

FOUNDATION DRIVERS ENABLERS





























RAND INNOVATION





CLEAR BRAND POSITIONING



INSIGHT DRIVEN
PRODUCT DEVELOPMENT

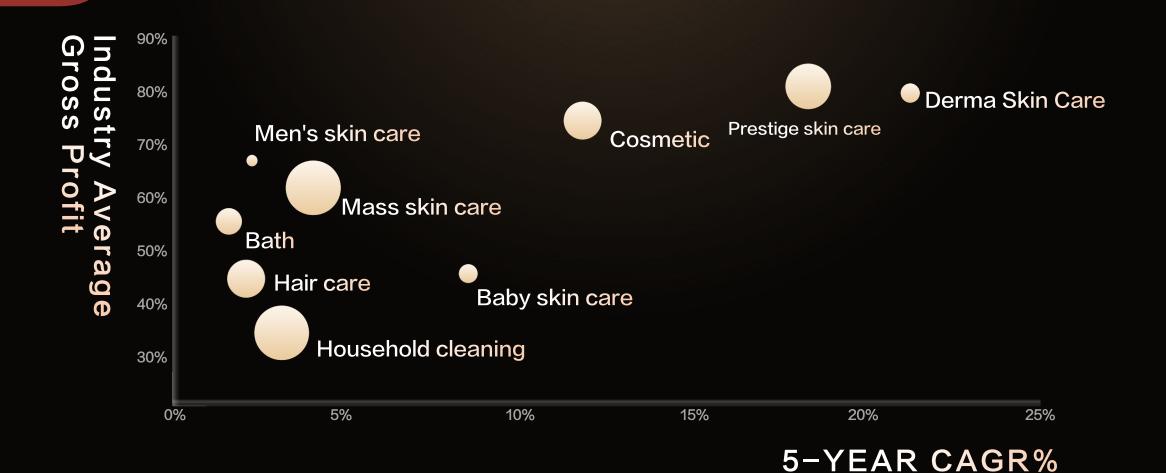


HERO PRODUCTS CREATION



BREAKTHROUGH MARKETING INNOVATION

CLEAR BRAND POSITIONING



INSIGHT DRIVEN PRODUCT DEVELOPMENT

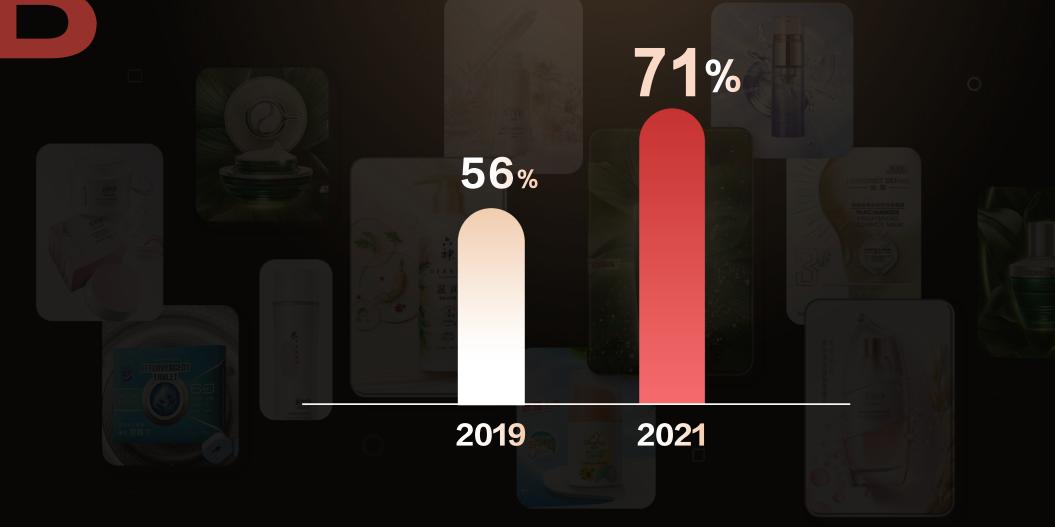


HERO PRODUCTS CREATION





HERO PRODUCTS CREATION



BREAKTHROUGH MARKETING INNOVATION



HANNEL EVOLUTION





- DIGITALIZATION
 - (M) SMART RETAIL
- (c) PRIVATE DOMAIN

BUSINESS MODEL INNOVATION

STRATEGIC PARTNERSHIP

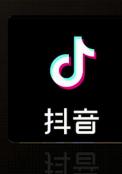






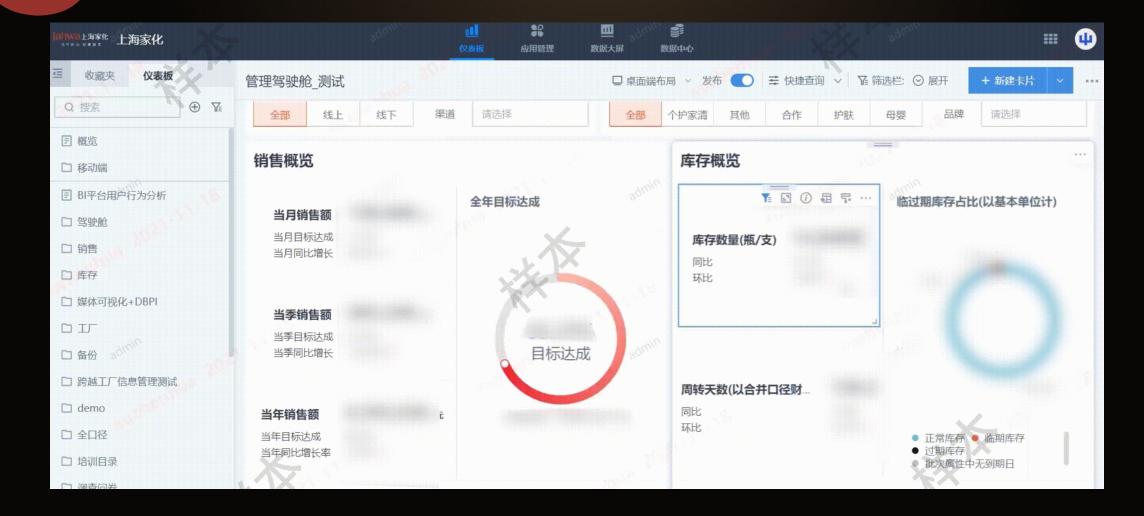








DIGITALIZATION



SMART RETAIL

NEW RETAIL SHARE OF OFFLINE SALES





PRIVATE DOMAIN

100万年9000年16%

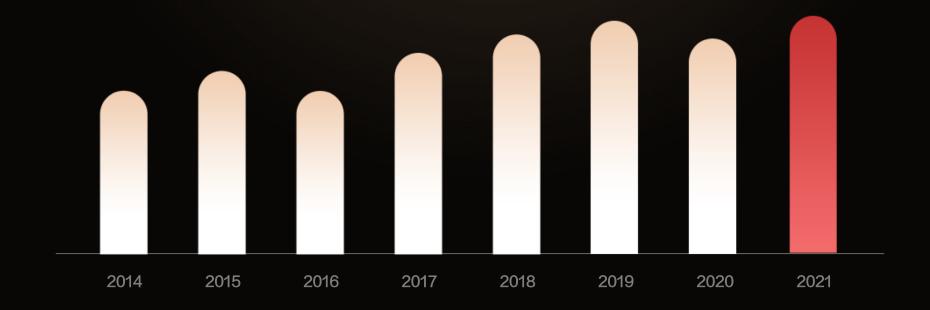




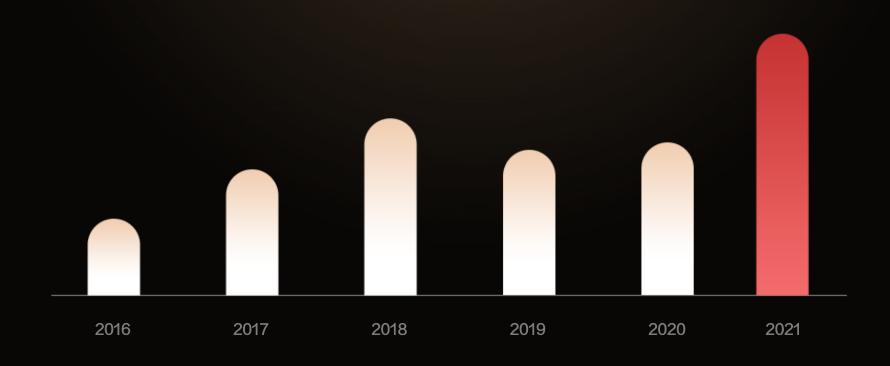




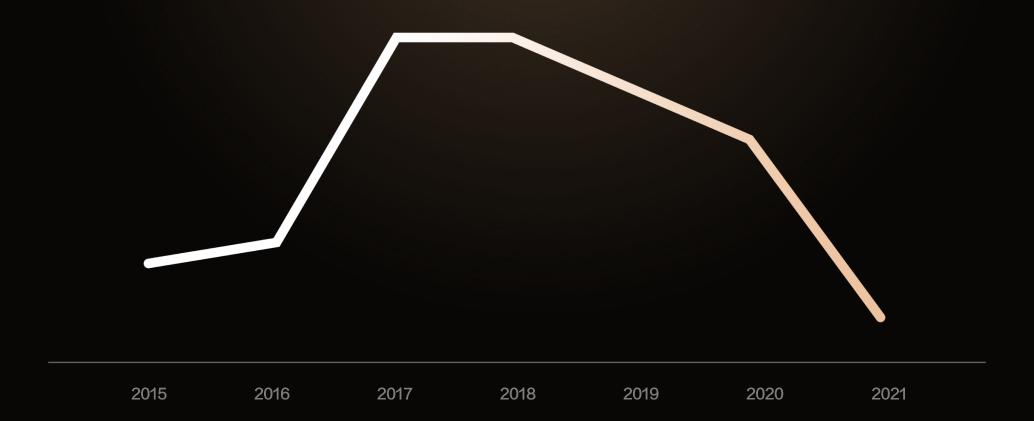
REVENUE



NET PROFIT BEFORE NON-RECURRENT GAINS AND LOSSES



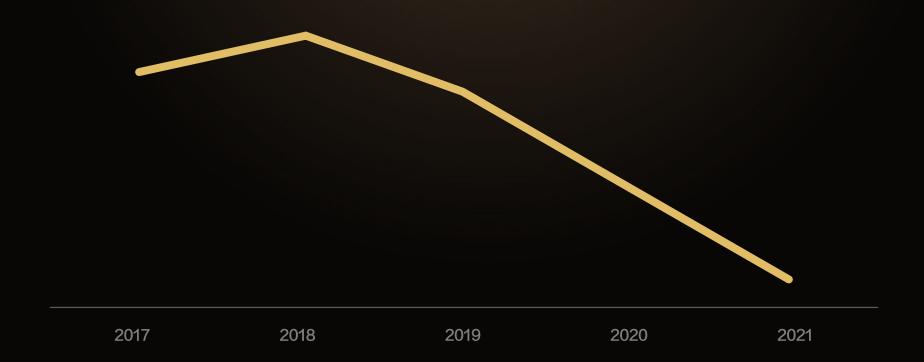
INVENTORY TURNOVER DAYS



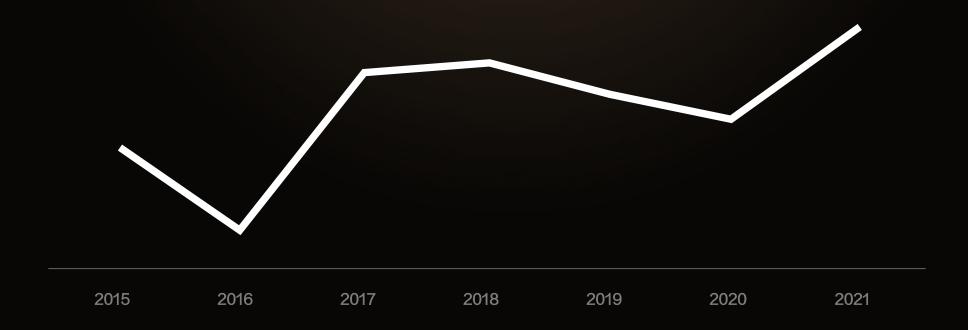
ACCOUNTS RECEIVABLE TURNOVER DAYS



ACCOUNTS PAYABLE TURNOVER DAYS



NET CASH FLOW FROM OPERATING ACTIVITIES





FOUNDATION DRIVERS ENABLERS

INSIGHT LED INNOVATION







Social Platform



KOLs/Influencers



Online business platform



Offline business platform

SERVICE TO ENHANCE EXPERIENCE





BRAND INNOVATION



Unique brand experience ccompaniment

Holistic consumer insight exploration xploration

HEART

Resonated Content esonance

Strategically focused R&D ealth beauty

Tailor-made products
and services
ailor creation

CHANNEL EVOLUTION



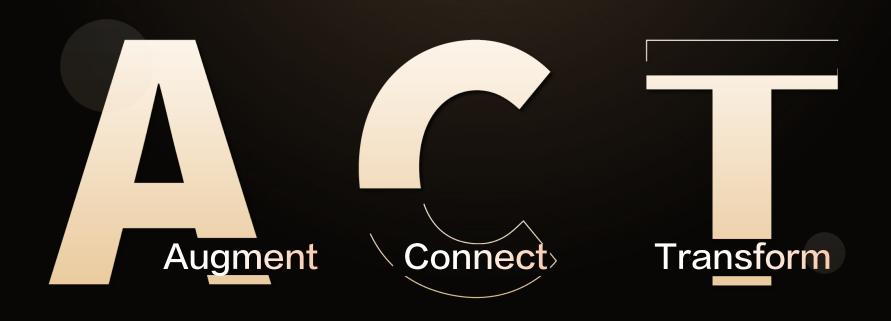


- (<u></u> FINE & DETAIL OPERATION
 - SMART RETAIL
- (c) PRIVATE DOMAIN





SYSTEMS & PROCESSES AND DIGITAL TRANSFORMATION





DEDICATED TO BEAUTY WITH A SUSTAINABILITY APPROACH



ENVIRONMENT

Green and low-carbon ecology



SOCIETY

Shared and win-win social values



GOVERNANCE

Reinforced corporate governance

