

CHLITINA

# CHLITINA HOLDING LIMITED

2025.12.19 Investor Conference

聚焦门店经营  
双核驱动增长  
品质引领未来

FOCUS ON STORE OPERATION AND GROWTH

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FOCUS ON STORE OPERATION AND GROWTH  
QUALITY LEADING THE FUTURE

## CHLITINA | 克麗緹娜

## Brand Creation



## 2001-2003

- Manufacturing and training facilities built in Shanghai Songjiang Industrial Zone.
- CHLITINA awarded China Famous Brand label.



- **UPLIDER** medical beauty and anti-aging clinic channel created.
- Launched **RnD Nail & Eyelash**.
- Launched HomeSPA.
- Established public and private domain **e-commerce channels**.

Brand Value  
—  
Network  
Consolidation  
—  
Digitalization  
—  
ESG

2025



**1997:** Chairwoman Joanna Chen brought the **CHLITINA products and franchise model** into China, ushering in a period of strong growth for the company.

**1999:** Shanghai flagship store inaugurated.



- **2008:** Centre de R&D Chlitiina France established.
- **2013:** Company listed on the Taiwan Stock Exchange.
- CHLITINA among Taiwan Best 25 Global Brands, Top 500 Asia Brands and China Top 100 Franchise, and awarded Asia Best Brand, Most Influential Beauty Franchise Organization, China Beauty Service Industry Quality Leading Brand and Enterprise, etc.



# Company Overview: Leader in China's Beauty and Health Industry

CHLITINA | 克麗緹娜

## Five Main Business Channels

CHLITINA | 克麗緹娜



CHLITINA  
HOME SPA



+ UPLÍDER 雅樸麗德



GERMES  
INSTITUTE  
哲美



WEISHUO



## Sales Business Entities



Positioning

Beauty Salon  
Franchise

E-commerce  
+ New Retail

Medical Beauty +  
General Medicine

Training School

Manufacturing  
Plant



Scale

**4,144** franchise stores  
**5** self-owned stores

**1m+** members

**2** medical beauty clinics  
**1** anti-aging clinics

**2** central training centers  
**29** regional training centers

Annual production capacity:  
**20m+** bottles  
Finished product QC pass rate: **100 %**



Membership

Active VIP members:  
**1,000,000+**

Consumers reached:  
**20,000,000+**

Patients/Customers:  
**about 10,000**

Beauty professionals trained: already  
**300,000+** people

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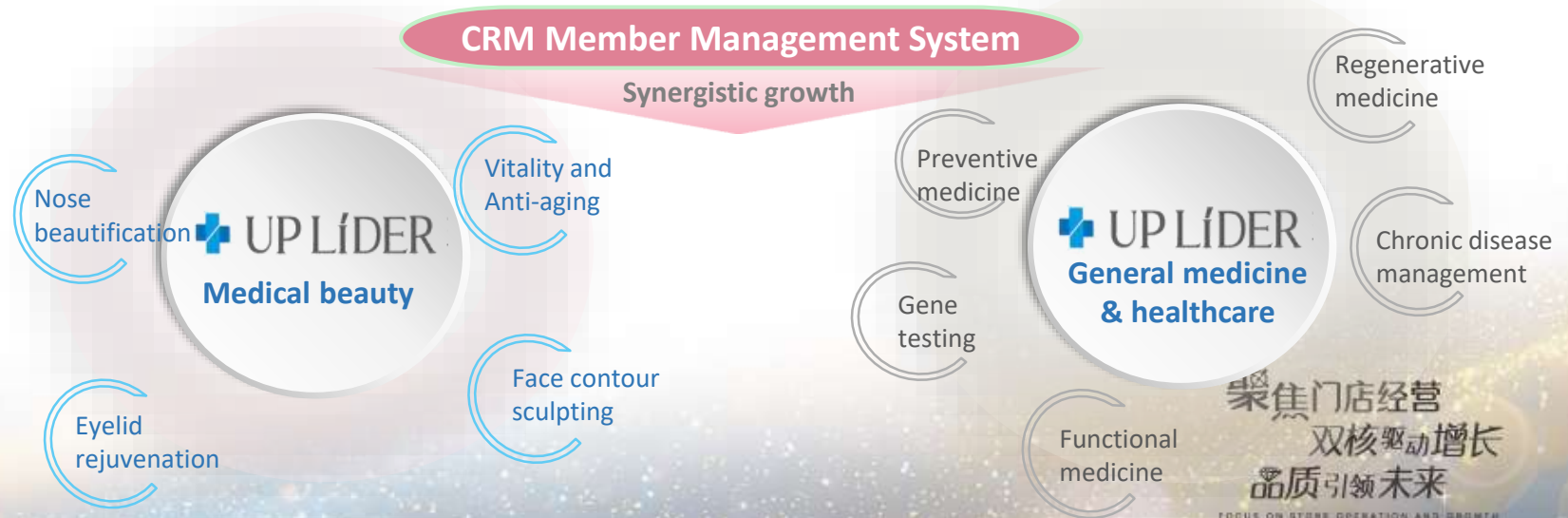
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\* As of 2025/11/30

# Strategic Development and Business Model

CHLITINA | 克麗緹娜

Full-channel coverage and full lifecycle products & services, aiming to build the most promising comprehensive health industry group.



- **Training sessions:** intensive or not
- **Beauty products:** for customers to bring back home or for beauticians to use inside salon
- **Joined marketing:** assisting stores with online sales

- **Sale of skin care products**  
(GP around 50%)
- **Sale of services**  
(GP around 90%)



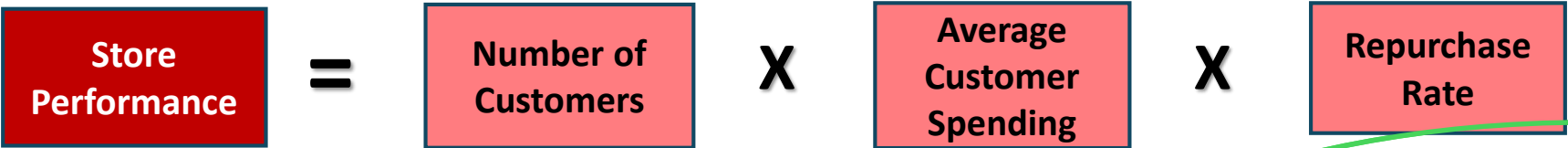
- One-time franchise fee and product sales
- Minimum purchase requirement
- Standard storefront requirement

- Investment needed: RMB700,000 to RMB1m
- Rent, salaries, and other expenses borne by franchisees
- It takes franchisees about 2-3 years to break even

**Reinforcing product-oriented strategy; Increasing quality both at C- and B-ends through product sales and marketing, and turning product sales into a long-term driving force for growth.**



Traditional Operation Model + Digital Business = Dual Engine Growth Strategy



Traditional Operational Model

Digital Business



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## Establishing a Foundation for Long-Term Growth

- Development and promotion of store profitability models
- Refined store classification for accurate management and support
- Standardization of store services
- Professional skills enhancement and advanced training (strengthening of expertise in problem skin)
- Store digitization operations capability building
- Strengthening of market order and price control
- Employee empowerment and implementation of Performance Incentives (KPIs)

## Implementing Short-Term Performance Initiatives

- Clearing out, reorganization, and optimization of low-performing stores, with stricter performance requirements
- Optimized franchise expansion policy
- Individual store rebate system and store performance incentives
- Marketing events

## Boosting Sales Through New Product Launches

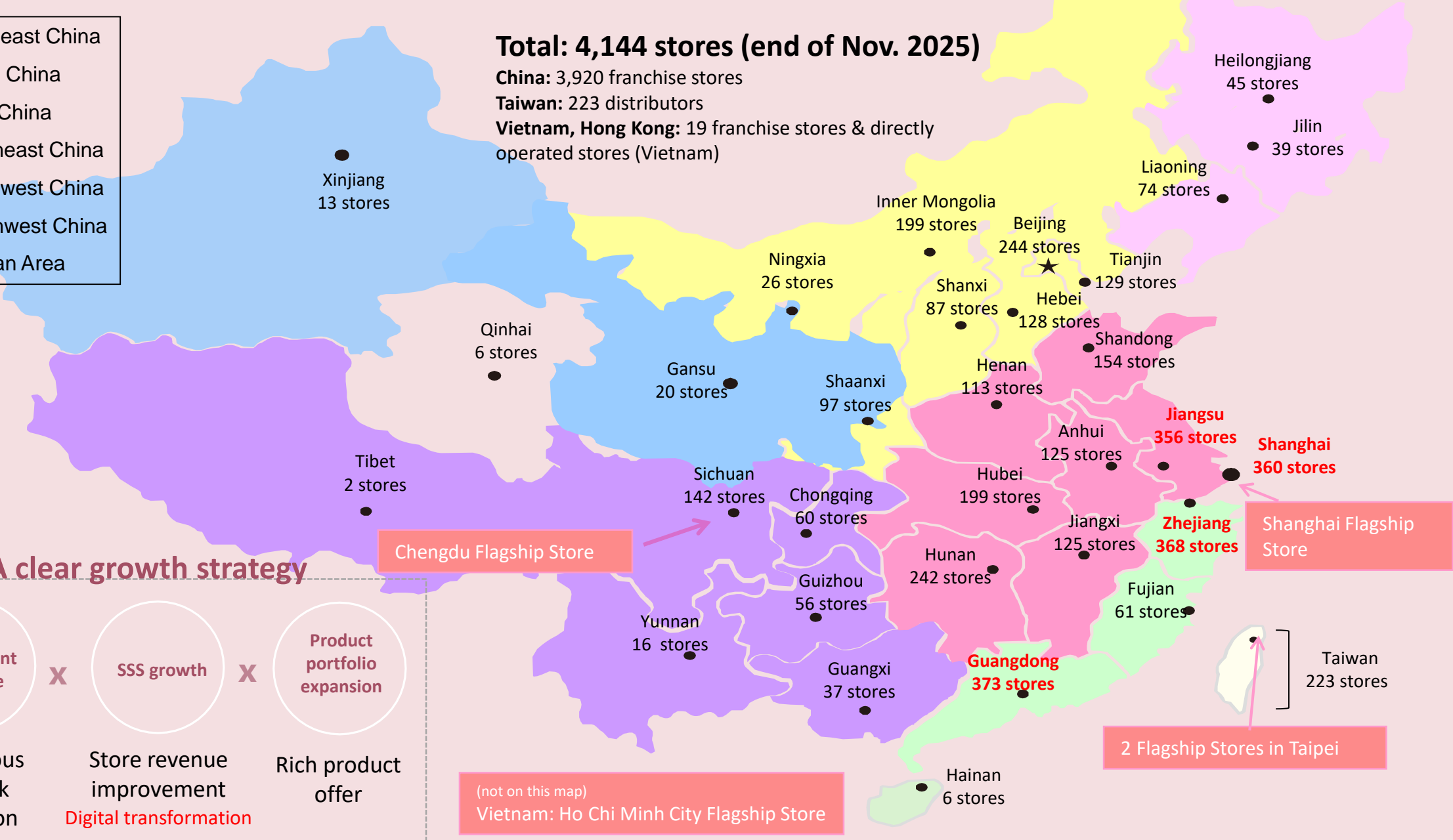
- Whitening Sunscreen
- Crystal White Series
- Radiance Refining Series

# Beauty Salon Franchise Business: A Large Presence All Around China, More Than 1 Million Members

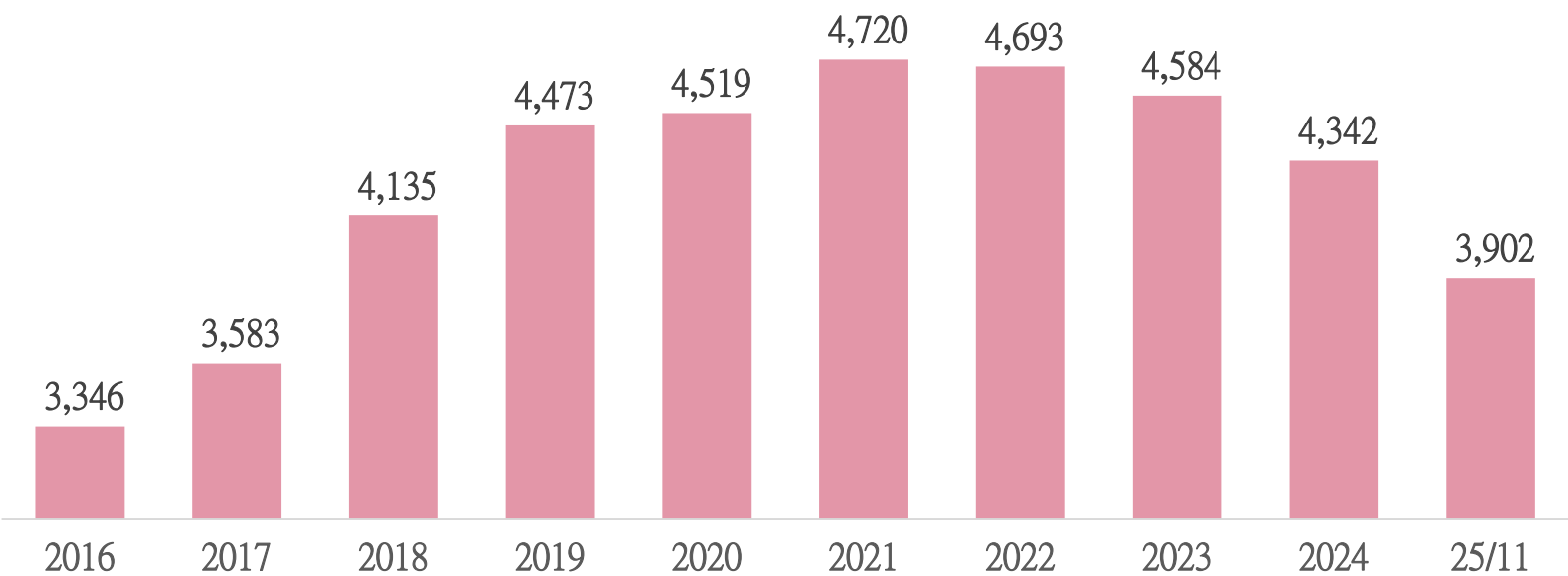
**Total: 4,144 stores (end of Nov. 2025)**

**China:** 3,920 franchise stores  
**Taiwan:** 223 distributors  
**Vietnam, Hong Kong:** 19 franchise stores & directly operated stores (Vietnam)

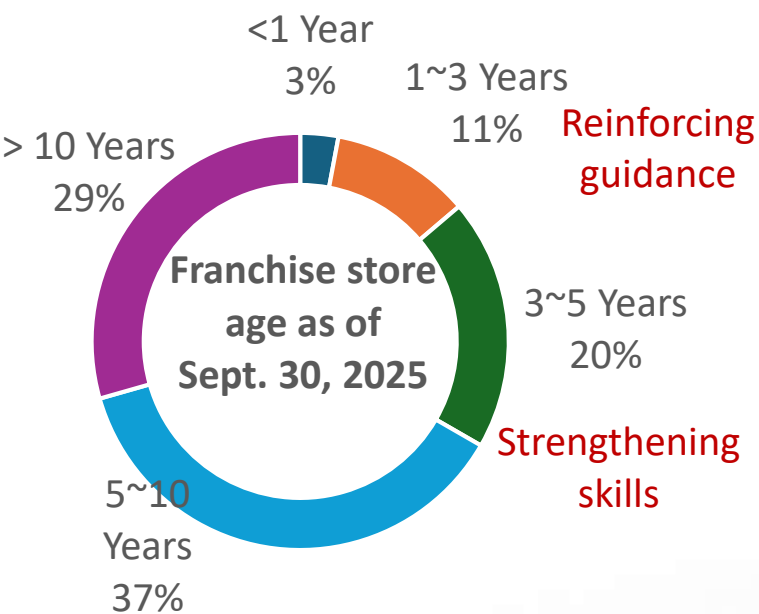
- Northeast China
- North China
- East China
- Southeast China
- Northwest China
- Southwest China
- Taiwan Area



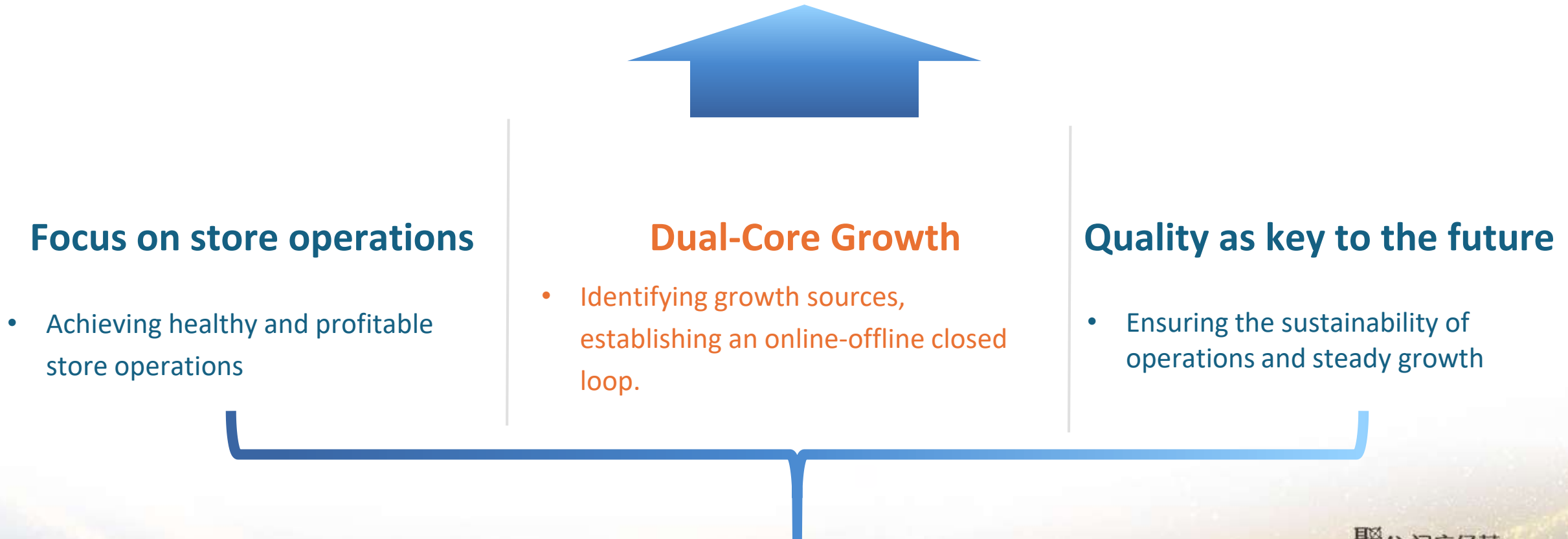
Chlitina Store Count Evolution (Mainland China)



Actively recruiting new franchisees



Providing **customers** with high-quality products and precise skin care solutions  
Providing **partners** with a platform for long-term development and mutual benefit



**Business Strategy for 2026**

CHLITINA  
HOME SPA

Tri-channel  
e-commerce  
operations

- Reaching an entirely new consumer group
- Rich product setup
- Multi-faceted face and body care
- Achieving a second growth curve

Self-operated  
e-commerce platform

Official stores: Tmall &  
Douyin flagship stores

E-commerce



Live sales

CHLITINA live streams  
Beauty influencer live streams

CHLITINA's Facial Cleanser  
4th on Douyin's "best-selling" list

经营驱动增长 未来

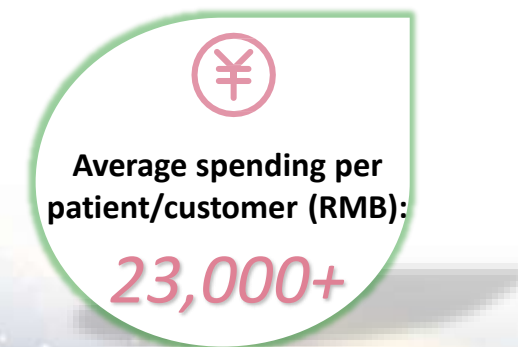
Website followers:  
**1,000,000+**

Accumulated visits:  
**650,000+**



Relying on the strongest beauty network to drive traffic, our medical beauty business is expected to scale up

## + UPLÍDER 雅樸麗德



- Clinics are **fully certified**, operated according to applicable regulations for a listed company
- Relying on a team of **physicians from Taiwan and the US** with high aesthetic standards and a rich professional experience
- Offering a **large choice of products and services**, from basic care to surgery & body reshaping
- General practitioners provide medical consultations and health management **at every stage in life**



**Digitalization**



**Brand Power**

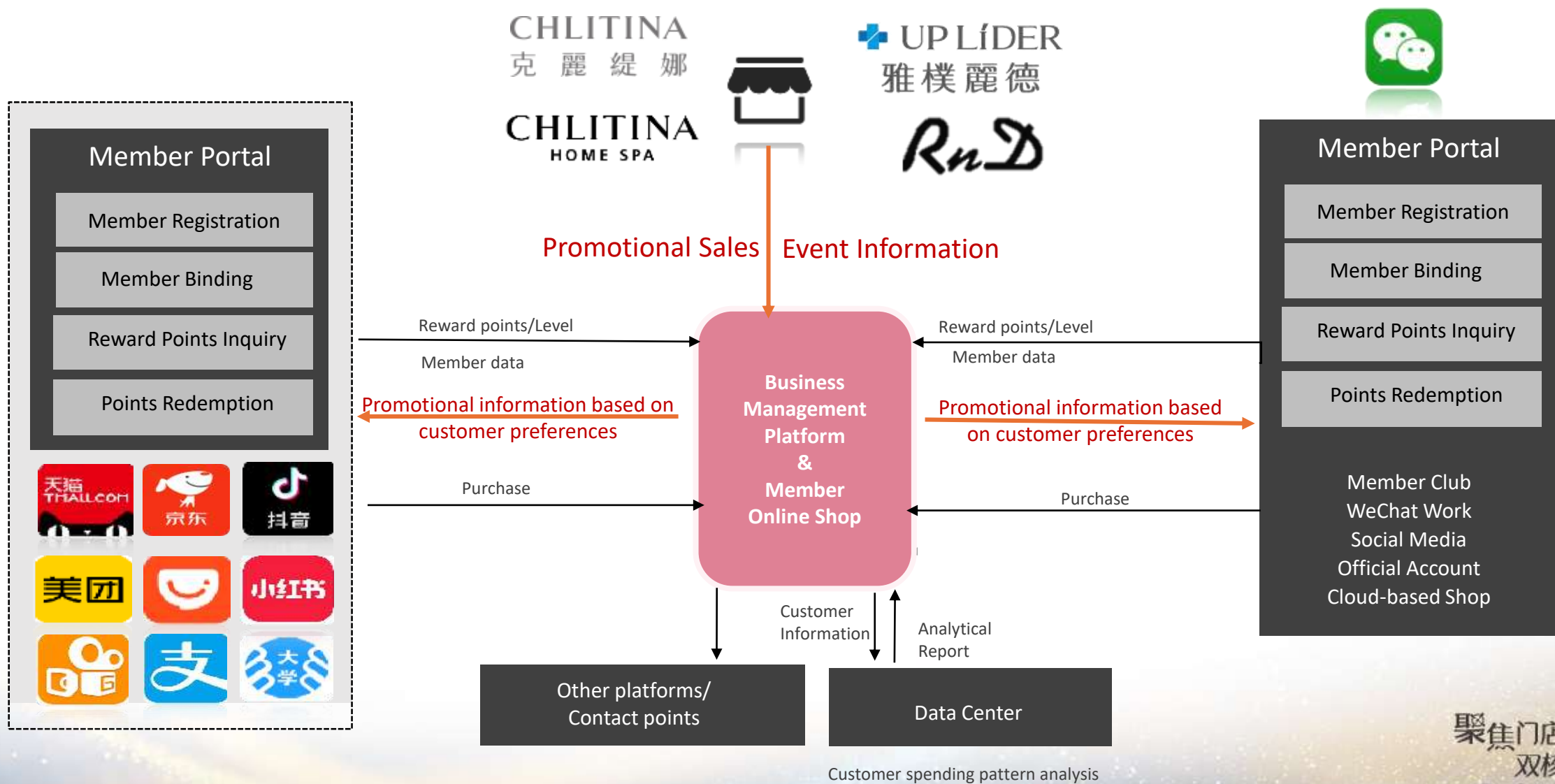


**Product Power**

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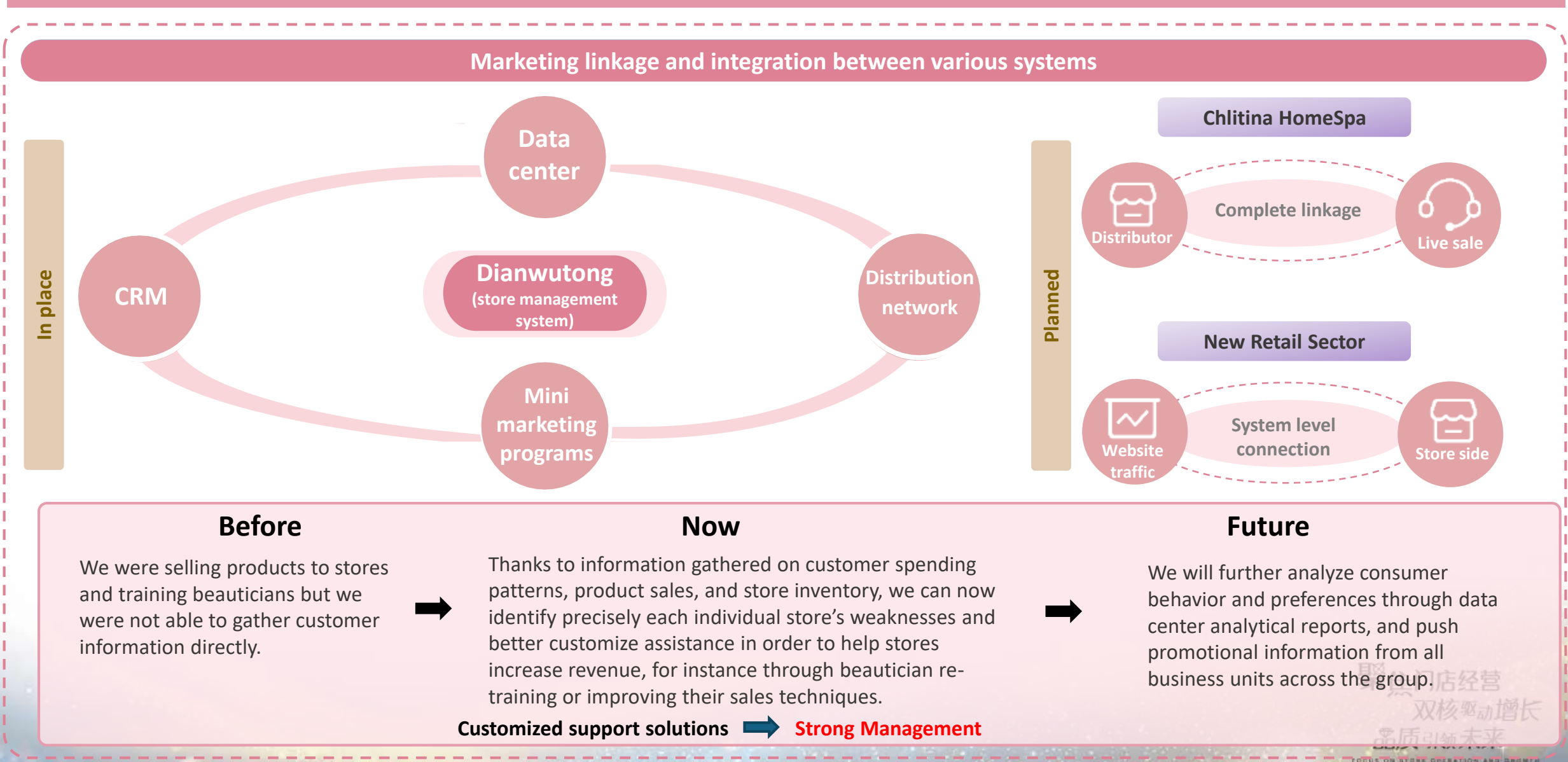
# Digitalization: Unified Customer Data Management, Channels Linkage, and Integration of Internal Systems



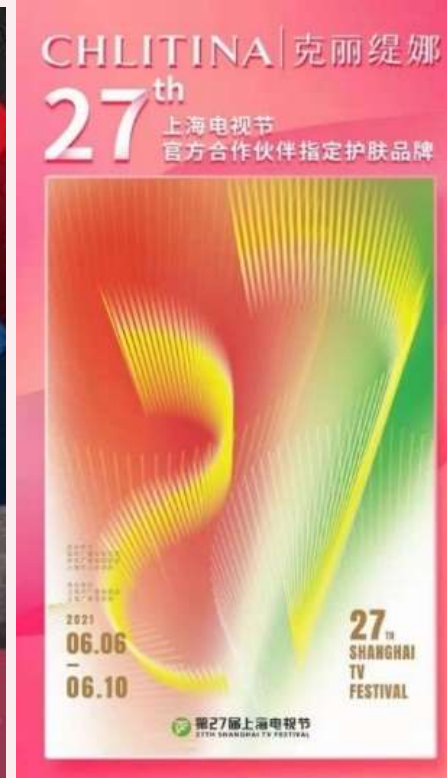
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# Digitalization: "Dianwutong" Efficient Store Management System

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Chlitina-sponsored drama series on Youku:

- "Most popular", breaking the record for the highest popularity
- "Fastest climb to 10,000 views"
- "Top 1 for pre-broadcasting booking"

- Brand and products that are **integrated into drama series** get deeply rooted in people's hearts
- Cooperation with film festivals, TV festivals and popular TV series increases brand exposure and enhances brand image and identity

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## Brand Power: Numerous Awards and Certifications

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- 2024, 2005 Top 500 Asian Brands
- CFS Finance Summit – “2025 Sustainable Development Model Enterprise” and CEO Ryan Chao “2025 Outstanding Impact Entrepreneur”
- 2025 Taiwan Board of Directors Association Top 100 Selected Foreign Enterprises: “2025 Mid-Cap Potential Award”
- 2025 Brand Influence Conference: “Beauty Chain Industry Benchmark Brand Award,” and CEO Ryan Chao “Industry Leader of the Year”
- 2025 Forbes China Beauty Industry Top 100 Outstanding Beauty Brands
- 2024 Taiwan Top 25 Global Brands
- ...



Brand Power: New Products

CHLITINA | 克麗緹娜



Using certified whitening active ingredients, opening a new chapter in whitening and irregular pigmentation correction

-Technology-empowered beauty, dual-mode physiotherapy: introducing AI-powered suboptimal health improvement system  
-Constitution regulation, meridian unblocking, blood stasis and cold removal, sleep quality improvement, pain relief

“5-in-1” Formula:

- ✓ Sunscreen
- ✓ Whitening
- ✓ Nourishing
- ✓ Lotion
- ✓ Primer



Skin Radiance Refining Essence Series  
Revitalize / Repair/ Rejuvenate

Regenerative medicine-grade formula using deer amniotic liquid stem cell extracts, revitalizing cell’s original self-healing power

Brand Power: International Awards



Youthkeeper Serum  
2024 Monde Selection  
(Belgium) Gold Award

Le spa Jolie Rose  
Face Cleansing  
Nectar



Victoires de la  
Beauté (Paris)  
« Top Innovation »

**CHLITINA, YOUTHKEEPER EYE SERUM**  
The ingredients in this hydrating eye cream are nine kinds of anti-ageing peptides, the brand's patented T+ Nano Intelligent encapsulated active, retinol (a form of vitamin A), microspheres, glucosyl hesperidin (known for its ability to diminish dark under-eye circles) and hibiscus abelmoschus extract (a growth factor enhancer). The main benefits of the eye cream include its ability to nourish skin, minimise fine lines and wrinkles around the eye area, reduce the appearance of dark circles and improve under-eye bags. Apply an appropriate amount to the skin around the eyes and gently massage in until the product is completely absorbed.



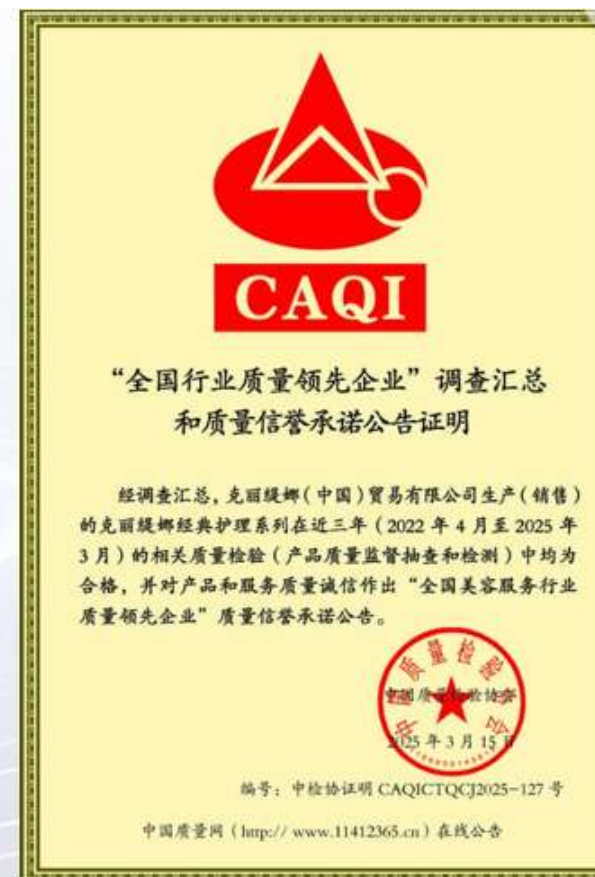
Youthkeeper Eye  
Serum

2025 Pure Beauty  
Awards (UK) Finalist



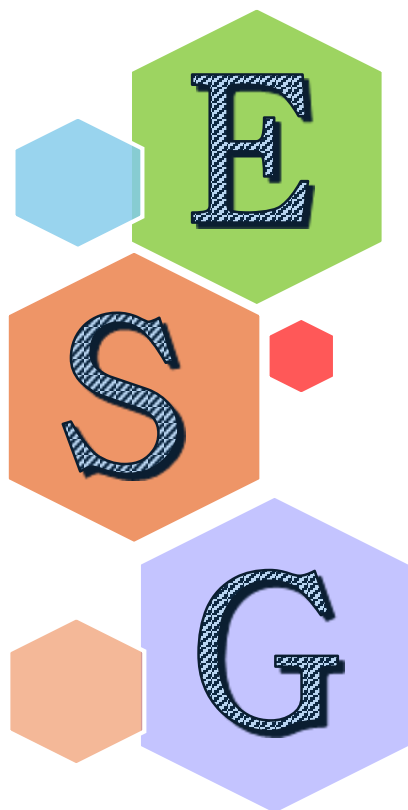
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At the 2025 March 15 International Consumer Rights Day themed activities, the Company was once again honored with three authoritative certifications awarded by the China Quality Inspection Association: **“National Advanced Enterprise for Quality and Integrity,” “National Quality Leading Brand in the Beauty Service Industry,”** and **“National Quality Leading Enterprise in the Beauty Service Industry.”**



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2023

## First Sustainability Report

Carbon Inventory  
Scopes 1 & 2 for Three  
Demonstration Sites

2024

## Group-wide carbon inventory

Scopes 1 & 2

2025

## Digitalization of Carbon Inventory

Carbon Inventory  
Scope 3

Chlitina Holding Limited uploaded its 2024 ESG Report  
at the end of August 2025



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# Main Channel: Business Environment Overview

2025年11月份社会消费品零售总额主要数据

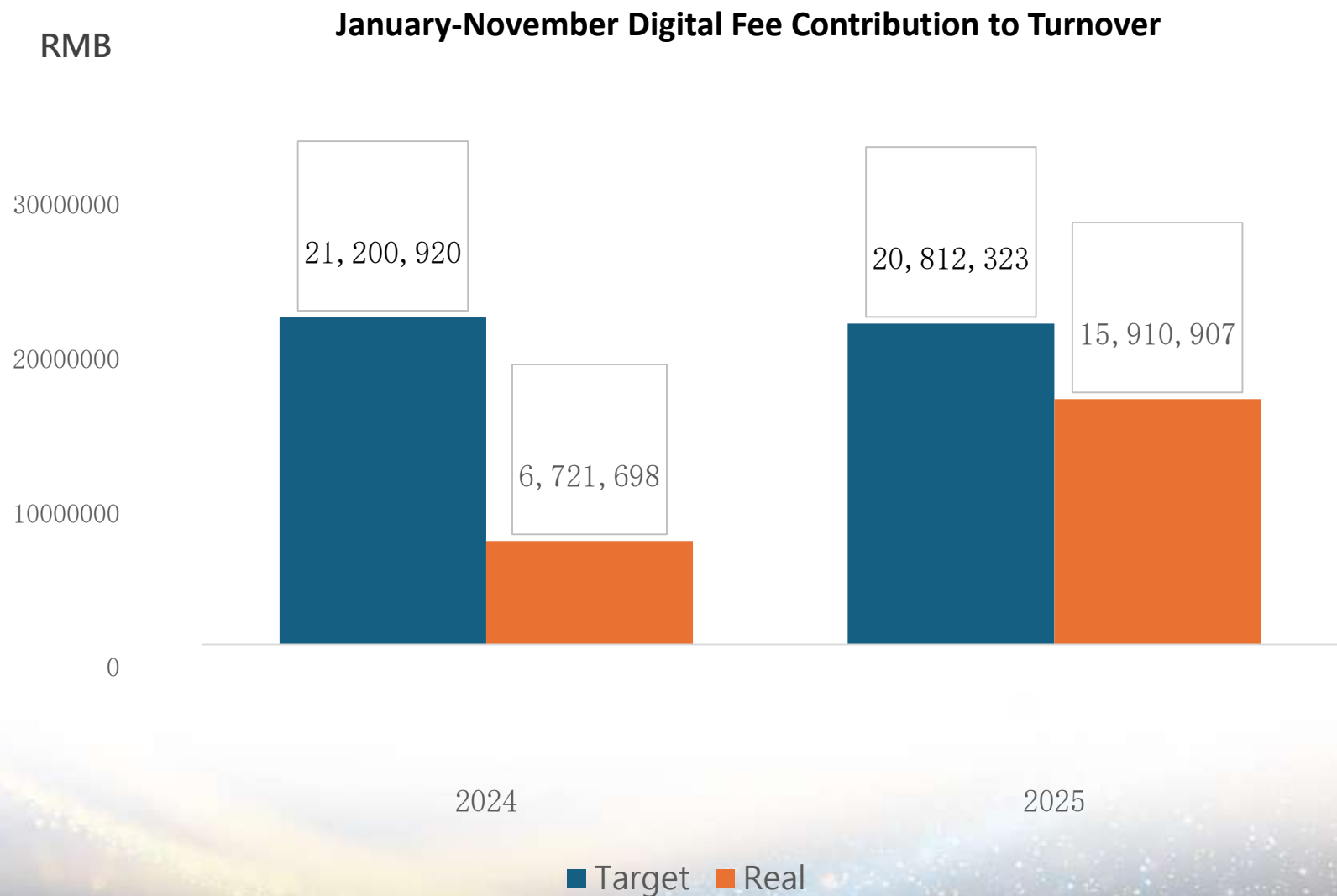
According to data released by China's National Bureau of Statistics :

-Total retail sales of cosmetics amounted to RMB 46.8 billion in November 2025, up 6.1% year-over-year.

-From January to November 2025, total retail sales of cosmetics amounted to RMB428.5 billion, a year-over-year increase of 4.8%.

指 标	11月		1—11月	
	绝对量 (亿元)	同比增长 (%)	绝对量 (亿元)	同比增长 (%)
社会消费品零售总额	43898	1.3	456067	4.0
其中：除汽车以外的消费品零售额	39444	2.5	411637	4.6
其中：限额以上单位消费品零售额	17810	-2.0	182665	3.8
其中：实物商品网上零售额	-	-	118193	5.7
按经营地分				
城镇	37684	1.0	394544	3.9
乡村	6214	2.8	61523	4.4
按消费类型分				
餐饮收入	6057	3.2	52245	3.3
其中：限额以上单位餐饮收入	1380	1.2	14933	2.3
商品零售额	37841	1.0	403822	4.1
其中：限额以上单位商品零售额	16430	-2.2	167732	4.0
其中：粮油、食品类	2060	6.1	21766	9.9
饮料类	269	2.9	3045	1.0
烟酒类	502	-3.4	5790	3.3
服装、鞋帽、针纺织品类	1542	3.5	13597	3.5
化妆品类	468	6.1	4285	4.8

# Main Channel: From Digital Empowerment to Omnichannel Sales Growth

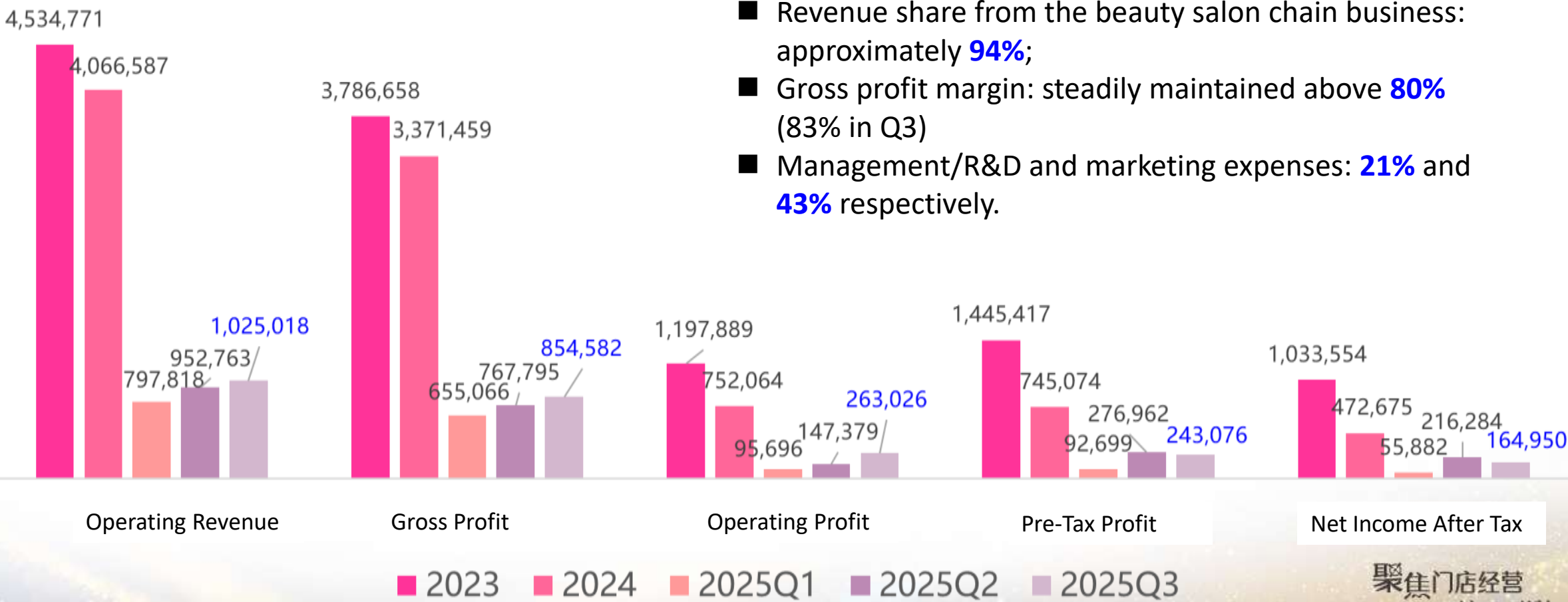


As of the end of September, **3,051** Chlitina franchise stores – or **79%** – were on **Meituan** (YoY +4%), and **3,285** Chlitina franchise stores – or **84%** – were on **Douyin** (YoY +14%).

From January to September, **378,021** vouchers or coupons had been redeemed online across all e-commerce platforms (Meituan, Dazhong Dianping, Douyin) (YoY +53%).

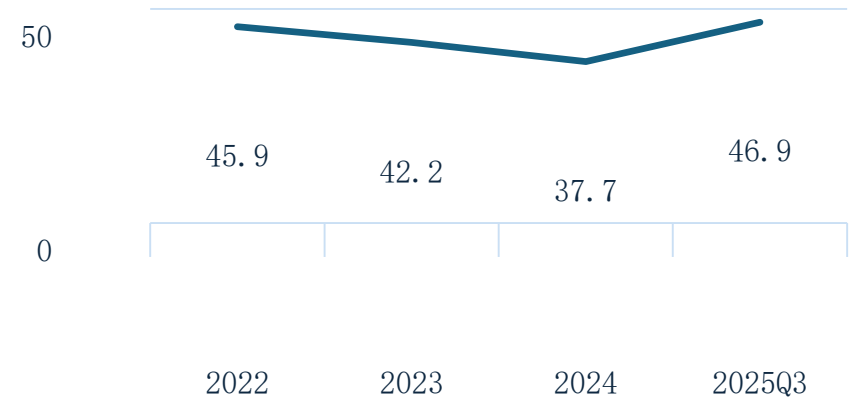
# Historical Financial Data

Unit: NT\$1,000

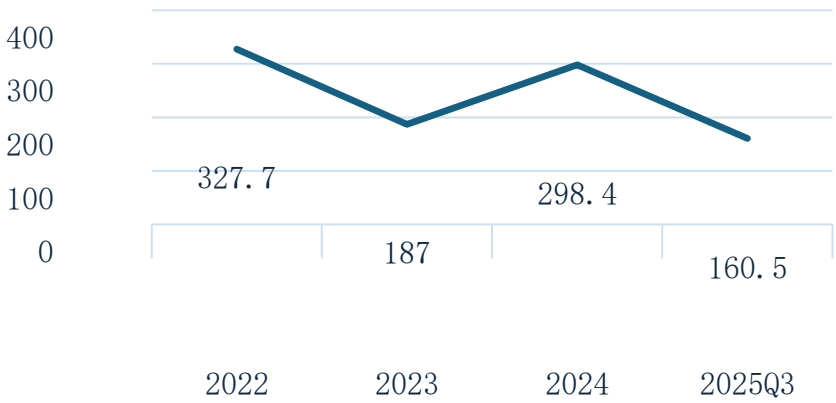


# Historical Financial Ratios

Debt-to-Assets Ratio

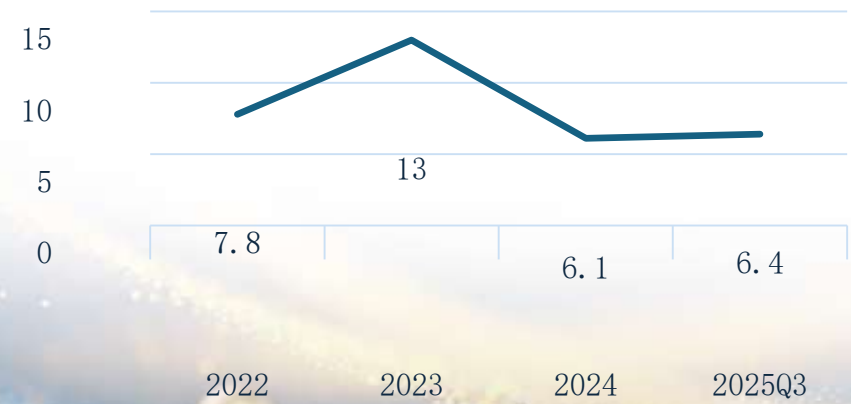


Current Ratio

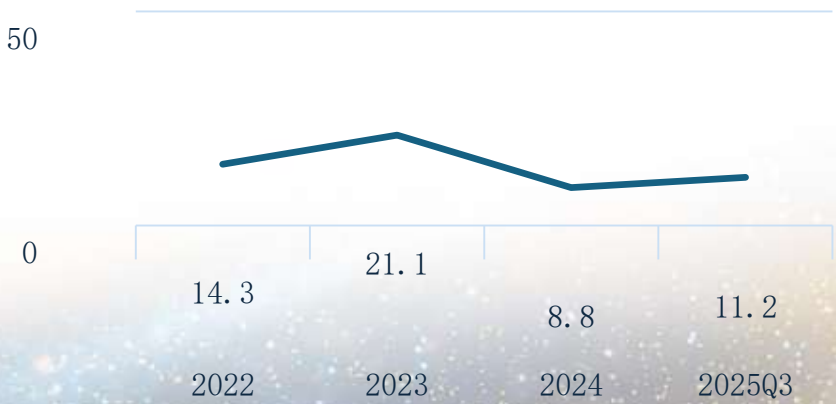


All financial ratios are within appropriate levels

Return on Assets (Annualized)



Return on Equity (Annualized)



## Dividend Policy

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Distribution rate:

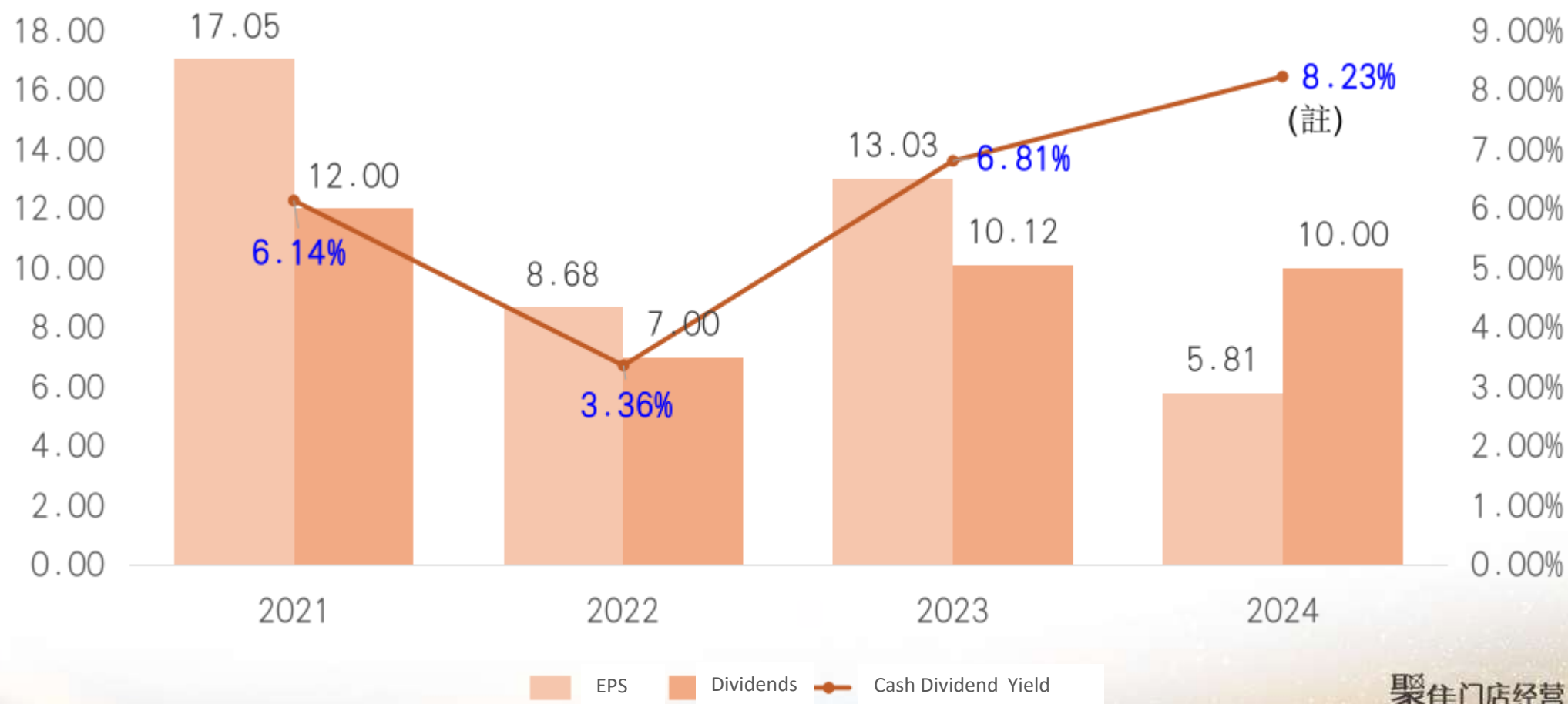
70.38%

80.65%

77.67%

172.12%

Unit: New Taiwan Dollar



Note: Calculated on the closing price of July 2: NT\$121.5

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# Financial Information: Condensed Income Statements

Item	Unit: \$1000							
	2022		2023		2024		Q3 2025	
	RMB	NT\$	RMB	NT\$	RMB	NT\$	RMB	NT\$
Operating revenue	920,261	4,069,210	1,032,202	4,534,771	912,671	4,066,587	643,826	2,775,599
Operating costs	-160,867	-711,322	-170,285	-748,113	-156,009	-695,128	-115,552	-498,156
Gross profit	759,394	3,357,888	861,917	3,786,658	756,662	3,371,459	528,274	2,277,443
Gross profit rate	83%		84%		83%		83%	
Selling exp.	-330,536	-1,461,564	-417,531	-1,834,334	-404,666	-1,803,068	-274,913	-1,185,177
Admin exp.	-162,003	-716,345	-171,724	-754,435	-183,210	-816,327	-135,966	-586,165
Operating profit	266,855	1,179,979	272,662	1,197,889	168,786	752,064	117,395	506,101
Total non-operating	-5,144	-22,745	56,342	247,528	-1,569	-6,990	24,735	106,636
Profit before tax	261,711	1,157,234	329,004	1,445,417	167,217	745,074	142,130	612,737
Income tax exp.	-105,698	-467,376	-93,748	-411,863	-61,135	-272,399	-40,737	-175,621
Profit for the period	156,013	689,858	235,256	1,033,554	106,082	472,675	101,393	437,116
EPS (NT\$)	1.96	8.68	2.97	13.03	1.3	5.81	1.23	5.3
Cash dividend (distributed the following year)	NT\$7 per share (cash)		NT\$10.12 per share (cash)		NT\$10 per share (cash)			

# Financial Information: Condensed Balance Sheets

Item	2022 (after adjustment)		2023		2024		Q3 2025	
	NT\$	%	NT\$	%	NT\$	%	NT\$	%
Cash and cash equivalents	5,644,321	65%	4,626,234	52%	3,356,574	38%	3,640,904	40%
Financial assets - current, measured at amortized cost			1,163,535	13%	2,145,195	24%	1,941,298	21%
Net accounts receivable	2,103	0%	4,153	0%	3,984	0%	5,063	0%
Inventories	486,317	6%	388,179	4%	463,052	5%	399,349	4%
Investment (Equity method)	213,149	2%	267,084	3%	261,641	3%	223,874	2%
Property, plant and equipment, net	1,229,695	14%	1,139,762	13%	1,657,693	18%	1,639,364	18%
Right-of-use assets	410,275	5%	350,249	4%	299,247	3%	421,962	5%
Others assets	691,379	8%	965,814	11%	705,783	8%	820,228	10%
<b>Total Assets</b>	<b>8,677,239</b>	<b>100%</b>	<b>8,905,010</b>	<b>100%</b>	<b>8,893,169</b>	<b>100%</b>	<b>9,092,042</b>	<b>100%</b>
Bank loans	2,180,408	25%	1,980,472	22%	705,554	8%	1,509,628	18%
Accounts payable	81,045	1%	86,950	1%	75,064	1%	66,272	1%
Other payables	449,444	5%	423,966	5%	330,920	4%	214,731	2%
Company debt payable					1,035,203	12%	1,053,251	12%
Lease liabilities	413,655	5%	357,401	4%	310,433	3%	437,385	4%
Other liabilities	899,19	10%	907,432	10%	892,038	11%	984,671	10%
<b>Total liabilities</b>	<b>4,023,742</b>	<b>46%</b>	<b>3,756,221</b>	<b>42%</b>	<b>3,349,212</b>	<b>38%</b>	<b>4,265,938</b>	<b>47%</b>
Common capital	794,924	9%	794,924	9%	824,924	9%	824,924	9%
Capital surplus & legal reserve	2,732,977	31%	2,729,281	31%	3,333,680	37%	2,917,622	32%
Unappropriated retained earnings	1,768,678	20%	2,265,122	25%	1,808,626	20%	1,855,561	20%
Other equities	-643,082	-7%	-640,538	-7%	-423,273	-5%	-772,003	-8%
<b>Total equity</b>	<b>4,653,497</b>	<b>54%</b>	<b>5,148,789</b>	<b>58%</b>	<b>5,543,957</b>	<b>62%</b>	<b>4,826,104</b>	<b>53%</b>

Unit: NT\$1,000

营  
增长  
来

# Financial Information: Three-Year Condensed Cash Flow Chart

Unit: \$1000

Item	2022		2023		2024		Q3 2025	
	RMB	NT\$	RMB	NT\$	RMB	NT\$	RMB	NT\$
Net cash provided by operations	62,767	277,546	279,967	1,230,096	128,949	574,539	142,698	615,185
Net cash provided by (used in) investments	217,718	962,707	-311,532	-1,369,496	-287,084	-1,275,043	-6,141	-26,123
Acquisition or disposal of financial assets measured at amortized cost	241,962	1,069,908	-268,901	-1,181,362	-210,151	-936,370	24,522	105,717
Acquisition or disposal of property, plant and equipment	-12,850	-56,820	-56,570	-248,740	-110,304	-486,361	-43,977	-189,238
Other items	-11,394	-50,381	-13,939	60,606	33,371	147,688	13,314	57,398
Net cash used in financing activities	-363,159	-1,604,041	-173,421	-750,679	-182,591	-796,409	-22,607	-65,436
Dividend distribution	-216,061	-953,908	-129,135	-556,446	-188,116	-834,670	-198,777	-824,923
Other items	-147,098	-650,133	-44,286	-194,233	-5,525	38,261	176,170	759,487

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Company Profile & Business Outlook

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Q&A

CHLITINA GROUP

— 克丽缇娜集团 —

聚焦门店经营  
双核驱动增长  
品质引领未来

FOCUS ON STORE OPERATION AND GROWTH

CHLITINA  
克丽缇娜

RnD  
SPA MAKEUP

UPLIDER  
雅模麗德

CHLITINA  
HOME SPA