



GLOBAL GREENLAND
Infinite Vitality
世界绿地 无限动力

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SETTING THE TREND

for Global Operation

全球化经营领跑者

268 | 世界 500 强排名
位
Ranking 268th in 2014 Fortune Global 500

91 | 较上年跃升
位
Up by 91 places over last year

40% | 年平均复合增长率
Compound annual growth rate: 40%

5000 | 2015 年实现经营收入
亿元
Pre-tax profit goal in 2015: 80 billion USD

Transform into a local transnational company Create a vigorous and everlasting "Greenland"

Starting up with a registered capital of USD 3.22 million, the Greenland Group has expanded its presence from its base in Shanghai to other cities throughout China in its first 10 years since its establishment to now rank as one of the Fortune Global 500 enterprises in the next 10 years. Two year later, the company achieved a great performance by a rise of 91 places in the ranking of Fortune Global 500, living up to its commitment to "start out 20 years later", and accelerating the pace of "going global".

The group aims to become an enterprise engaged in both the development and operation of world-class properties and competitiveness as well as high-quality and highly-efficient growth, which has meant that the group is predicted to reach a business income of USD 80.5 billion in 2015, ranking among the Fortune Global 200 enterprises and transform from China Greenland to Global Greenland.

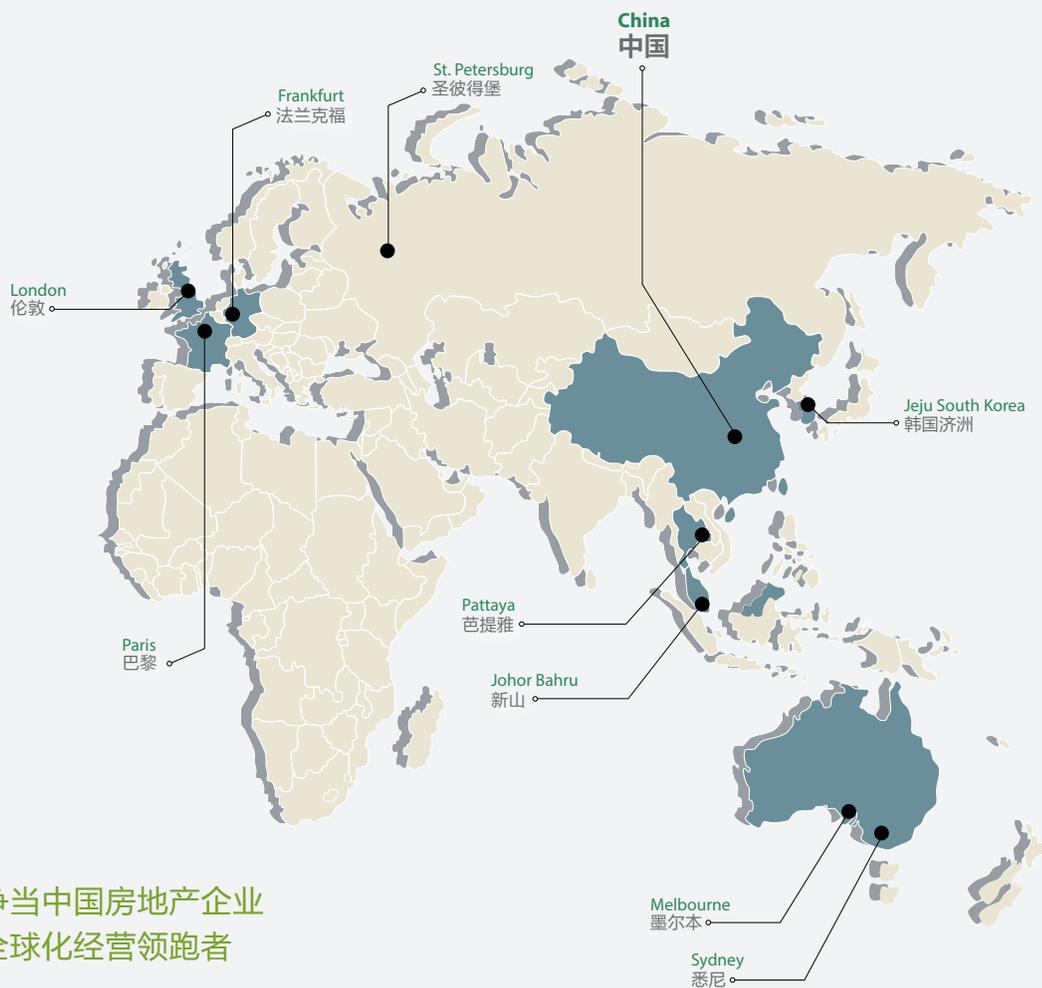
转型本土跨国企业 打造“世界的绿地”

以 2000 万注册资本金起步，绿地集团用第一个 10 年，从上海一隅成功迈向全国，用第二个 10 年，从行业百强跃入世界 500 强。仅两年之后，又以世界 500 强排名上升 91 位的傲人业绩，兑现了自身“20 年后再出发”的誓言，并进一步加快“走出去”国际化征程的步伐。

绿地集团正以成为“一家具有世界级规模和竞争力的全球综合性地产开发运营企业”为目标，着力保持高质量、高效益的增长，力争到 2015 年实现经营收入 5000 亿元，跻身世界企业 200 强，真正从“中国的绿地”转变为“世界的绿地”。

A OVERSEAS Business Overview

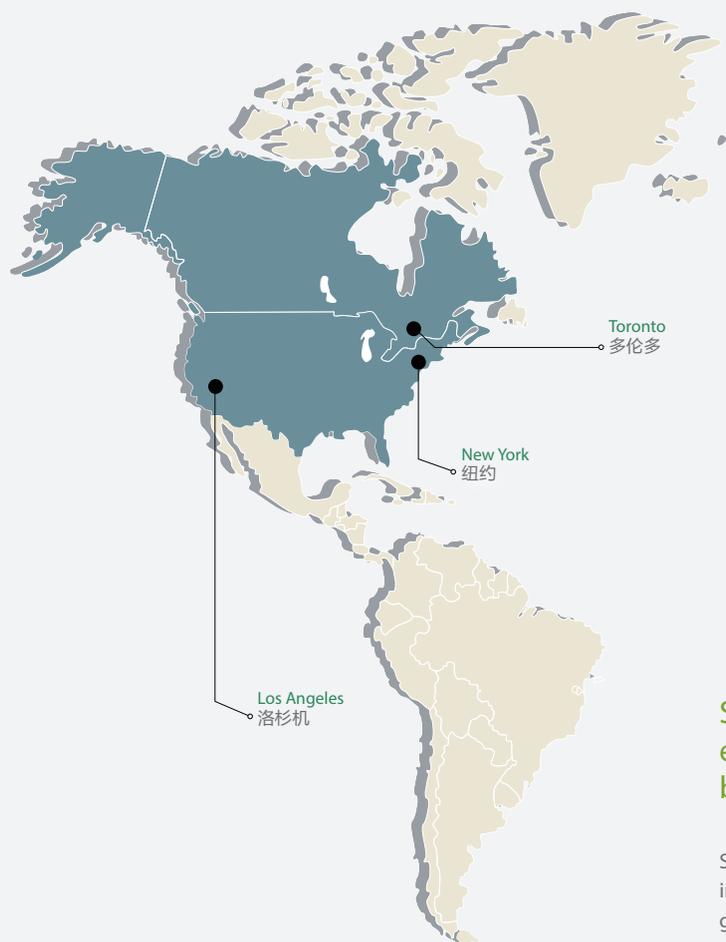
海外经营概况



争当中国房地产企业 全球化经营领跑者

绿地集团自 2012 年以来深入实施海外发展战略，已成功进入美国、澳大利亚、加拿大、英国、德国、法国、韩国、泰国及马来西亚等四大洲九国十二城，市场拓展稳健提速，商业模式日趋成熟，首批项目已取得良好经济社会效益，并获得各国政要、主流社会的广泛关注与支持。

2013 年，绿地集团以超预期的 30 亿元人民币销售收入成功收官。2014 年，绿地国际化战略稳健提速，新进入 3-5 个国家，全年海外总投资额将新增 100 亿美元。



13 | 海外开发项目
个
13 overseas development projects

500 | 累计开发面积
万平方米
5 million square meters of area under construction

1000 | 累计海外投资
亿元人民币
USD 16 billion of overseas investment

30 | 2013 年海外业务经营收入
亿元人民币
USD 0.5 billion overseas business income in 2013

200 | 2014 年将达
亿元人民币
Over USD 3.2 billion overseas business income in 2014

400 | 2015 年计划突破
亿元人民币
Predicted USD 6.5 billion overseas business income in 2015

Setting the trend for Chinese real estate enterprises with a worldwide business presence

Since 2012, the year in which the Greenland Group initiated its strategy for overseas development, the group has steadily expanded its presence to the 12 cities in 9 countries over 4 continents, including the US, Australia, Canada, the UK, Germany, France, South Korea, Thailand and Malaysia through its ever-developing business model. The first stage of the Group's projects has achieved great financial and social returns through the interest and support of key figures of the governments and societies in different countries.

In 2013, the overseas business income exceeded expectation to reach 0.5 billion USD. In 2014, the internationalization strategy of the group has been steadily accelerated to expand its business to a number of new countries. The total investment overseas will increase by 10 billion USD in the year.

B | ACHIEVEMENTS in Overseas Expansion 海外发展成果



力拓北美 GREENLAND in North America



LOS ANGELES GREENLAND CENTER

洛杉矶绿地中心 | 15万平方米 | 62亿元人民币

连接洛杉矶会展及金融片区 市场反响热烈
规划建筑面积 15 万平方米 总投资 62 亿元人民币

该项目区位优势，位于洛杉矶市中心核心区旧金山街与第八大街之间，毗邻洛杉矶湖人队主场斯台普斯球馆及葛莱美奖颁奖典礼所在的诺基亚中心，与洛杉矶市中心最高档酒店丽兹卡尔顿酒店为邻。项目占地面积 2.56 万平方米，规划建设三栋高层公寓、一栋酒店及配套商业。

Link with the convention and financial districts of Los Angeles welcomed by the market
Plan to cover a construction area of 150,000 square meters with a total investment of USD one billion

The project is located between San Francisco Avenue and 8th Avenue in downtown Los Angeles, close to the Staples Center, the home court of L.A Lakers and the Nokia Center where the Grammy award ceremony is held as well as also adjacent to the Ritz-Carlton, the best hotel of downtown Los Angeles. The project covers an area of 25,600 square meters and shall include three-story high-rise apartments, a hotel and other supporting business facilities.



NEW YORK GREENLAND

Atlantic Plaza

纽约大西洋广场 | 60万平方米 | 400亿元人民币

纽约 20 年来最大规模房地产单体项目
规划建筑面积 60 万平方米 总投资 400 亿元人民币

该项目位于纽约市布鲁克林区中心东南角，紧邻新建的巴克莱球场以及布鲁克林最大的购物中心。交通便利，有 10 条地铁线路直接连接该地块与纽约各处，至曼哈顿华尔街仅需 10 分钟地铁车程。周边社区及配套成熟，南侧有布鲁克林最大的中央公园。项目总占地面积约 6.45 万平方米，规划建设以中高档公寓住宅为主的综合社区，住宅产品租售各半，辅以配套底商及少量办公。

The largest-scale real estate single project in New York over the past 20 years
Plan to cover a construction area of 600,000 square meters with a total investment of USD 6.6 billion

The project is located in the southeastern corner of Brooklyn, New York and is of easy access, adjacent to the Barclays Center and the largest shopping center in Brooklyn. 10 subway lines have linked the area to all corners of New York and is only 10 minutes away from Wall Street in Manhattan. The area along with surrounding communities and supporting facilities are all well established. To the south of the project lies the largest central park in Brooklyn. The project covers an area of approximately 64,500 square meters and plans to build an integrated community focusing on medium- and high-end apartment residences, half of which are for sales and half are for rental as well as ground units for commercial use and as offices.



RESIDENTIAL APARTMENT in Downtown Toronto, Canada

多伦多市中心高级住宅公寓 | 6.7万平方米 | 22亿元人民币



多伦多电视塔旁标志性项目
规划建筑面积 6.7 万平方米，总投资 22 亿元人民币

该项目位于加拿大多伦多市中心核心区域，毗邻多伦多电视塔，紧邻地铁站，数条有轨电车线路经过，方便连接中央商务区、金融街、多伦多大学和唐人街等市中心重要区域，周边配套完善。项目规划占地面积约 3855 平方米，规划建设 2 幢高层公寓及配套商业。

Landmark projects beside the Toronto CN Tower
Plan to cover a construction area of 67,000 square meters with a total investment of USD 350 million

The project is located in downtown Toronto, Canada and is next to the Toronto CN Tower and the subway station. Several tramlines pass through the area linking together the central business district, financial district, Toronto University and Chinatown alongside other key downtown areas with well-established surrounding facilities. The project plans to cover 3855 square meters and to comprise of 2 high-rise apartment blocks and other supporting business facilities.

进军澳洲 GREENLAND in Australia



SYDNEY GREENLAND CENTER

悉尼绿地中心 | 9.5万平方米 | 35亿元人民币



紧邻海德公园 历史建筑重生
规划建筑面积 9.5 万平方米，总投资 35 亿元人民币

该项目位于悉尼市中心 CBD 核心，毗邻市政厅、海德公园，区位优势、交通便利、配套成熟，拥有悉尼顶级私立学校等教育配套。项目总占地面积为 3969 平方米，将通过改建打造一栋 235 米悉尼最高精品公寓楼及配套五星级精品酒店。该项目中精装修住宅总量约 480 套，尚未开盘即被全球客源争相订购，市场反响热烈；此外，项目中五星级精品酒店将由绿地国际酒店集团运营管理，实现绿地自主奢华酒店品牌“绿地铂瑞”的海外落地。

Rejuvenate a historical building next to Hyde Park
Plan to cover a building area of 95,000 square meters with a total investment of USD 560 million

The project is located in the center of Sydney's CBD and close to the City Hall and Hyde Park. Enjoying easy access and well-developed facilities, the project enjoys exceptional location advantages and is near a top private school and other educational institutes in Sydney. The project covers a total area of 3969 square meters and will include a 235m-tall boutique apartment building, the tallest of its kind in Sydney as well as a number of five-star hotels. The 480 finely-decorated residences which are due to available for purchase have been ordered by customers from all over the world. Furthermore, the five-star hotels will be under of the management of the Greenland International Hotel Group and establish the self-owned luxury hotel brand *Primus Hotels* overseas.





MELBOURNE RACETRACK Residence Project

绿地墨尔本赛马场住宅项目 | 17万平方米 | 29亿元人民币

当地规模最大的综合住宅社区

规划建筑面积 17 万平方米，总投资 29 亿元人民币

该项目包括山区地块及艾普森路地块，是维多利亚州政府的主推项目，受到各界的广泛关注。项目位于墨尔本 Flemington 赛马区内，地理位置优越，具有丰富的景观资源，周围配套设施完备。Flemington 是澳洲最好的赛马区之一，是世界有名的“墨尔本”杯赛的举行地。两地块土地面积约 4 万平方米，可建大约 1000-1200 套住宅，将成为当地规模最大的住宅项目之一。



The largest local composite residential community

Plan to cover a building area of 170,000 square meters with a total investment of USD 470 million

The project includes plots in mountainous area and the Epsom Road plot. It is one of the key projects of the government of the State of Victoria and has attracted a great deal of attention from all circles. The project is located in the Flemington Horse Race course in Melbourne, enjoying exceptional geographical advantages, beautiful scenery and well-developed facilities. The Flemington race course is one of the best race tracks in Australia and is able to hold approximately 1000-1200 residences. The project will become one of the largest residential projects within the area.



VILLA COMMUNITY in George Street, Sydney

悉尼乔治大街项目 | 3.6万平方米 | 12亿元人民币

悉尼传统富人区别墅社区

规划建筑面积 3.6 万平方米，总投资 12 亿元人民币

该项目位于悉尼市 CBD 以西 8 公里处，距项目东侧的悉尼大学约 3.5 公里。周边配套成熟，距莱卡特购物中心仅 300 米，距 Lewisham 火车站约 900 米，规划开发 240 套低密度住宅及部分商业。莱卡特区为传统的悉尼“内西富人区”，主要以别墅形态的物业为主，交通便利，配套齐全，区域内公寓供应紧缺，市场前景好。

Villa community in Sydney's most up-market area

Plan to cover a building area of 36,000 square meters with a total investment of USD 190 million

The project is located 8km to the west of the CBD in Sydney and 3.5km from the Sydney University to the east. With its well-developed facilities, the project is only 300m from the Leichhardt Shopping Center and about 900m from the Lewisham Railway Station. 240 low-density residences and some commercial establishments are to be built. Leichhardt District is one of the most vibrant and up-market areas of Sydney. Most of the residences in the area are nearby well-situated villas. The demands for apartments have exceeded supply providing a great deal of market potential.



PACIFIC HIGHWAY Project In Northern Sydney

北悉尼太平洋公路项目 | 3万平方米 | 11亿元人民币

繁华城市中心高端住宅

规划建筑面积 3 万平方米，总投资 11 亿元人民币

该项目位于北悉尼市中心成熟繁华商业地带，距北悉尼地铁站约 700 米，至悉尼市中心 CBD 约 5 分钟车程。项目周边商业配套成熟，诸多国际公司澳洲总部位于该区域。项目规划建设约 200 套住宅公寓。北悉尼隔海湾大桥与悉尼市 CBD 相望，是大悉尼区域仅次于悉尼市 CBD 区域的重要中心商务区。

High-end Residence in the bustling downtown

Plan to cover a building area of 30,000 square meters with a total investment of USD 180 million

The project is located in the bustling business area in downtown Sydney, about 700m from Sydney subway station and a 5-minute drive to downtown. The project is surrounded by facilities and the headquarters of many top international companies are located in the area. The project plans to build approximately 200 residential apartments. The North Sydney faces the CBD of Sydney across the Bay Bridge and is an important central business area second only to the CBD in Sydney in the Greater Sydney Area.

布局欧洲 GREENLAND in Europe



LONDON RAM Brewery Residence Project

伦敦 RAM 啤酒厂开发项目 | 9万平方米 | 50亿元人民币



泰晤士河南岸大型综合社区

规划建筑面积 9 万平方米，总投资 50 亿元人民币

该项目位于伦敦市中心西南面泰晤士河南岸的 Wandsworth 镇，城市交通十分便利。项目总占地面积超过 3 万平方米，规划开发集高层公寓、保障性住房、商业设施于一体大型住宅社区。

Large composite community on the southern side of the Thames River

Plan to cover a building area of 90,000 square meters with a total investment of USD 0.83 billion

The project is located in Wandsworth Town on the southern side of the Thames River in southwest London. The project covers a total area of 30,000 square meters and plans to build a large residential community with high-rise apartments, low-cost houses and commercial facilities.





LONDON HERTSMERE HOUSE Residence Project

伦敦金丝雀码头高层公寓 | 10万平方米 | 56亿元人民币

金融区超高层住宅

规划建筑面积 10 万平方米，总投资 56 亿元人民币

该项目临近泰晤士河岸边，项目占地约 3700 平方米，未来将成为英国高度最高的高档公寓项目。

Ultra high-rise residential buildings in finance area
Plan to cover a building area of 100,000 square meters with a total investment of USD 0.9 billion

The project is near to the Thames and covers an area of about 3700 square meters. The project will become the tallest upscale apartment project in the UK.



GERMANY FRANKFURT Greenland Qube Hotel

德国法兰克福绿地铂骊酒店



自主酒店品牌首次海外输出

拥有优越地理位置及 177 间客房

该酒店位于法兰克福韦斯滕德中心地带，距离法兰克福国际机场仅需 10 分钟车程，距离法兰克福国际会展中心仅需 10 分钟步行路程，是游览法兰克福美因河美景的最佳下榻酒店之一。酒店拥有 177 间客房、宴会会议厅、全日餐厅、大堂吧和健身中心。酒店同时靠近施韦泽大街购物中心、法兰克福集市、森斯肯贝格自然博物馆等景点，优越的地理环境让旅客们可轻松前往市区各大旅游景点和商业中心。

First overseas self-owned hotel brand
Excellent location with 177 guest rooms

The hotel is located in the center of the West End Center in Frankfurt, only a 10-minute drive from Frankfurt International Airport and 10-minute walk from the Frankfurt International Convention and Exhibition Center. It is one of the most convenient hotels along the River Main. The hotel has 177 guest rooms as well as a conference hall, all-day restaurant, lobby bar and fitness center. The hotel is also close to the Jersey Avenue Shopping Center, markets in Frankfurt, Naturmuseum Senckenberg and other attractions. This excellent location enables tourists to visit all the local attractions and business centers within the city.

深耕亚洲 GREENLAND in Asia



GREENLAND KOREA Health Tourism City



绿地韩国健康旅游城 | 43万平方米 | 63亿元人民币

世界水平修养型居住区
首个正式交付的中企海外开发住宅
规划建筑面积 43 万平方米，总投资 63 亿元人民币

该项目属于韩国济州“六大核心项目”之一，总占地面积约 150 万平方米，规划建设观光休养设施、医疗服务设施、商业购物中心、旅游度假酒店及住宅社区等，建成后将成为居住、娱乐、医疗多种功能相结合，公共便利设施齐备的世界水平休养型居住社区。

2014 年 5 月，绿地韩国健康旅游城的住宅项目“绿地汉拿山小镇”首批产品交付，这也是近年来第一个交房的“中国制造”海外住宅，其优异的项目品质成为韩国市场新标杆。济州当地盛赞绿地集团已成为在韩投资的中国企业中市场美誉度最高、开发项目规模最大、取得成果最丰硕的企业。

World-class residence for relaxation and the first delivered residence developed by a Chinese enterprise overseas
Plans to cover a construction area of 430,000 square meters with a total investment of USD one billion

The project is one of the 6 key projects to be established on Jeju Island in South Korea. Covering a total area of about 1.5 million square meters, it will be provided with sightseeing and amusement facilities, medical service facilities, a business shopping center, tourism and holiday hotels and residential communities, integrating residence, amusement, medical care along with other multiple functions and public amenities.

In May 2014, the first batch of products of the residential project "Greenland Hallasan Town" in the Greenland Healthy Tourism City in South Korea was delivered, which is also the first residence developed by a Chinese enterprise overseas in recent years and the high-quality of the project has been an innovation in the South Korean market. The Group has been praised as the most beneficial Chinese enterprise with the largest development scale and the greatest achievements in South Korea.

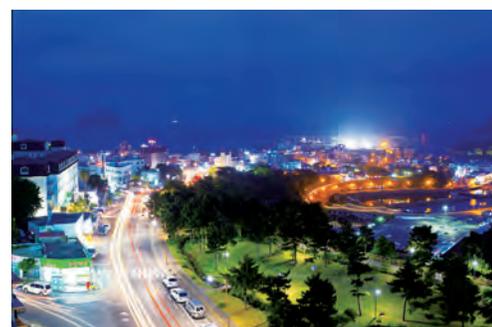


GREENLAND JEJU Dream Mansion

绿地济州梦想大厦 218m | 31万平方米 | 60亿元人民币

高度 218 米，济州第一高楼
规划建筑面积 31 万平方米，总投资 60 亿元人民币

位于韩国济州市中心和行政、商业圈核心，连接济州各交通要道，距机场仅 10 分钟车程，总占地面积约 2.33 万平方米，规划打造集地标式酒店、高标准酒店式公寓等于一体的奢华旅游度假区，将成为“济州最高双子塔”城市新地标。



218m tall, the tallest building in Jeju
Plan to cover a construction area of 310,000 square meters with a total investment of USD one billion

Standing in the center of the downtown and administration and business circles in Jeju, South Korea and linking together all vital communication routes in the city, the project is only a 10-minute drive to the airport and covers an area of about 23,300 square meters. The project has been planned to become a luxury holiday city with a hotel as its landmark with high-standard hotel apartments to provide a new attraction in the city with the tallest twin towers.



PATTAYA PROJECT in Thailand



泰国芭提雅项目 | 40万平方米 | 46亿元人民币

携手正大集团深耕泰国

规划建筑面积 40 万平方米，总投资 46 亿元人民币

绿地集团与正大集团将合作开发芭提雅正大养虾场项目，总占地面积约 6.6 万平方米，规划建设中高端公寓、酒店式公寓及配套商业项目。

Joining forces with Chia Tai Group in Thailand

Plan to cover a construction area of 400,000 square meters with a total investment of USD 0.77 billion

Greenland Group and Chia Tai Group will join forces to develop the project in Pattaya Charoen Pokphand Prawn Park, which shall cover an area of about 66,000 square meters and be equipped with high-end apartments, hotel apartments as long as supporting business facilities.



COMMUNITY PROJECT in Johor Bahru, Malaysia



马来西亚新山大型综合社区 | 23万平方米 | 26亿元人民币

马来西亚高端住宅项目

规划建筑面积 23 万平方米，总投资 26 亿元人民币

绿地集团计划斥资开发马来西亚新山市综合社区项目，位于新山市柔佛海峡，与新加坡隔海相望，规划建设大型住宅社区、中高端服务式公寓、酒店及配套商业。

High-end residential project in Malaysia

Plan to cover a construction area of 230,000 square meters with a total investment of USD 0.43 billion

The Greenland Group plans to make an investment to develop the integrated community project in Johor Bahru, Malaysia along the Strait of Johore and facing Singapore across the sea. It will be equipped with large residential communities, middle- and high-end service apartments, hotels and supporting business facilities.

C | INTERNATIONAL Image

国际形象

Meetings with Important Members of Governments

政要会晤



习近平主席、朴槿惠总统共同出席了在首尔举行的“中韩经贸合作论坛”。绿地集团董事长、总裁张玉良作为唯一中国房地产企业家受邀参加本次论坛，并获习近平主席、朴槿惠总统亲切会见。

Chairman Xi Jinping and President Park Geun-hye have attended the "China-ROK Economic and Trade Cooperation Forum" held in Seoul. Greenland Group chairman, president Zhang Yuliang, as the only one Chinese real estate entrepreneur, was invited to participate in this forum, and had a cordial meeting with Chairman Xi Jinping and President Park Geun-hye.

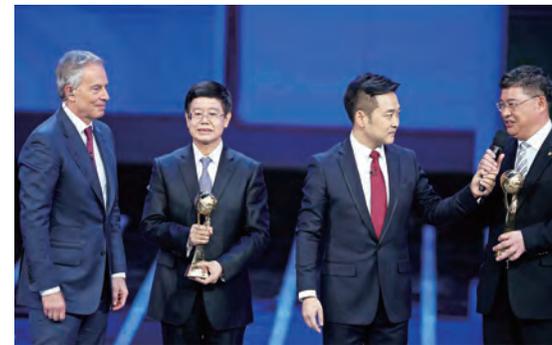


由中共中央政治局委员、上海市委书记韩正率领的中国共产党代表团莅临悉尼绿地中心参观考察，予以高度肯定。

The CPC Delegation headed by Han Zheng, member of the Political Bureau of the CPC Central Committee and Secretary of the CPC Committee of Shanghai Municipality visited the Greenland Center in Sydney and commended the project.



英国首相卡梅伦
British Prime Minister,
David Cameron



英国前首相布莱尔
Former British Prime Minister,
Tony Blair



澳大利亚前总理霍克
Former Prime Minister of Australia,
Bob Hawke



希腊共和国总理安东尼斯·萨马拉斯
Prime Minister of Greece,
Anthony Samara



伦敦市市长鲍里斯·约翰逊
Mayor of London,
Boris Johnson



纽约市前市长迈克尔·布隆伯格
Former City Mayor of New York,
Michael Bloomberg



多伦多市市长罗伯·福特
Mayor of Toronto,
Rob Ford



马来西亚总理纳吉布
Malaysian Prime Minister,
Najib Razak



Well-Received by International Rating Institutions

获国际评级机构高度评价

标准普尔 (Standard & Poor's)、惠誉 (Fitch)、穆迪 (Moody's) 等国际三大权威评级机构分别授予绿地长期主体信用评级 BBB 级、BBB- 级、Baa3 级，对绿地产业发展、治理能力和财务实力给予高度评价。

The three top rating authoritative institutions in the world, including the Standard & Poor's, Fitch and Moody's have awarded the Greenland Group long-term corporate credit rating BBB Grade, BBB- Grade and Baa3 Grade and has spoken highly of the industrial development, governance capacity and financial strength of the Group.



Well-Reported By Overseas Mainstream Media

受到境外主流媒体热切关注

《华尔街日报》、彭博社、美通社、路透社、英国广播公司及英国《金融时报》等多家境外主流媒体均给予热切关注与专题报道。

The Wall Street Journal, Bloomberg L.P., PR Newswire, Reuters, BBC and The Financial Times and many other mainstream overseas media outlets have reported on and published reports on the Group.

Brand Image Successfully Shown at The Times Square

品牌形象成功登陆纽约时报广场

绿地集团形象片成功登陆纽约时报广场 (Times Square) 巨型屏幕，在全球最具广告推广价值的“世界十字路口”完成正式亮相，向世界展示了“来自中国的超高层专家”的品牌价值与企业风采。

The image advertising video of the Greenland Group has been successfully played on the large screen in Times Square in New York and has made its debut at this world-famous location with the largest sales of advertising promotions around the globe to show the world its brand value in super high-rise constructions from China.



D CORE IDEAS of the Internationalization Strategy 国际化战略核心观



区域布局

在发达国家、核心区域实施系统化开发

绿地以经济发达国家和人口集聚较快的城市为主要目标市场，重点聚焦经济活跃、市场成熟、人口集聚、投融资便利的海外国家和地区。从先期试水性质的单体项目开发，向系统化投资布局转变，目前在韩国济州、澳大利亚悉尼均形成了多项目布局，同时在英国、美国积极寻求新的优质项目，绿地系统和规模化开发优势将得到充分发挥。

Regional Arrangement

Carry out systematic development in developed countries and core regions

It is imperative to focus on economically-developed countries and cities with great population aggregation, especially the overseas countries and regions with great economic vitality, developed market, larger population which are also convenient for investment and financing. From the preliminary experimental single project development to systematic investment, the group has launched multiple projects in Jeju Island, South Korea and Sydney, Australia while also actively seeking high-quality projects in UK and US, which shall also give full play to its advantages with systematic and development according to scale.

客户定位

从初期聚焦国内客群，向面向全球客群转变

依托国内市场特别是富裕及中产阶层、“做中国市场的海外延伸”的销售模式，是绿地进入海外市场初期确保预期盈利的极佳切入点。随着先期项目取得可观产出效益，目前绿地在巩固国内客群的基础上，美国、马来西亚、加拿大等各海外项目均在蓄客中大幅提升海外客户比重，对国内客群的依赖较先期显著降低，绿地对当地市场的掌控信心和和能力正不断提升。

Customer Positioning

Shifting of focus from domestic customers to the wider world

The sales model to expand the domestic market overseas while relying on the resources in domestic market, especially the rich and the middle class is the best entry point for Greenland to ensure the expected profits in the preliminary stage in the overseas market. In view of the great economic returns from the preliminary projects, the Greenland is ready to increase the proportion of overseas customers through its overseas project in US, Malaysia and Canada on the basis of its strengthened domestic customer groups. It is less dependent on domestic customers and the confidence and capacity of its control over local market has continued to increase.



管控模式

混合所有制保障海外投资高效决策、风险可控

在海外投资过程中，绿地的混合所有制体现出显著优势，其灵活高效的决策机制大大加快了投资效率，多元利益主体的集体决策更能有效控制风险、保障收益，成为绿地快速成功把握投资机遇的重要保障。基于现有的全球市场布局及规模体量，优化海外管理模式将成为绿地持续探索的课题，包括如何进一步优化投资路径、开发节奏和资金运筹、降本增效、防控风险等。

Management and Control Model

Diversified ownership to ensure the highly-efficient decision-making and control of risk in overseas investment

During overseas investment, the diversified ownership of the Greenland Group has demonstrated a number of outstanding advantages, especially the flexible and highly-efficient decision-making mechanism that has significantly accelerated investment efficiency. The collective decision making with diversified interested parties could better manage the risk and ensure the returns, which also have become the important guarantee of the Greenland to quickly utilize new opportunities. In accordance with the existing global market layout and scale, the Greenland will continue to consider the question of how to optimize its overseas management model, including further improving its investment paths, development rhythm, capital planning and management as well as the reduction of cost, improvement of efficiency, control and prevention of risks.





人才建设

坚持自主经营、培育自有国际化管理团队

绿地海外项目的核心管理团队基本由集团派驻，旨在打造一批自有国际化运营管理团队。多年来在国内大型综合体项目高标准、高强度的开发运营，充分历练了绿地人才团队，使得绿地团队在技术规划水平、工程管理能力、市场营销效率等方面在海外市场竞争中毫不逊色，绿地极高的项目整体把控为推动绿地加快提升在当地市场的竞争力、影响力发挥了积极的作用。

Team Construction

Independent operation and cultivation of internationalized management team

The core management team of Greenland overseas has been assigned by the Group in its aim to build up a management team for independent business operation worldwide. In the past, the high-quality and intensity development as well as the operation of the large scale projects in China have provided a great deal of insight and experience for the Group's team. They are now highly skilled and prepared for technical planning, project management and marketing. The excellent overall management and control of projects has helped to accelerate the improvement of the Group's competitiveness and influence in local markets.

发展目标

参与全球竞争与资源配置，锻造企业核心竞争力

绿地集团董事长、总裁张玉良认为，通过实施国际化战略而获取更大发展空间，同时助推企业发展水平迈上新的台阶，是绿地集团成为世界一流企业的必经之路。以打造“世界的绿地”为目标，绿地正着力推动国际化再升级，在海外业务规模、运行质量、品牌影响力等方面取得全方位提升，在激烈的全球竞争中搏击成长，加快成为一家具有世界级规模水平的跨国经营企业。

Development Goals

Participating in global competition and resources allocation and building up core competitiveness of the enterprise

Mr.Yuliang Zhang, the Chairman and President of Greenland Group believes that the group could have larger space for development through its global expansion strategy while also bringing the enterprise to a higher level for development, which is necessary for the Group to rank alongside the world's top enterprises. To build up the Greenland on a global scale, the group has been advancing its process of internationalization and enhancing the scale of its overseas business, operation quality and brand influence. It shall move forward in this intensely competitive environment and speed up its development to be a large-scale transnational company.



社会责任

发扬中国大企业风范，提升中国品牌海外声誉

绿地集团积极适应不同国家的文化习俗，坚持“以人为本”，积极参与当地公益慈善事业，争当“优秀公民”，如在悉尼绿地中心项目中捐赠设立悉尼市民创意文化中心等。绿地的海外发展已获得了来自各国政商界、主流媒体和市民百姓的一致好评，为中国品牌的海外声誉提升做出了应有的贡献。

Social Responsibility

Carrying forward the practices of big enterprises in China and enhancing the reputation of Chinese brands overseas

The Group has actively sought to localize according to the cultures and customs of different countries and always put people first. It has vigorously participated in the public charities in its areas of development and strives play a key part in those cities. For example, it has made a donation through the Greenland Center in Sydney to establish a Creative Culture Center for Citizens in Sydney. The group has been highly praised by business and political figures, mainstream media and the citizens in different countries and has made its due contribution to the improvement of the reputation of Chinese brands overseas.

E | CHRONICLE OF EVENTS

in Global Expansion

全球拓展大事记

The First Year of The Internationalization Strategy
2013 年 · 国际化战略元年



1月 January

正式启建济州岛“六大核心项目”之一的绿地韩国健康旅游城

The Group started the construction of the Greenland Healthy Tourism City in South Korea, one of its 6 key projects on Jeju Island



5月 May

自主酒店品牌“绿地铂骊”登陆欧洲，在德国法兰克福正式挂牌营业

QUBE, the self-owned hotel brand of the Greenland arrived in Europe and the QUBE Hotel in Frankfurt, Germany officially opened for business

7月 July

绿地一举斩获中国房企在美最大房地产收购项目——洛杉矶中心区大都会项目

Greenland acquired the Metropolitan Project in central Los Angeles, the largest property purchased by a Chinese property company in US.



3月 March

绿地挺进澳洲，“绿地中心”超高层公寓落子悉尼市中心

The Greenland Group entered the Australian market and established the Greenland Center, the super high-rise apartment landmark in the central area of Sydney



8月 August

签署收购泰国芭提雅综合社区项目
“绿地香港”在香港联交所鸣锣上市，绿地成功搭建海外融资平台，加速融入国际市场

The Group signed the agreement to purchase the compromise community project in Pattaya, Thailand and Greenland Hong Kong was listed on the Hong Kong Stock Exchange.



10月 October

成功进入纽约打造布鲁克林大西洋广场项目，刷新中国房企在美最大投资

The Group successfully entered New York for the Brookline Atlantic Ocean Square Project and refreshed the largest investment of a Chinese property company in US



11月 November

追加韩国投建济州最高双子塔“济州梦想大厦”

The Group increased its investment in South Korea to establish the tallest twin tower, Jeju Dream Tower, on Jeju Island.

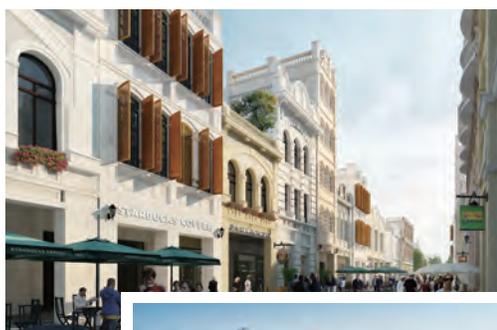


12月 December

悉尼“绿地中心”启建并预售，同期进驻墨尔本

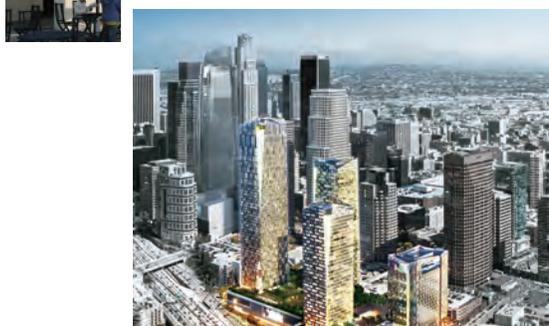
The construction and sales of the Greenland Center in Sydney began as the Group also successfully made a presence in Melbourne.

The Year of Steady Acceleration and Gains 2014 年 · 稳健提速与收获之年



1月 January

绿地投资 12 亿英镑开发英国伦敦两大住宅项目，房地产开发业务首度进入欧洲市场
Greenland invested 1.2 billion pounds in the development of two residential projects in London, Great Britain and expanded its real estate development business into the European market for the first time.



1月 January

两家绿地酒店分别落户美国洛杉矶、澳大利亚悉尼，绿地国际酒店管理集团成为首个落户悉尼发展的中国酒店集团

Two Greenland hotels were established in Los Angeles, US and Sydney, Australia. The Greenland International Hotel Management Group became the first Chinese hotel group to come to Sydney.

2月 February

就开发马来西亚新山市综合社区签署合作备忘录

The memorandum was issued for cooperation in the development of the compromise community in Johor Bahru, Malaysia.



2月 February

绿地登陆北美的首个项目——总投资达 10 亿美元的“洛杉矶绿地中心”正式开工，“绿地速度”令当地惊叹

The construction of the Los Angeles Greenland Center, the first project of Greenland Group in US with a total investment of USD one billion began. The expansion speed of the Group overseas has been without any precedence.



3月 March

成功收购加拿大多伦多电视塔旁标志性住宅项目

The Group successfully purchased the landmark residence projects in Toronto beside the Toronto CN Tower.



4月 April

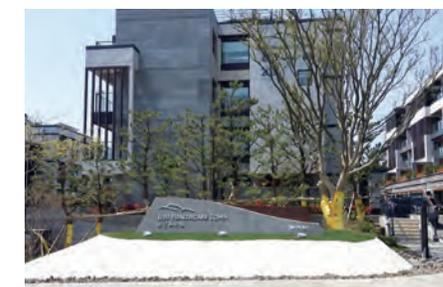
绿地追资悉尼，获取两幅地块实施多项目滚动开发，海外布局向深度发展

Greenland increased its investment in Sydney to get the rights to progressively develop projects simultaneously on two sites and further expanded its overseas business.

5月 May

绿地韩国健康旅游城住宅项目“绿地汉拿山小镇”启动首批产品交付，优异的项目品质成为韩国市场新标杆

The first stage of the residential project “Greenland Hallasan Town” in the Greenland Healthy Tourism City in South Korea was delivered. The high-quality project has been an innovation within the South Korean market.



7月 July

张玉良董事长出席“中韩经贸合作论坛”，并获习近平主席、朴槿惠总统亲切会见
Mr.Yuliang Zhang participated in “China-ROK Economic and Trade Cooperation Forum” and had a cordial meeting with Chairman Xi Jinping and President Park Geun-hye.



GREENLAND'S Pursuit

绿地追求

到 2015 年，成为一家国内一流、国际知名、实力雄厚、管理科学，跨国界、跨行业经营，具有世界级规模、运营管理水平、品牌影响力和可持续发展力的大型跨国企业集团，力争实现年经营收入 5000 亿元，跻身世界企业 200 强，真正从“中国的绿地”成长为“世界的绿地”。

By 2015, Greenland will strive to become a domestically leading enterprise with an international reputation, featured by its solid foundation, scientific management, and trans-border operation within several industries, and at the sametime to have international management principles, management systems, resource integration, and personnel development.

To achieve the scale, operational and management standards, brand power and the sustainability of a world-class enterprise, Greenland will spare no effort to achieve the annual business revenue of 80 billion USD, and become one of the Future Global 200 enterprises in 2015.



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