



## **AGENDA**





### **OPERATIONAL OVERVIEW**



**OPERATING MODEL, GOVERNANCE & FINANCIAL OVERVIEW** 



LOOKING FORWARD



**ANNEXURES** 



### **OPERATIONAL OVERVIEW**

**Steve Brookes**Chief Executive Officer

## **OPERATIONAL HIGHLIGHTS**





Successful modification of sales strategy at Green project developments



Conclusion of sales agreement for Izinga Eco Estate, Umhlanga



Launch of Munyaka, Waterfall – record sales achieved



Registration of over 16 000 apartments as EDGE certified



Launch of first "6 Star" Green rated Lifestyle Centre at The Reid



**Four awards** for the exceptional quality of the developments and creative design recognised at the Africa and Arabia Property awards

## **OPERATIONAL REVIEW**



- Strong demand for one- and two-bedroom apartments (74% of total sales)
- Successful modification of sales strategy at Green project developments
- 644 apartments pre-sold for future financial years and thus not recorded in revenue





# **COVID 19 CONSIDERATION**



#### **OPERATIONAL RESPONSE TO COVID-19**

- Managing the impact of Covid-19 to assess the risks and opportunities to the business
- Implemented measures to manage risk to all staff and personnel
- Contingency plans formulated to deal with any operational disruptions
- Continued sales demand during lockdown, > 200 apartments sold since lockdown

#### FINANCIAL RESPONSE TO COVID-19

- Prioritisation of cash and liquidity
  - Responsive to planned development programme
  - Leverage off developments with strong pre-sales
  - Deferment of dividend due to COVID-19 uncertainty and cash preservation in mind
- Implemented cost saving measures in developments
- Multiple cash flow forecast scenarios stress tested Supports sufficient cash reserves to withstand a lockdown period in excess of 12 months

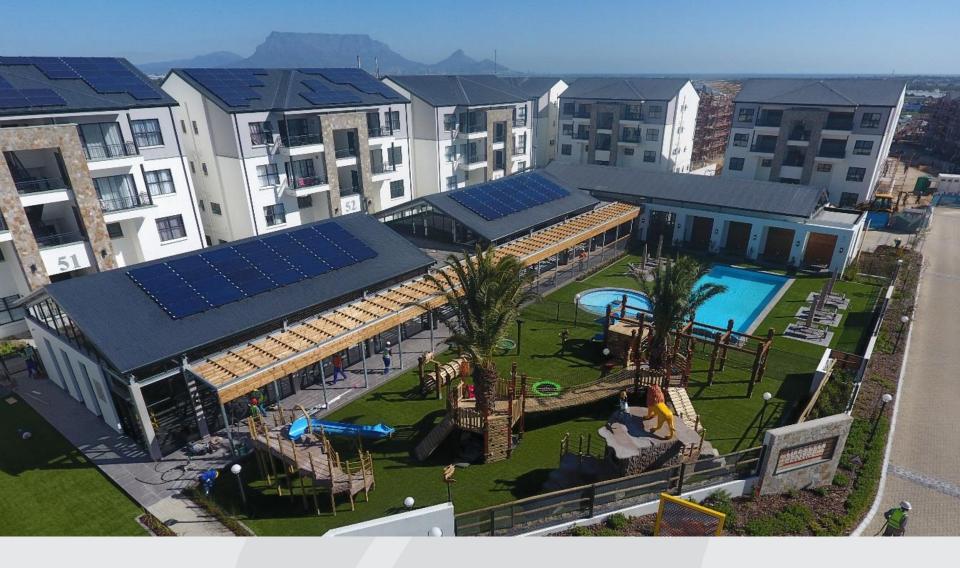
## **MONTHLY SALES**



#### MONTHLY SALES SUMMARY (MARCH 2019 - FEBRUARY 2020)



**Note** - sales include all apartments contracted and do not necessarily relate to the financial period or next financial period



### **OPERATING MODEL, GOVERNANCE & FINANCIAL OVERVIEW**

Jonathan Weltman Chief Financial Officer

## **OPERATING MODEL**



# FINANCIAL AND OPERATIONAL SUCCESS DEPENDS ON CONTINUOUS DEVELOPMENT



- Development of large-scale residential estates in key target nodes
- Selling approximately 25 apartments per location per month
- Targeting an average profit margin of approximately 35% over the lifecycle of each project
- Drive efficiencies through turnkey approach to development
- Maintaining costs and cash preservation
- Secured approximate 8 year development pipeline of 29 487 apartments
- Execute on existing pipeline (in key target locations)
- Focus on **environmental management**

## **OPERATING MODEL**

#### **TURNKEY APPROACH**



#### OUR OPERATING MODEL

strategic target nodes

TRANSFER & ESTATE MANAGEMENT

4

2

PROJECT PLANNING 3

MARKETING AND SALES

Apply a build-to-sell model to develop large-scale residential estates in key

LAND AOUISITION

#### Focus exclusively on residential property

- Build quality, affordable one, two and three-bedroom sectional title apartments
- Ensure construction is scalable and adaptable to market conditions
- Expand into new and growing residential nodes in major metropolitan areas and reduce risk of regional exposure
- Aim to sell approximately 25 apartments per development per month

And we drive efficiencies through a turnkey approach to development



- TITLE DEED REGISTRATIONS
- ESTABLISHMENT OF BODY CORPORATES
- ESTATE MANAGEMENT
- ONGOING CLIENT SUPPORT



#### CONSTRUCTION MANAGEMENT

- CONSTRUCTION
- CONSTRUCTION MANAGEMENT
- QUALITY CONTROL



#### **MARKETING & SALES**

- MARKETING AND PRE-SALES
- BOND ORIGINATION



#### PROJECT PLANNING

- PROJECT TIMELINES.
- RE-ZONING
- OUANTITY SURVEYING
- DEVELOPMENT DESIGN & COSTING
- FINANCING
- PROCUREMENT



#### LAND AQUISITION

LAND SOURCING, ACQUISITION AND FINANCING

# GOVERNANCE PROCESS DEVELOPMENT OPPORTUNITIES



- Development opportunities identified
- Internal due diligence process followed:
  - Costs
  - Infrastructure
  - Zoning
  - Independent review of nodal residential demand
- Presented for approval to:
  - Executive Committee
  - Transactions Committee
  - Board for final approval and implementation





## **FINANCIAL OVERVIEW**





2715 11% Apartments handed over (FY19: 2 437)



**R476.5** mil

54%

Cash resources (FY19: R329.4 mil)



R 2 914 million

11%

Revenue



R 586 million

9%

**EBITDA** 



R 411 million

9%

Profit for the period



88 cents

8%

Basic & headline earnings per share



631 cents

11%

Net asset value per share



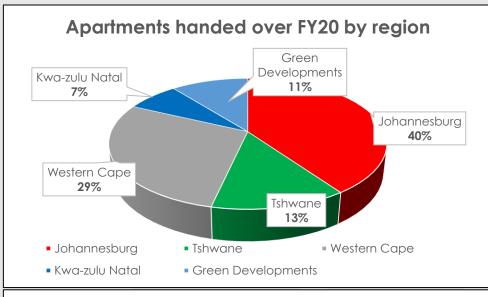
# SUMMARISED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

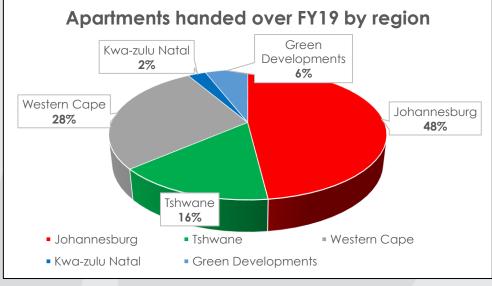


	GRO	OUP
	For the year ended	For the year ended
	29 February 2020	28 February 2019
	R'000	R'000
Revenue	2 914 453	2 613 905
Cost of sales	(2 124 703)	(1 826 024)
Gross profit	789 750	787 881
Other income	19 847	16 002
Operating expenses	(235 613)	(173 808)
Operating profit	573 984	630 075
Investment revenue	13 673	4 590
Net finance income	(12 643)	(6 176)
Share of profit of associate	322	· · · · · · · · · · · · · · · · · · ·
Profit before tax	575 336	628 489
Taxation	(163 976)	(176 106)
Profit for the year	411 360	452 383
Other comprehensive income	36	103
Total comprehensive income	411 396	452 486
Profit attributable to:		
Owners of the parent	411 610	-
Non-controlling interest	(250)	<u>-</u>
	411 360	<u>-</u>
Total comprehensive income attributable to:		
Owners of the parent	411 646	-
Non-controlling interest	(250)	<u>-</u>
	411 396	_
Basic and diluted earnings per share		
Basic (ce	nts) <b>88.02</b>	95.82
Diluted (ce	nts) <b>87.17</b>	95.80
Key ratios:		
Gross profit margin	27.10%	30.14%
Total comprehensive income/revenue	14.12%	17.31%
Effective tax rate	28.50%	28.02%

# **APARTMENTS HANDED OVER BY REGION**







## **APARTMENTS HANDED OVER IN FY20**



Johannesburg	Total: 1 092
Kikuyu	367
The Reid	263
Amsterdam	227
The Polofields	150
The Whisken	84
Malakite	1
Tshwane	Total: 361
The Blyde Riverwalk	361
Western Cape	Total: 774
De Zicht	336
The Jade	184
The Huntsman	114
Paardevlei Lifestyle Estate	71
Fynbos	55
Paardevlei Square	13
The Sandown	1
KwaZulu-Natal	Total: 198
Ballito Hills	198
Green Developments	Total: 290
Greenpark	209
Greenlee	81
TOTAL	2 715

# **FINANCIAL REVIEW**



#### **REVENUE**

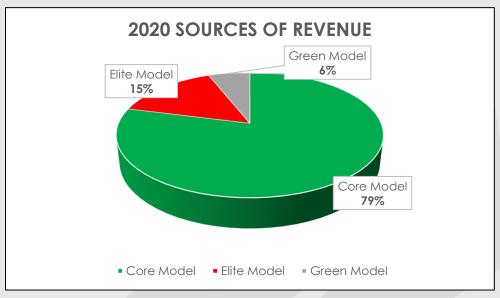
- Increased by 11% due to increase in the number of apartments handed over to 2 715 (FY19: 2 437)
- Average selling price per apartment remains in line with prior year, the lack of growth is due to increased inclusion of revenue from the Green development apartments

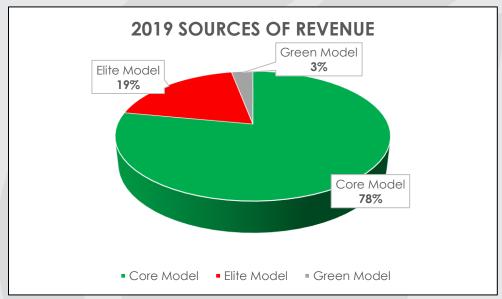
#### **GROSS PROFIT**

- Gross profit margin of 27% (FY19: 30%) Elite developments continue to negatively impact the margin.
- GP margin excl. Elite developments is 31%
- The contraction is as a result of:
  - Reduced profitability realised on elite model developments
  - Increased marketing campaigns in response to continued depressed economic conditions

# SOURCES OF REVENUE (CORE/ELITE/GREEN)



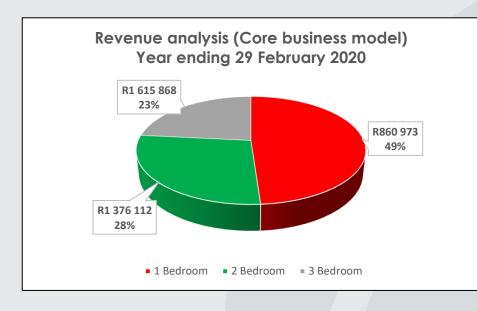


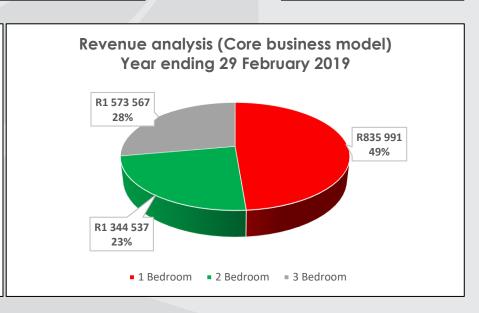


# **AVERAGE SELLING PRICE**



Core business model							
		28 Fe	bruary 2019				
Apartment type	Average price	Ave price % change	Number apartments	Average price	Number apartments		
1 Bedroom	R860 973	3%	1 071	R835 991	971		
2 Bedroom	R1 376 112	2%	607	R1 344 537	467		
3 Bedroom	R1 615 868	3%	513	R1 573 567	555		
TOTAL			2 191		1 993		

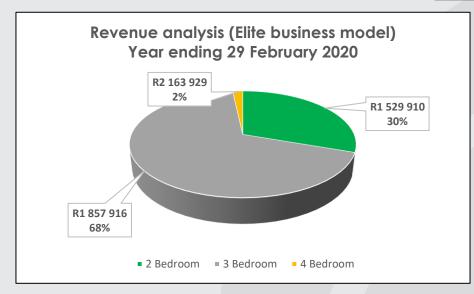


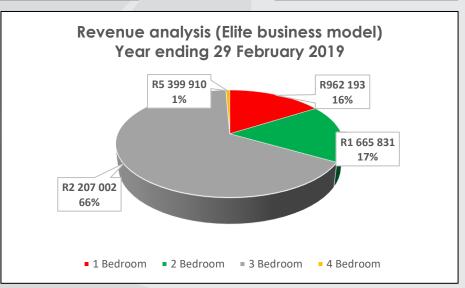


## **AVERAGE SELLING PRICE**



Elite model							
		28 Fe	bruary 2019				
Apartment type	Average price	Ave price % change	Number apartments	Average price	Number apartments		
1 Bedroom	-	-	_	962 193	48		
2 Bedroom	R1 853 296	11%	71	R1 665 831	52		
3 Bedroom	R2 163 929	-2%	159	R2 207 002	198		
4 Bedroom	R4 034 928	-25%	4	R5 399 910	2		
TOTAL			234		300		



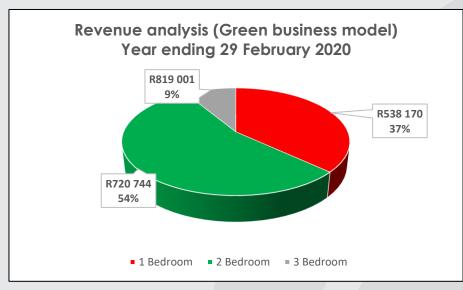


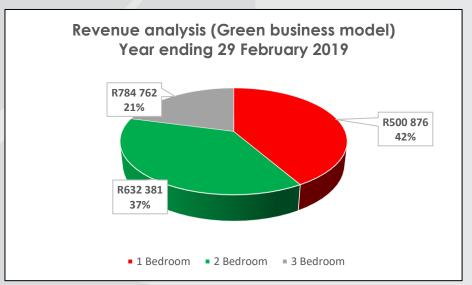
## **AVERAGE SELLING PRICE**



Green model								
		29 February 2020		28 Fe	bruary 2019			
Apartment type	Average price	Ave price % change	Number apartments	Average price	Number apartments			
1 Bedroom	R538 170	7%	107	500 876	60			
2 Bedroom	R720 744	14%	158	632 381	54			
3 Bedroom	R819 001	4%	25	784 762	30			
TOTAL			290		144			
				-				

Total Apartments 2715 2 437





Modified sales strategy in respect of Green model due to strong demand from investors and homebuyers. FY2019 144 sales to property fund, FY2020 96 sales to property fund with balance of sales due to change in sales strategy.

# **FINANCIAL REVIEW**



#### **OPERATING EXPENSES**

- Operating costs increased by R62 million from the prior year mainly due to:
  - Increase in head count and salary related costs to grow middle to top management team
  - Increase in marketing costs in order to drive sales
- Cost management remains a key focus area for management

#### **EARNINGS PER SHARE**

8% decrease from prior year to 88 cents (FY19: 96 cents)

#### **FUNDING STRUCTURE AND COSTS**

- Development finance is obtained on a phase-by-phase basis
- Secured against the pre-sales of the specific phase being financed
- Top structure funding obtained at an approximate loan to cost of 70%
- Land funding obtained at a value of 50% to 70% of cost
- Focus on funding of infrastructure costs obtained infrastructure funding in FY2020
- Long term debt to equity ratio at 27% (FY19: 25%)

# SUMMARISED STATEMENT OF FINANCIAL POSITION



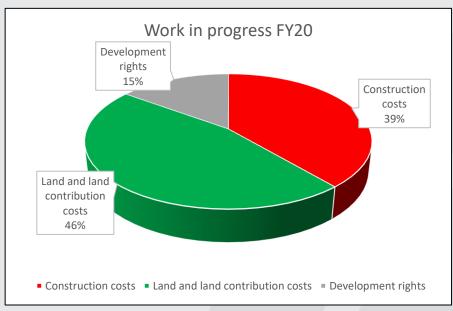
	GROUP	
	For the year ended	For the year ended
	29 February 2020 R'000	28 February 2019 R'000
Non-current assets	100 026	101 185
Current assets	4 507 714	4 298 926
Developments under construction	3 369 972	3 042 919
Cash and cash equivalents	476 532	329 382
Other current assets	661 210	926 625
Total assets	4 607 740	4 400 111
Shareholders' equity	2 951 640	2 653 856
Non-controlling interest	(250)	-
Non-current liabilities	252 639	375 473
Other non-current liabilities #	102 805	-
Current liabilities	1 300 906	1 370 782
Development finance	1 167 057	1 148 208
Other current liabilities	133 849	222 574
Total equity and liabilities	4 607 740	4 400 111

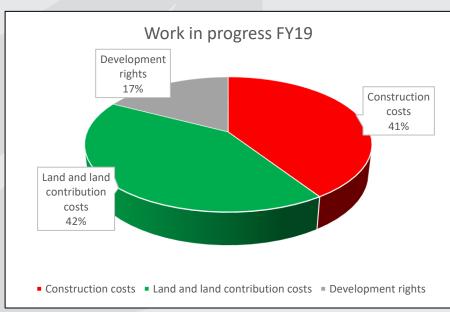
<sup>#</sup> Other non-current liabilities relates to deferred tax and the long term portion of the lease liability

# DEVELOPMENTS UNDER CONSTRUCTION (LAND VS TOP STRUCTURES)



	29 February 2020 R'000	28 February 2019 R'000
Construction costs	R1 307 511	R1 241 664
Land and land contribution costs	R1 560 220	R1 273 835
Development rights	R502 240	R527 420
TOTAL	3 369 972	3 042 919





# SUMMARISED STATEMENT OF CASH FLOWS



	GROUP	(R'000)
	For the year ended	For the year ended
	29 February 2020 R'000	28 February 2019 R'000
Cash flow from operating activities		
Cash generated from operations	581 724	285 825
Interest Income	12 680	4 590
Finance costs	(95 258)	(43 443)
Taxation paid	(104 514)	(145 394)
Net cash generated from operating activities	394 632	101 578
Net cash used in investing activities	(19 735)	(45 072)
Net cash (used in)/ generated from financing activities	(227 747)	172 843
Total cash movement for the period	147 150	229 349
Cash at the beginning of the period	329 382	100 033
Total cash at the end of the period	476 532	329 382

# **FUNDING STRUCTURE**



	For the year ended	For the year ended
	29 February 2020 R'000	28 February 2019 R'000
Total liabilities	1 656 350	1 746 255
Non-current development loans	252 639	375 473
Other non-current liabilities #	102 805	-
Current liabilities*	1 300 906	1 370 782
Equity	2 951 640	2 653 856
All land and infrastructure debt to equity ratio	27%	25%
Debt to equity ratio	9%	14%
Average cost of borrowing	9.96%	10.25%

# Other non-current liabilities relates to deferred tax and the long term portion of the lease liability

<sup>\*</sup> Development finance is funded on a phase-by-phase basis secured against pre-sales



### LOOKING FORWARD

**Steve Brookes**Chief Executive Officer

## THE FUTURE



- Emphasis on cash preservation and prudent capital allocation
- Focus to deliver on existing land
- Focus on the opportunities and growth of the Green project brand
- Green ratings from GBCSA for lifestyle centres and net zero certification growth in Green bond offerings
- Commitment to unique lifestyle offering and the opportunity to expand on relationship with **Crystal Lagoons** to bring the beach life to clients

### **BALWIN FOUNDATION**



#### Core Focus

01

#### **EDUCATION:**

Scholarships, Bursaries and Learnerships to support and empower the youth in areas related to the building industry.

02

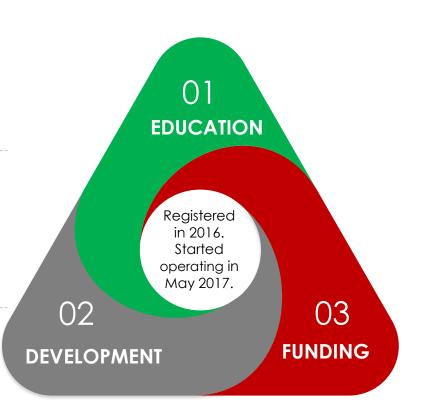
#### **DEVELOPMENT:**

Building related trade training skills development and short courses to increase employability for the unemployed from local communities, as well as development of SMMEs in order to promote job creation.

03

#### **FUNDING:**

Obtain various sources of sustainable funding in order to fund various causes and develop local communities, schools, sportsgrounds etc.

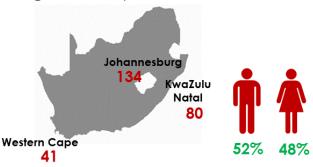


### **BALWIN FOUNDATION**



#### 2019/20 KEY ACHIEVEMENTS

Programme Update: March 2019 to February 2020



foundation offering skills **train**ing Gauteng and Kwa-Zulu Natal and expanded its footprint to the Western Cape.

255

as

have

continued

previously

entrepreneurship, tiling, painting, plastering, and

been

well as construction

Months

disadvantaged

trained

in

SME

Courses Skills Trainees

The foundation managed the second Balwin learnership programme focused on project management and business administration.

Learners





Business Practice Balwin

Nationally,

individuals

bricklaying,

management.

• Employees

Project Management

Unemployed

The bursary programme continues to grow and provides tuition funding, mentorship, development, life skills and practical work experience.



Scholars





Tertiary Students

**Environmental Programme:** 



**Programme Funder** 



**Training** Company



Hostina Org



**Programme Management Host Org Funding** 



### **ANNEXURES**

# **DEVELOPMENT PIPELINE AS AT 29 FEBRUARY 2020**



Development	Expected commencement date of construction	Expected date of Completion of construction	Status (*)	Total apartments in development	Total apartments sold	Total apartments registered	Total apartments recognised in revenue	Total apartments sold but not recognised in revenue	Total unsold apartments	Balwin pipeline
Waterfall		I								
Kikuyu	Commenced	Nov 2021	A	1 270	913	859	881	32	357	389
The Polofields	Commenced	Jun 2023	Α	1 512	686	651	655	31	826	857
Munyaka	Commenced	May 2028	А	4 972	-	_	-	-	4 972	4 972
Total				7 754	1 599	1 510	1 536	63	6 155	6 218
Johannesburg East										
The Reid	Commenced	May 2022	Α	1 294	468	438	453	15	826	841
Westlake 2	ТВС	ТВС	I	312	-	-	-	-	312	312
Total				1 606	468	438	453	15	1 138	1 153
Johannesburg North										
Amsterdam	Commenced	Complete	С	1 040	950	905	933	17	90	107
The Whisken	Commenced	Jun 2022	А	1 490	422	422	422	-	1 068	1 068
Total				2 530	1 372	1 327	1 355		1 158	1 175
Johannesburg South										
Majella Park	ТВС	ТВС	I	280	-	-	-	-	280	280
Total				280					280	280
KwaZulu Natal										
Ballito Hills	Commenced	Feb 2024	Α	1 320	460	241	259	201	860	1 061
Ballito Creek	ТВС	TBC	I	1 872	-	_	-	_	1 872	1 872
Izinga	ТВС	TBC	I	2 505	-	_	_	-	2 505	2 505
Marshall Dam	TBC	TBC	I	1 092	-	-	-	-	1 092	1 092
Total				6 789	460	241	259	201	6 329	6 530

# **DEVELOPMENT PIPELINE AS AT 29 FEBRUARY 2020**



Development	Expected commencement date of construction	Expected date of Completion of construction	Status (*)	Total apartments in development	Total apartments sold	Total apartments registered	Total apartments recognised in revenue	Total apartments sold but not recognised in revenue	Total unsold apartments	Balwin pipeline
Tshwane										
The Blyde	Commenced	Feb 2028	Α	3 580	799	612	759	40	2 781	2 821
Total				3 580	799	612	759	40	2 781	2 821
Western Gape										
De Zicht	Commenced	Nov 2020	Α	876	701	649	668	33	175	208
Paardevlei Lifestyle Estate	Commenced	Aug 2021	Α	388	208	175	176	32	180	212
Paardevlei Square	Commenced	Complete	С	87	87	87	87	-	-	-
The Jade	Commenced	Complete	С	432	432	430	431	1	-	1
The Sandown	Commenced	Complete	С	636	636	636	636	-	-	-
The Huntsman	Commenced	Nov 2023	Α	1 044	128	55	110	18	916	934
Fynbos	Commenced	Feb 2024	А	1 116	136	-	52	84	980	1 064
Zevenwacht	TBC	TBC	I	854	-	-	-	-	854	854
Total				5 433	2 328	2 032	2 160	168	3 105	3 273
Green Projects										
Greenlee	Commenced	Oct 2024	Α	1 816	190	-	75	115	1 626	1 741
Greenpark	Commenced	May 2022	Α	1 288	377	269	352	25	911	936
Greencreek	Commenced	March 2026	Α	1 872	_	_	_	_	1 872	1 872
Greenwood	TBC	TBC	1	1 760					1 760	1 760
Greenbay	Aug 2020	Nov 2028	I	1 728	_	_		_	1 728	1 728
Total				8 464	567	269	427	140	7 897	8 037
Grand Total				36 436	7 593	6 429	6 949	644	28 843	29 487

# **CORPORATE OVERVIEW**



- Specialist, national residential property developer of large-scale sectional title estates
- Focus on high quality, affordable apartments with an innovative and all inclusive lifestyle offering for clients
- Currently developing 2 000 to 3 500 apartments per year capacity is approximately 5 000 apartments per year
- Estates typically consist of between 1 000 and 2 000 apartments larger estates developed where market demand and infrastructure allow
- Focus on high-density, high-growth nodes across key metropolitan areas in **Johannesburg**, **Tshwane**, **Western Cape** and **Kwa-Zulu Natal**
- Approximate 8 year development pipeline of 29 487 apartments
- Lifestyle centres typically include free Wi-Fi, a wellness spa, restaurant, gym, squash court, running track, action sports field, games room, cinema room, swimming pools, playgrounds, laundromat and a concierge

# BUSINESS MODEL CORE BUSINESS MODEL

Balvin

- Quality, affordable build-to-sell product
- One-, two-, and three-bedroom four storey walk up apartments
- Prices range from R599 900 to R1 999 900 focusing on the middle income population
- Developments located in high density, high growth nodes across key metropolitan areas
- Benefits from economies of scale, in-house construction and management
- Developed on phase-by-phase basis
- Dynamic product allows for block configuration change to respond to market
- Exclusive lifestyle offering to clients as an all inclusive value-added service





# BUSINESS MODEL GREEN PROJECT MODEL



- Model targets a lower LSM market than the core model
- Offers flexibility to determine preferential sales strategy (sell to market or sell to individual investor) to maximise returns
- Developed on a phase-by-phase approach
- Distinctive architecture that is different to the core business model but synonymous with Balwin quality
- Residents have access to lifestyle features associated with Balwin brand





# BUSINESS MODEL ELITE MODEL DEVELOPMENTS



- Two elite model developments, The Polo Fields (Waterfall) and Paardevlei Lifestyle Estate (Somerset West)
- Apartments built to higher specifications
- Prices range from R1 999 900 to R2 999 900
- Developments built on existing land in selected nodes and follow the same phase-by-phase approach
- Balwin does not intend to continue the elite model developments in the current market





# BUSINESS MODEL ANNUITY INCOME



- Leverage off asset base and expanding service offering to clients
- Partnerships established to provide high-speed fibre connectivity and solar installation which generates renewable energy
- Complimentary to Balwin's business model and enhance the lifestyle offering to clients
- Limited additional construction costs necessitated to generate annuity returns.





## **INVESTMENT CASE**



- High gross margin for a listed residential property developer due to in-house construction management, in-house sales and strong budget controls
- Long-term development pipeline in key strategic locations
- High barriers to entry low levies and efficiencies obtained through economies of scale
- Phased development where the rate of construction is matched to the rate of sales
- Proven and flexible business model for large-scale developments
- Strong management with more than 23 years experience, management are the founding directors and the majority shareholders, therefore management is aligned to the interests of other shareholders
- Long-term relationship with suppliers and sub-contractors nationally which results in cost savings and high quality homes
- Well positioned to address the undersupply of quality, affordable housing in the middle market income market
- Differentiation to market through Balwin's innovative approach to environmental management

### **BALWIN FOUNDATION**



#### 2019/20 KEY ACHIEVEMENTS

Programme Update: March 2019 to February 2020:



The Foundation aims to address all 17 of the **Sustainable Development Goals** (SDG) by 2022, currently our programmes focus on SDG 1 – End Poverty, SDG 2 – End Huger, SDG 3 – Ensure Healthy Lives, SDG 4 – Ensure Quality Education, SDG 5 – Gender Equality, SDG 8 – Economic Growth, SDG 17 – Partner for Goals. In an effort to create awareness around SDG 13 - Climate Action, SDG 14 - Life Below Water and SDG 15 - Life on Land, especially amongst disadvantaged youth, we run an Environmental Programme.









Balwin manages 30 unemployed young learners on an accredited Environmental Education and Training Development Learnership Programme (EETDP). This learnership was created for a corporate sponsor, with Balwin funding the cost of hosting the learners to obtain practical work and facilitation experience.





Programme Funder



Training Company



Hosting Ora



Programme Management & Host Org Funding

## **BALWIN FOUNDATION**



#### 2019/20 KEY ACHIEVEMENTS

Programme Update: March 2019 to February 2020:



In support of all the SDGs, Balwin provides funding to various organisations addressing the SDGs through the **Annual Balwin Charity Walk**. This event has entrenched Balwin's reputation as a company that cares about South Africa and its people as Balwin collaborates with its stakeholders, including board members, suppliers, sub-contractors, staff and professionals who all contribute to this annual large-scale fundraiser. The 2019 Charity Walk was a huge success with a record R2.56 million handed out to more than 30 charities across SA.





# **CONTACT DETAILS**

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