



# 扬帆出海 迈向全球化超级品牌

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In evaluating the business, MINISO considers and uses adjusted net profit, adjusted net margin, adjusted basic and diluted earnings per share and adjusted basic and diluted earnings per ADS as supplemental measures to review and assess its operating performance. The presentation of these non-IFRS financial measures is not intended to be considered in isolation or as a substitute for the financial information prepared and presented in accordance with IFRS. MINISO presents these non-IFRS financial measures because they are used by the management to evaluate its operating performance and formulate business plans.

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These non-IFRS financial measures should not be considered in isolation or construed as alternatives to profit/(loss), net profit/(loss) margin, basic and diluted earnings/(loss) per share and basic and diluted earnings/(loss) per ADS, as applicable, or any other measures of performance or as indicators of MINISO’s operating performance. Investors are encouraged to review MINISO’s historical non-IFRS financial measures in light of the most directly comparable IFRS measures, as shown below. The non-IFRS financial measures presented here may not be comparable to similarly titled measures presented by other companies. Other companies may calculate similarly titled measures differently, limiting the usefulness of such measures when analyzing MINISO’s data comparatively. MINISO encourages you to review its financial information in its entirety and not rely on a single financial measure.

THE DEVELOPMENT  
STATUS OF THE  
DIRECT MARKET  
直营市场发展现状

1. 于2022年9月30日或截至2022年9月30日的9个月  
2. 于2023年9月30日或截至2023年9月30日的9个月

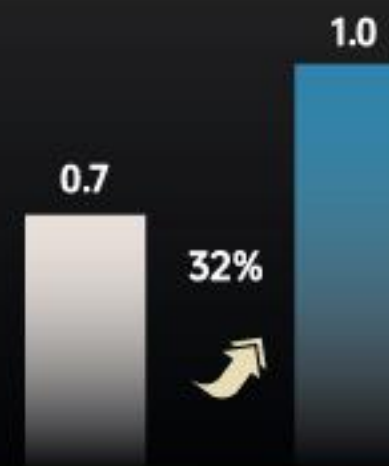
门店数量



销售规模  
(亿人民币)



单店日均销  
(万元人民币)



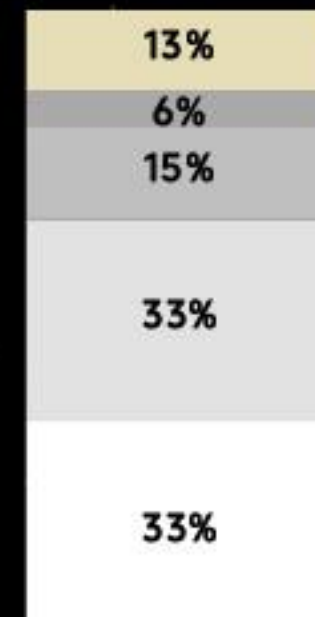


# STRUCTURE OF DIRECT OPERATION MARKET

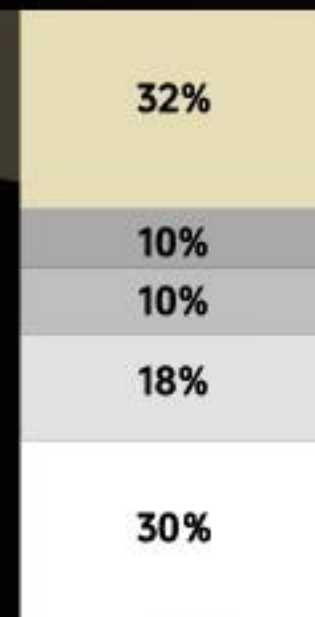
## 直营市场业绩结构

1. 于2023年9月30日或截至2023年9月30日的9个月

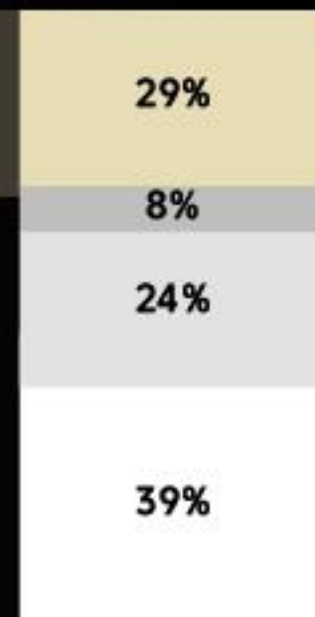
美国



门店数量占比



销售规模占比



利润贡献占比

- 美国
- 加拿大
- 其他
- 印度
- 印度尼西亚

# THE STATE OF THE U.S. MARKET 美国市场发展现状

## 门店网络

门店总数



进驻州数



## 业绩增长

销售规模  
(亿人民币)

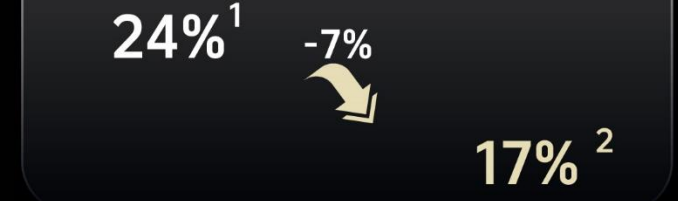


单店日均销售  
(万元人民币)



## 经营杠杆

租售比



人工费用占比



1. 于2022年9月30日或截至2022年9月30日的9个月  
2. 于2023年9月30日或截至2023年9月30日的9个月



# 战略升级



品牌定位



产品升级



供应链整合



门店升级



组织效能





# 品牌定位

以IP设计为特色的生活潮流品牌

市场调研

## 好市场

全球顶尖级零售企业  
消费能力强  
大蛋糕

## 好战场

全球化人才练兵场  
全球化人才蓄水池  
高素质人才磨刀石

## 好未来

顶级IP发源地  
全球潮流及设计风向标  
营销事件影响覆盖全球



PRODUCT  
UPGRADES  
产品升级

IP 版权

70% +

+

创意常规

=

超预期销售



迪士尼



草莓熊



小熊维尼



玩具总动员



玛丽猫



三丽鸥



咱们裸熊



芭比



## 供应链效率

=

## 赚钱的速度

### 供应链组合

#### 国家供应链

#### 占比

海运

90%

空运

10%



### 仓储分布

#### 美国供应链

#### 辐射店铺数量

#### 货品到店时间

西部仓库

200

缩短20%

东部仓库

200

缩短50%



### 品牌合作

CRÈME

BYTECH

PADDYWAX

LUCENT

BAN  
DAI

MATTEL

YON  
MINRO

KISSME



SUPPLY  
CHAIN MIX  
供应链组合

一周售罄率85%







GMV 906万元  
2023.5.19-2023.6.18

租金 18%

人工 13%

物流 5%

利润率 21%

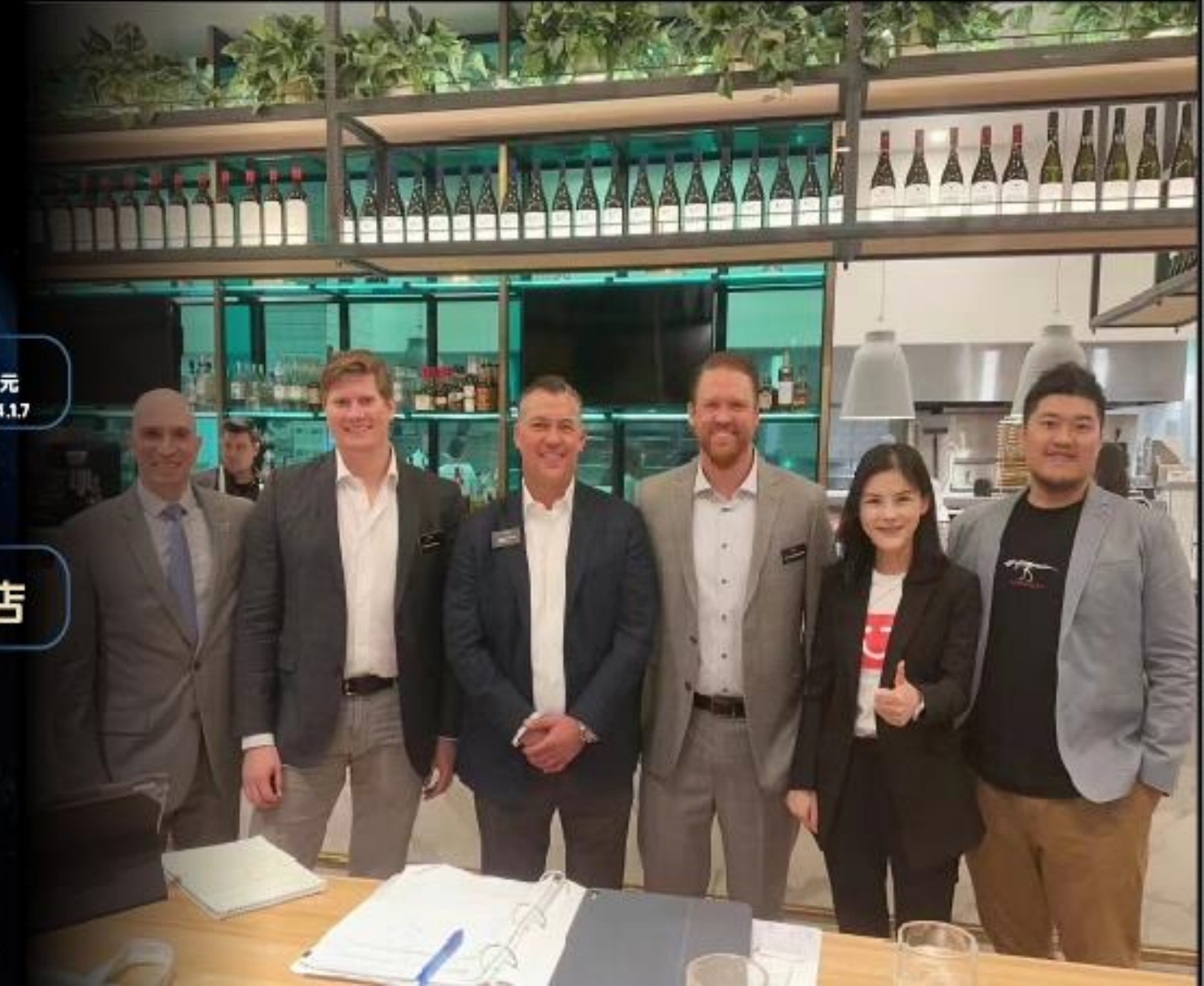
回本周期 四个月

## 门店升级



GMV 372万元  
2023.12.8-2024.1.7

签约优质门店





# 科技助力

## 自助收银机



自助收银机66配置47家，收银占比20%

◆ 效率提升

年度人工成本降低2%

## 会员营销系统

MA

CDP

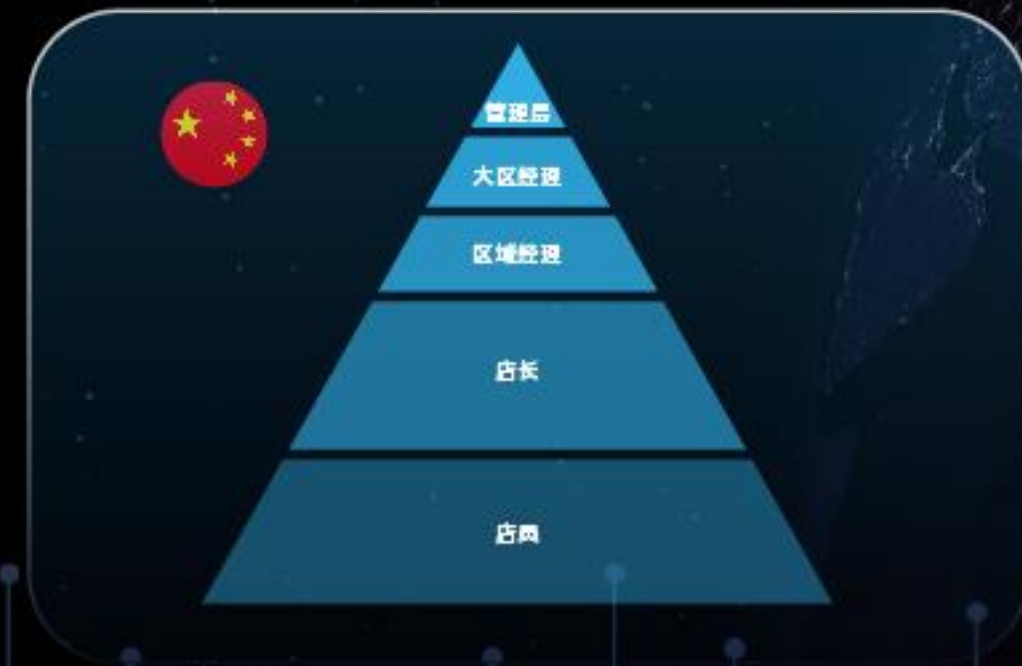
CRM

## 数据看板





# 组织效能实现人才本地化



全球化人才流转





## 美国市场未来的门店拓展空间

截止2023年12月美国已有118家门店，遍布美国24个州



北美五年计划1000+店



# 战略--择高而立

不断打破天花板带来更大市场容量：一流的位置&地产

未来可期  
1000m<sup>2</sup>; 2000万+

未来可期  
700m<sup>2</sup>; 1500万+

Times Square  
450m<sup>2</sup>; 906万

SOHO  
400m<sup>2</sup>; 250万

全美平均  
320m<sup>2</sup>; 55万



印尼



Grand Indonesia



Plaza Indonesia

新加坡



乌节路



VMO QTY

印度



PHOENIX MARKET CITY

越南



Vincom



# 不断拔高标准 · 带来更大的市场规模





# 巩固成熟市场

33.85 ↑

GDP总额 (万亿美元)

21.77 ↑

人口数量 (亿)

1.55

人均GDP (万美元)

781 ↑

现有店铺数量

印度

14.17亿人口  
现有248家店铺  
人均GDP 2411美元

新加坡

0.06亿人口  
现有22家店铺  
人均GDP 82800美元

越南

0.98亿人口  
现有64家店铺  
人均GDP 4146美元

中国香港

0.08亿人口  
现有16家店铺  
人均GDP 49000美元

印尼

2.76亿人口  
现有259家店铺  
人均GDP 4788美元

加拿大

0.39亿人口  
现有51家店铺  
人均GDP 54900美元

美国

3.33亿人口  
现有121家店铺  
人均GDP 76300美元



# 超级门店打造

超级IP

超级产品

超级营销

超级体验



SUPER  
IP  
超级IP

IP专区



IP集合店





SUPER  
PRODUCT  
超级产品

10大专区布局



大玩具



大美妆



大零食



大IP





SUPER  
MARKETING  
超级营销

全网粉丝数量1900万+,年度曝光20亿+,年度发文7000+,年度爆文2000+





SUPER  
EXPERIENCE  
超级体验



ID04  
04店 / 631万  
增长倍数  
11倍



ID5N  
208店 / 552万  
增长倍数  
10倍



ID5G  
204店 / 155万  
增长倍数  
3倍



ID44  
44店 / 650万  
增长倍数  
15倍



# 东南亚旗舰店打造

SG24

单店最高360万元  
环比增长近3倍



单店业绩提升23万元  
增长比例65%



单店业绩提升35万元  
增长比例168%







全球化之路，我们一直在路上