



TONY CHAN

CEO

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SPEECH

Retail summit
RELOADED



Life is for fun





The Essence of Efficiency is Focus

——Focus on Core Contradictions. Optimize the Business Model. Maximize Efficiency.

**Tony Chan
CEO, MINISO Italy
Retail Summit Baveno 2026**



Who is MINISO?

Global Leading IP Operation Platform

2013
Founded

118
Countries
& Regions

8500+
Stores

3
Brands



LIFE IS FOR FUN



Vision: To Become the World's Leading IP Operation Platform

As of December 2025, MINISO Group has successfully entered 112 markets and opened more than 8,400 stores around the world, covering world-renowned cities such as New York, Los Angeles, Paris, London, Dubai, Sydney, and Singapore. MINISO will continue creating joyful and high-quality life experiences for hundreds of millions of consumers around the world.



MINISO owns 1.4 billion customers around the world



1.4 billion

in-store customers



1.2 million+

registered
members



60 million+

accumulated
private traffic users



83,000+

private traffic KOC

Global IP Operation Platform

7-42 Years Old
Target
Consumers

50%+
IP Product Sales

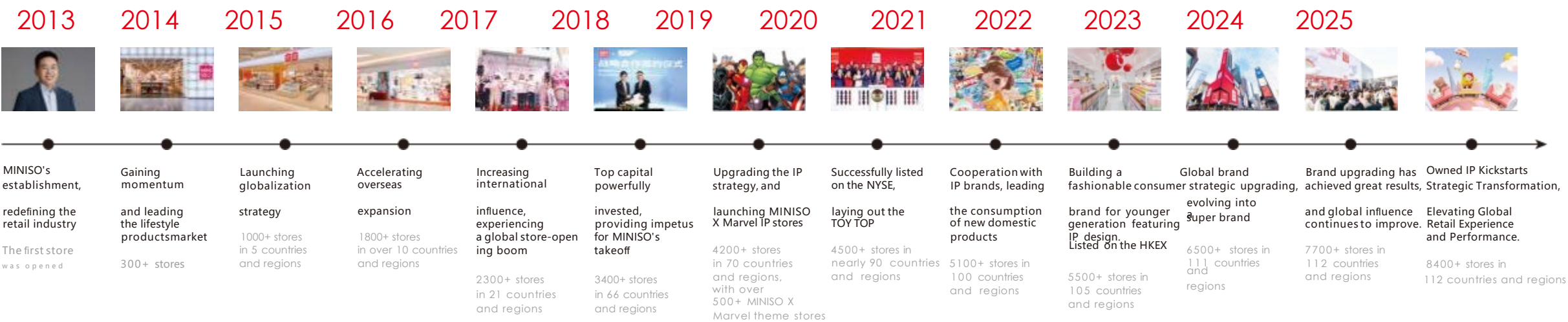
7 Days
New
Product
Launch Cycle

900-1,100
New Stores
In Each Year
From 2024 to 2028

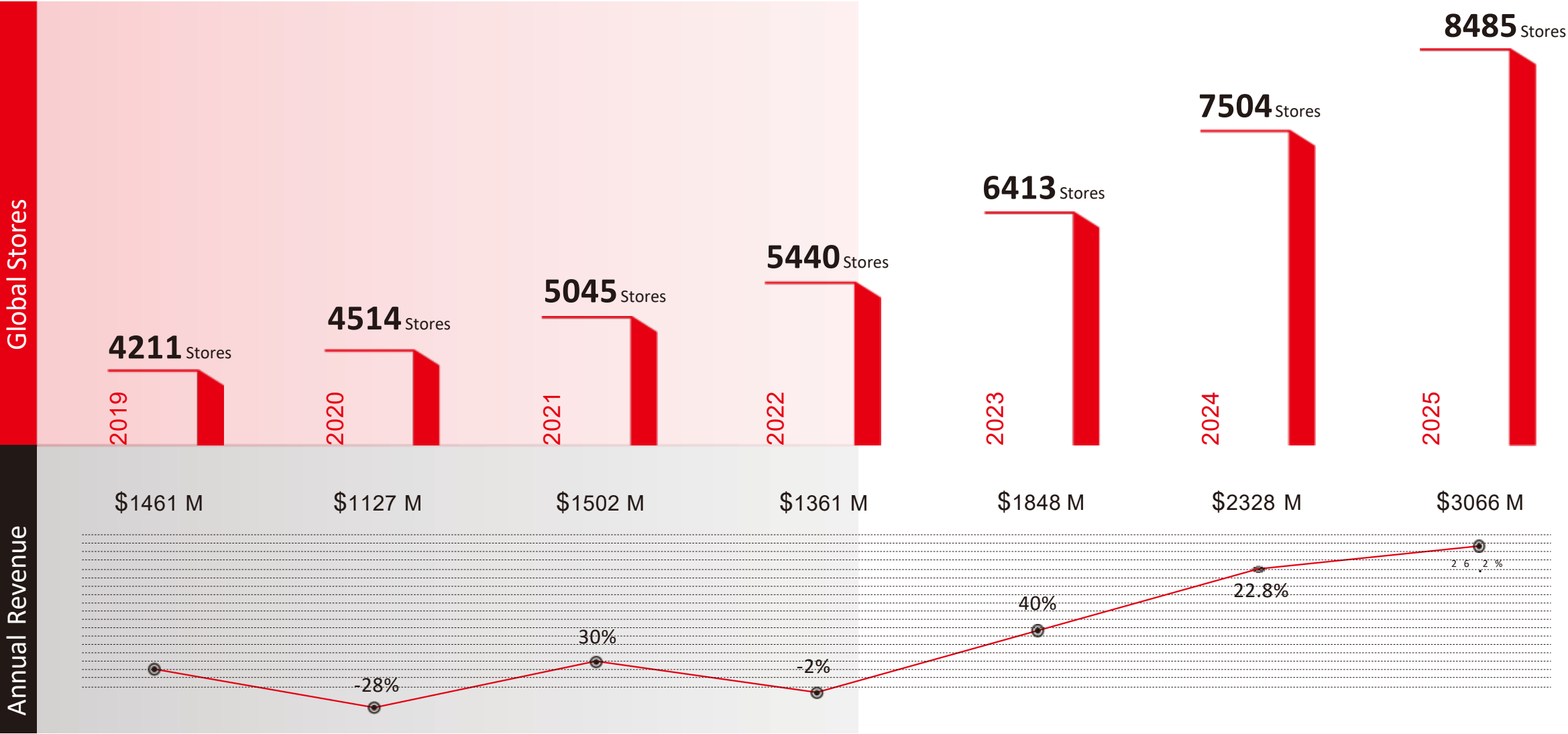
5-49 USD
Price Range



Upgrading Global Brand Strategy: Towards a Super Brand



BRAND PERFORMANCE



The YOY growth rate does not take into account the impact of exchange rate fluctuations.

MINISO: A Dual-Primary Listed Company on NYSE and HKEX



MINISO LISTED ON NYSE IN 2020

NYSE: MNSO

MINISO LISTED ON HKEX IN 2022

HKEX: 9896



BRAND REPUTATION

The image shows the upper portion of a modern glass skyscraper. The word "MINISO" is mounted on the facade in large, red, three-dimensional block letters. The building's glass reflects the sky and surrounding environment. The letters are slightly shadowed, giving them a sense of depth against the dark glass background.

- Forbes China Best CEOs
- Institutional Investor -- 2024 Asia (Ex-Japan) Executive Team Honored Company
- Deloitte China -- China Best Managed Companies 2024
- Forbes China's Top 30 Multinational Company
- Hurun China 500 Most Valuable Private Companies 2023
- Retail Asia Awards 2023 -- International Retailer of the Year
- Forbes China Best Employer 2024 -- Most Popular Employer Among Employees

Core Advantages:



Global Supply Chain

2000+ High.quality suppliers



Global IPs

180+ IP Partners



Global Design

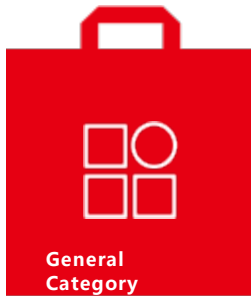
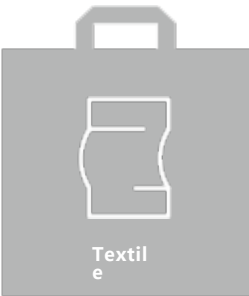
4 Design Centers



Global Sales Channels

8400+ Stores

PRODUCT CATEGORIES

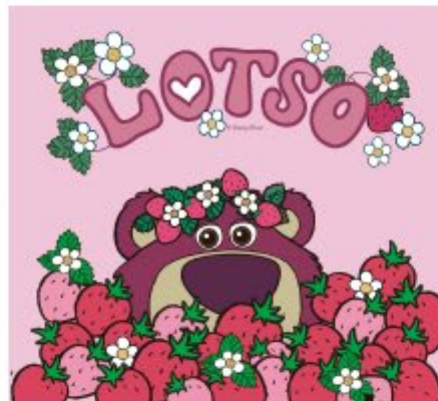


INTERNATIONAL DESIGN AWARDS



180+ GLOBAL IP COLLABORATIONS





MINISO X Disney



MINISO X Sanrio
LICENSE



MINISO : *Barbie*



MINISO X CHIIKAWA



Harry Potter MINISO



MINISO

Jennie



Jennie



MINISO' s Proprietary IPs





MINISO' s Proprietary IP
YOYO

MINISO



MINISO' s Proprietary
IP Carrot Street

MINISO

ANGRY
Aimee



MINISO' s Proprietary
IP Angry Aimee

MINISO



MINISO' s Proprietary
IP KUMARU



MINISO

DUNDUN



MINISO' s Self-Owned
IP DUNDUN

MINISO

*Min*iso Gift Bear
and Friends



MINISO' s Self-Owned
IP Gift Bear and Friends

MINISO

PENPLE
TOY



MINISO' s Self-Owned
IP PENPLE TOY

STRATEGIC CATEGORIES

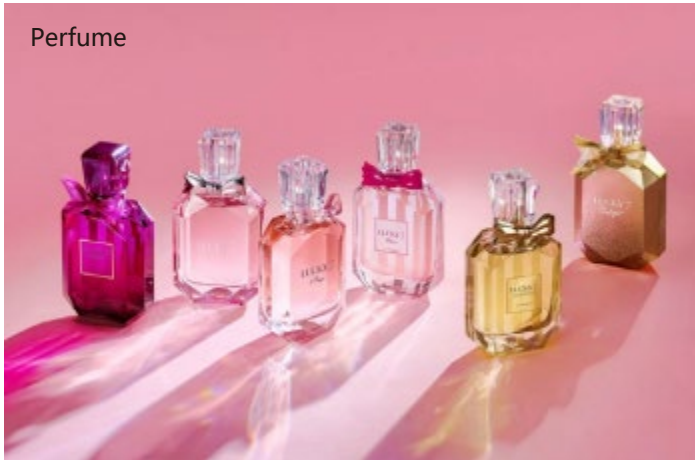
Blind Box



Plushies



Perfume



Vinyl Plushies



BRAND PROMOTION

Dubai, UAE



Roma, Italy



Times Square, NY, USA



SoHo, New York, USA



Paris, France





Bringing Joy to the World

GLOBAL PARTNERS

Real Estate Partners

Westfield



Landsec



ماجد الفطيم
MAJID AL FUTTAIM

GLOBAL PARTNERS

MINISO maintains good cooperation with real estate partners and opens stores next to world-renowned brands in shopping malls.

MINISO Arrowhead Town Center Store



MINISO Stonestown Store



MINISO Sherman Oaks Store



GLOBAL PARTNERS

Product Supplying Partners

COSMAX 

 kolmar

Firmenich

 SOLVAY
PROGRESS BEYOND

EASTMAN

LUXSHARE ICT 

weckerle cosmetics

Givaudan 

 奥美医疗
ALLMED

NBC 
NOVATELLOW
诺博医疗
专业 ODM
PROCESSES MAKE PERFECT
专注成就美

RAVO  GROUP

symrise 



CHINA

MINISO LAND, Shanghai



MINISO LAND, Guangzhou



USA

Times Square, New York



SoHo, New York



UK

Oxford Street,
London



Camden,
London



FRANCE

Champs Elysees, Paris



SPAIN

Gran Vía,
Madrid



INDONESIA

Central Park, Jakarta



THAILAND

Siam Square, Bangkok



UAE

Dubai Hills Mall,
Dubai



Dubai Mall,
Dubai



QATAR

Place Vendôme Mall,
Lusail



MEXICO

Perisur, Mexico City



PERU

LARCOMAR, Lima



MINISO LAND

Shanghai,
China



MINISO FRIENDS



Shenzhen,
China

CORPORATE CULTURE

Mission

Life is for fun.

Core Value

Simplicity, Positivity, Integrity
Devotion, Efficiency, Ownership

Four Key Words of MINISO's Corporate Culture

Striver Culture
Long-termism Culture
Results-Oriented Culture
Benchmarking Culture







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What's the Core Contradictions of Our Enterprise?

Retail is detail. → Tatick Level

Execution improves today's efficiency.

Less is more. → Strategy Level

Focus evolves the business model and defines the future.



MINISO's Evolution Journey

Upgrading Global Brand Strategy : Towards a Super Brand

2013 Created a New Retail Model

2014 Scaled to 500 Stores

2015 Launched Globalization Strategy

2016 Entered Core Markets with Direct Operations

2017 Reached 2,300 Stores in 21 Markets

2018 Advanced Digitalization

2019 Upgraded IP Collaboration Strategy

2020 Listed on the NYSE

2021 Expanded in Europe and North America

2022 Built a Global Design-Driven Brand

2023 Launched Flagship Store Strategy

2024 Rolled Out MINISO LAND Strategy

2025 Accelerated Owned-IP Transformation

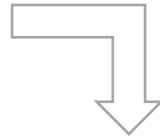
2026 Focused on Owned IP and Store Model Upgrades





From Focus to Evolution

2013 Chinese Variety Retailer



2016 Global Lifestyle Retailer



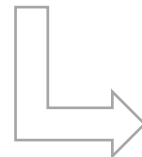
2018 Global Smart Retail Platform



2021 Global Mainstream Retail Brand



2023 Global Trendy Retail Brand



2026 Global LeadingIP Operation Platform

Regular Store

Place Vendôme Mall,
Lusail



MINISO LAND

Shanghai,
China



A modern conference room with large windows and a blue overlay. The room features a long table, several chairs, and a large window looking out onto a cityscape. A blue semi-transparent rectangle is overlaid on the image, containing white text and quotation marks.

“

Talent and corporate culture
are MINISO's most valued assets.

”

—— Jack Ye



Look to the Stars. Stay Grounded.

With focus, we shape the future step by step.

