	ASP (RMB/sqm)
Hangzhou Yonggui Lane	78,074	3,235	41,433
Ningbo Tongshan Future Community	216,609	2,929	13,520
Hangzhou Qinguixuan	74,029	2,888	39,014
Hefei Xinglanwan	109,529	2,758	25,179
Beijing Qinyuan	42,055	2,690	63,961
Ningbo Binhe Qinyue	68,462	2,099	30,667
Beijing Hejin Sincere Garden	30,340	2,010	66,248
Shanghai Pearl City	18,450	1,957	106,060
Ningbo Binhe Mingcui	43,647	1,885	43,183
Hangzhou Yueying Xingyuyuan	76,738	1,847	24,075
Others	2,631,263	60,602	23,032
Total	3,389,196	84,900	25,050

Appendix II: 1H2022 Property Sales Recognized by Subsidiaries



Projects	Equity Interest	Type of properties	Area sold ¹ (sqm)	Sales revenue (RMB mn)	% of total	ASP (RMB/sqm)
Yiwu Wanjia Fenghua	25.8%	High-rise Apartment	352,303	7,132	11.9%	20,244
Hangzhou Xiaofeng Yingyue	100.0%	High-rise Apartment	131,019	6,045	10.0%	46,138
Hangzhou Laurel Oriental	80.0%	High-rise Apartment	104,714	4,493	7.5%	42,907
Xi'an National Games Village (Phase III)	51.0%	High-rise Apartment, Low-rise Apartment	274,391	3,310	5.5%	12,063
Suzhou Willow Breeze	74.8%	High-rise Apartment, Low-rise Apartment	130,445	3,158	5.2%	24,209
Xi'an National Games Village (Phase II, IV)	51.0%	High-rise Apartment, Low-rise Apartment	250,167	2,994	5.0%	11,968
Wenzhou Fengqi Yuming	37.0%	High-rise Apartment	89,671	2,954	4.9%	32,943
Jinan Yulan Garden	50.0%	High-rise Apartment, Low-rise Apartment	132,646	2,284	3.8%	17,219
Suzhou Yipin Lan'an Huayuan	50.7%	High-rise Apartment	79,906	1,978	3.3%	24,754
Beijing Yihe Jinmao Palace	39.9%	Low-rise Apartment	17,988	1,818	3.0%	101,067
V	Others	·	1,230,084	24,017	39.9%	19,525
A second	Total		2,793,334	60,183	100.0%	21,545

Note: 1) Areas sold include aboveground and underground areas

Appendix III: 1H2022 Newly-added Land Reserves



	Project	Equity	Paid by Greentown (RMB mn)	Total GFA (sqm)
1	Hangzhou Yonggui Lane	64.3%	1,816	163,231
2	Hangzhou Yueyong Xinchenxuan	51.5%	885	125,711
3	Hangzhou Chunzhi Begonia	100%	2,032	145,835
4	Hangzhou Yanyu Begonia	100%	2,731	198,322
5	Hangzhou Yueying Begonia	68.7%	2,098	221,417
6	Hangzhou Hangyue Runfu	49%	1,393	175,003
7	Hangzhou Xiaoyue Hefeng	100%	2,726	154,219
8	Hangzhou Chunyong Fenghe Lane	48.9%	444	88,490
9	Hangzhou Xiasha Development Zone Unit Block	99.9%	1,760	157,230
10	Hangzhou Hesong Chunfeng Lane	100%	1,427	117,065
111	Subtotal		17,312	1,546,523

Appendix III: 1H2022 Newly-added Land Reserves



	Project	Equity	Paid by Greentown (RMB mn)	Total GFA (sqm)
11	Hangzhou Chenyu Tinglan Lane	33%	382	129,415
12	Ningbo Chunfeng Qingcui	98.5%	1,649	181,685
13	Zhoushan New Town Block CZ-b-12a, 12c	96.9%	701	193,782
14	Taizhou Xiaofeng Yinyu	63%	1,265	227,876
15	Deqing Chunyue Jinlu	80%	419	64,640
16	Beijing Xishan Yunlu	100%	4,017	180,891
17	Beijing Xiaofeng Yinyue	57.7%	2,507	135,929
18	Beijing Guiyu Tinglan	53.5%	789	66,869
19	Nantong Guiyu Chaoyang	60%	800	171,581
20	Kunming Willow Breeze	60%	589	226,961
	Subtotal		13,118	1,579,629
1/5	Total		30,430	3,126,152

Appendix IV: Total Land Reserves (as at 30 Jun 2022)



Region	Total GFA ('000 sqm)	Saleable aboveground area ('000 sqm)	Avg. land cost ¹ (RMB/sqm)
Hangzhou	5,733	3,474	13,167
Zhejiang (excl. Hangzhou)	13,979	8,798	6,904
Shanghai	593	338	29,031
Jiangsu	7,859	5,696	4,857
Anhui	564	374	7,106
Beijing	2,536	1,284	21,047
Tianjin	2,130	1,373	9,064
Liaoning	2,533	1,956	3,737
Shandong	3,172	2,123	5,654
Hubei	1,995	1,449	8,811
Henan	922	466	4,544
Guangdong	1,784	1,250	10,007
Sichuan	1,466	1,077	3,967
Shaanxi	4,568	2,996	2,892
Hainan	654	382	3,390
Overseas	831	725	1,510
Others	5,170	3,864	4,461
Total	56,489	37,625	7,376

Note: 1) Average land cost is calculated as total land cost divided by total GFA

Appendix V: Projects to be Completed in 2H2022



Region	Total GFA of subsidiaries (sqm)	Total GFA of JVs & Associates (sqm)	Subtotal
Zhejiang	2,554,792	1,584,469	4,139,261
Jiangsu	597,125	308,556	905,681
Anhui	178,034	156,064	334,098
Beijing	113,088	21,906	134,994
Tianjin	199,867	199,867 -	
Liaoning	-	- 262,030	
Shandong	115,278	164,523	279,801
Hubei	-	512,011	512,011
Guangdong	-	116,704	116,704
Fujian	40,514	-	40,514
Sichuan	148,348	363,410	511,758
Chongqing	9,973	-	9,973
Hunan	27,065		27,065
Shaanxi	858,854		858,854
Hainan	152,371	-	152,371
Xinjiang	266,615		266,615
Henan	148,766	224,363	373,129
Total	5,410,690	3,714,036	9,124,726

Appendix VI: Offshore Financing Overview (as at 30 Jun 2022)



Туре	Loan Balance (US\$ mn equiv.)	Tenor	Maturity	Next Callable	Interest Rate / Coupon
Syndicated Loan	380	3-year	23 Jan 2023	-	HIBOR/LIBOR+2.48%
Bilateral Loan	300	5-year	8 Jan 2024	-	LIBOR+3.3%
Syndicated Loan	640	3-year	3 Jun 2024	-	HIBOR/LIBOR+2.51%
Bilateral Loan	300	3-year	9 Aug 2024	-	LIBOR+2.51%
USD Senior Notes	150	3-year (NC 2-year)	24 Dec 2024	24 Dec 2023	5.95%
USD Senior Notes	300	5-year (NC 3-year)	13 Jul 2025	13 Jul 2023	5.65%
USD Senior Notes	450 ¹	4.5-year (NC 2.5-year)	29 Apr 2025	29 Apr 2023	4.7%
USD Credit Enhanced Bonds	400	3-year	28 Jan 2025	-	2.3%
Onshore Guarantees for Offshore Loans / Cross-border Loans	740	3-year	2022 - 2025 ²	-	2.15%-4.05%
Total	3,660	-	-	-	-

Note: 1) Including additional issuance of USD150 mn in Feb 2022;

2) Loan repayment balance due in 2H2022 is approximately USD10 mn, and loan repayment balance due from 2023 to 2025 is approximately USD730 mn;

3) In Feb 2022, the company redeemed the 8.125% perpetual capital securities in the aggregate principal amount of USD400 mn and 7.75% perpetual capital securities in the aggregate principal amount of USD100 mn.

Disclaimer



- This report contains forward-looking statements. In addition to historical statements, other statements, including events, activities and developments that Greentown anticipates or expects to occur in the future, are only likely to occur in the future.
- Due to numerous uncertainties, including but not limited to price fluctuations, change in demand, foreign exchange rate, legal changes, fiscal policy adjustments, government policy adjustments, changes in international economic and financial markets as well as policy risks, cost expectations, virus outbreak and other unanticipated risks, Greentown's actual performance and development might differ from the forward-looking statements contained in the report.
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Contact Us



GREENTOWN CHINA HOLDINGS LIMITED

绿城中国控股有限公司

Investor Relations Contacts

Tel: Hangzhou (+86) 571 8790 2676 Hong Kong (+852) 2530 0996

Email: ir@chinagreentown.com



For more information, please follow Greentown's official WeChat page