

利郎 LESS IS MORE

利郎 LILANG

CHINA LILANG LIMITED

中國利郎有限公司

Stock Code 股份代號 : 1234

2024 Interim Results
中期業績





Agenda 议程

- 01** Results Highlights 业绩亮点
- 02** Financial Review 财务表现回顾
- 03** Business and Operational Review
业务及营运回顾
- 04** Outlook and Strategy 前景及策略
- 05** Open Forum 问答时间

1. Results Highlights

业绩亮点



Optimizes Channels Layout to Achieve Long-term Growth 优化渠道布局，实现长远增长

Revenue up by 7.3% to RMB 1,600 mn

收入增长7.3%至人民币16亿元

Net profit grew 3.6% to RMB280 mn, with a gross profit margin of 50.0%,

净利润升3.6%至人民币2.8亿元，毛利率为50.0%

The core collection recorded a revenue growth of 4.5% YoY. Introduced the direct retail model into the core collection, and terminated the co-operation with distributors in the Heilongjiang province, thus promoting the transformation to DTC model (hybrid of direct retail and sub-distributors) in core collection

主系列收入实现4.5%的同比增长。主系列在黑龙江省率先引入直营模式，终止与黑龙江省分销商合作，推进主系列直面消费者模式（集团直营店与二级分销商混合营运）的改革。

Smart casual realized a revenue growth of 17.3%

轻商务实现17.3%的增长

Continued to promote its new retail business and achieved a revenue growth of 37% YoY in e-commerce sales

继续推动新零售业务，网店零售额同比增加37%

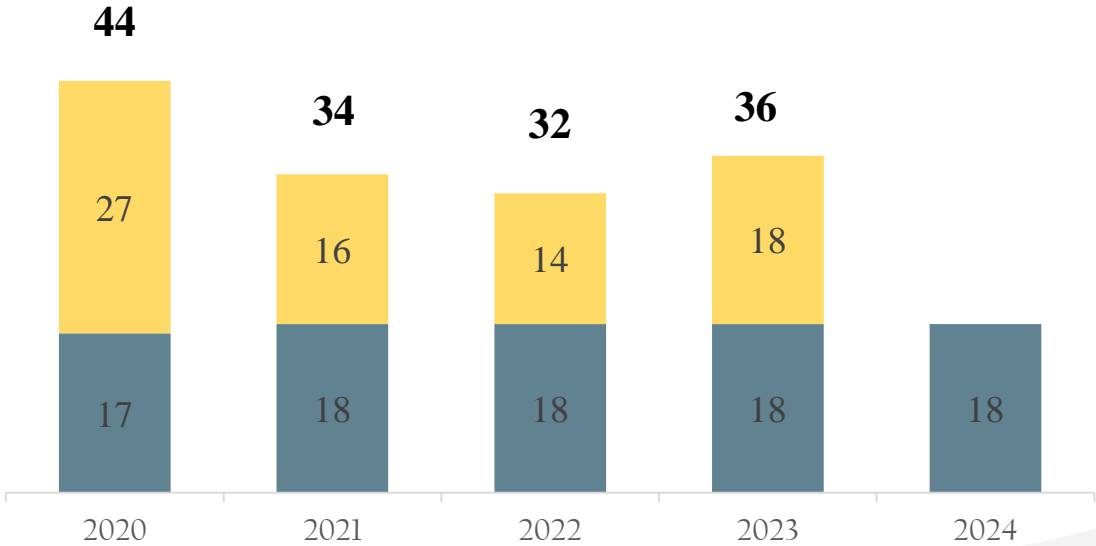
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Maintaining Stable Dividend Payout 维持稳定派息比率

Dividends per share 每股派息

- 中期股息 Interim Dividends
- 末期股息 Final Dividends



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- Interim dividend: HK13 cents per share
- Special interim dividend: HK5 cents per share
- 中期股息每股：13港仙
- 特别中期股息每股：5港仙





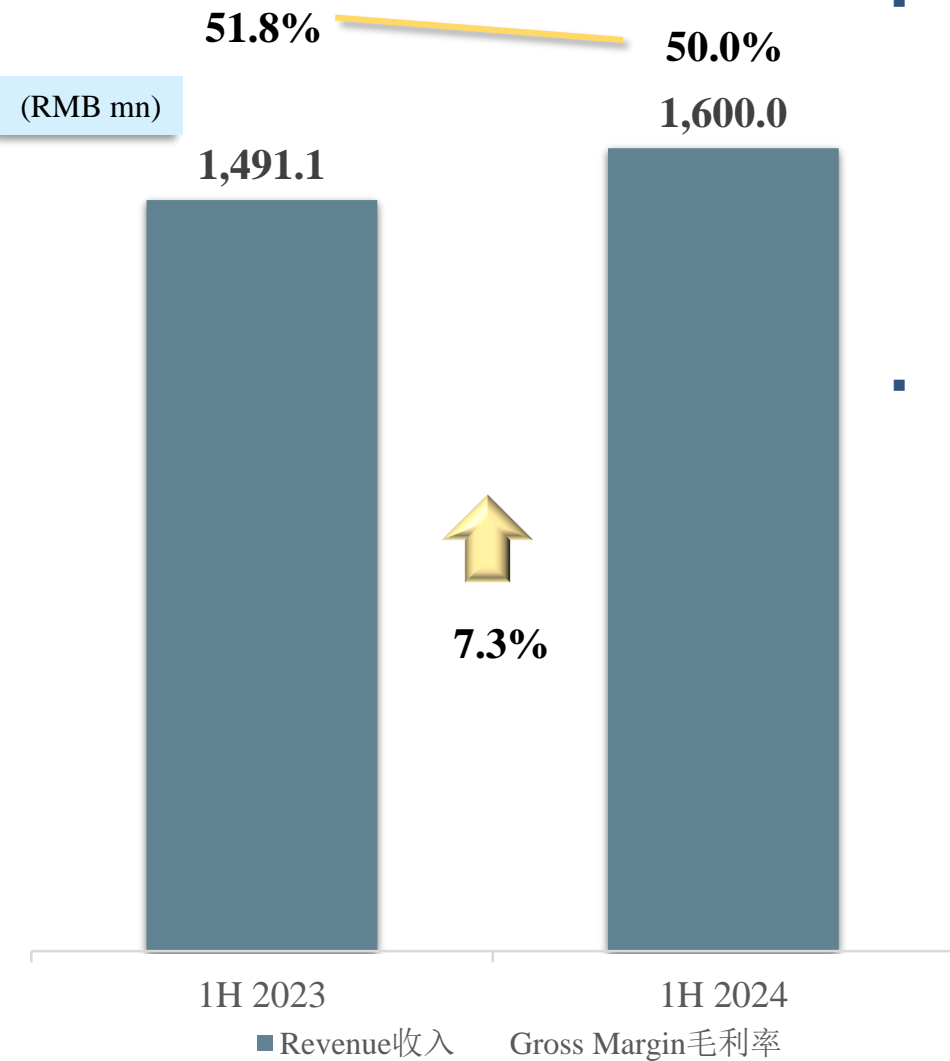
简约男装

2. Financial Review 财务表现回顾

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Revenue and Gross Margin 收入及毛利率

Revenue 收入



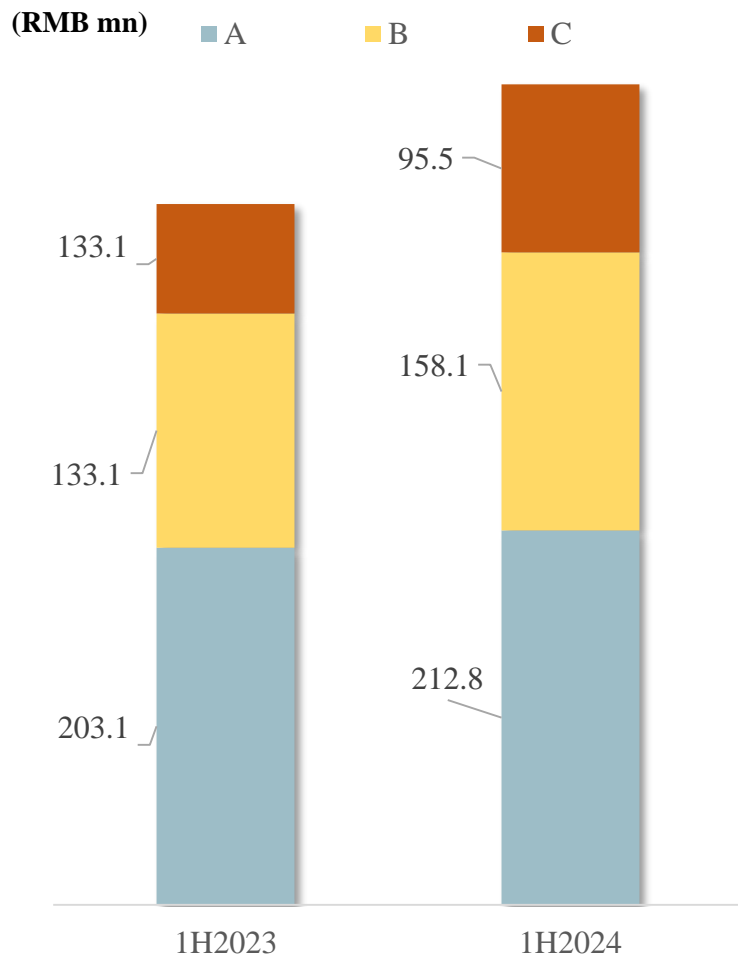
- Revenue raised by 7.3% to RMB 1,600 mn
 - Core collection revenue increased by 4.5%:
 - Despite the decrease in sales by repurchase of inventory and compensation to distributors in Heilongjiang province, as a result of termination of their operating rights for transformation to DTC model, growth remained with the contribution by e-commerce and outlets,
 - Smart casual collection revenue increased by 17.3% :
 - Maintaining the growth from the fourth quarter of the previous year, through e-commerce and outlets
- 收入增长7.3%至人民币16亿元
 - 主系列收入增长4.5%:
 - 尽管黑龙江省因终止分销商合作后转向DTC模式，导致该地区销售与库存退回，并扣减分销商参与过渡及协调工作而给予的补偿，在新零售和奥莱带动下仍录得增长。
 - 轻商务系列收入增长17.3%:
 - 在新零售以奥莱渠道带货的带动下，延续了去年第四季度的增长势头

Gross Margin 毛利率

- GP margin was 50.0%, a decrease of 1.8p.p. YoY
 - Mainly due to compensation for the termination of co-operation with distributors in Heilongjiang Province and a lower average unit prices caused by sales mix changes
- 毛利率为50.0%，同比下跌1.8个百分点
 - 主要由于终止黑龙江分销商合作的相关回购补偿、及产品组合变化引起的平均单价降低

SD & A Expenses 销售、分销及行政开支

Selling and Distribution Expenses 销售及分销开支



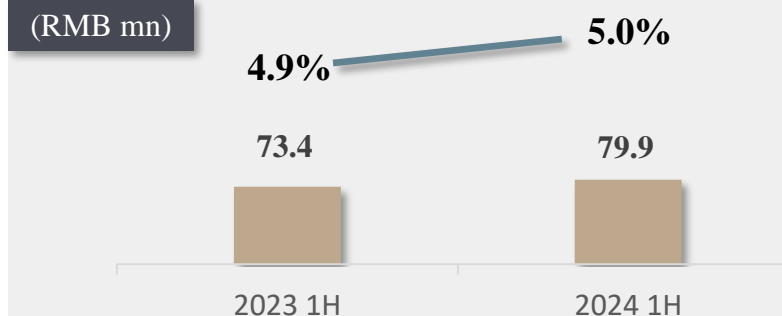
Selling and distribution expenses amounted to RMB466.4 mn, raised by RMB68.1 mn during the period, due to an increase in advertising and promotional expenses, direct-to-retail store expenses and salaries:

- A. Advertising and renovation expenses accounting for 13.3% of total revenue, increased by RMB9.7 mn to RMB212.8 mn YoY
- B. Direct-to-retail stores and online store expenses accounting for 9.9% of total revenue, increased by RMB25.0 mn to RMB158.1 mn YoY
- C. Other selling and distribution expenses accounted for 6.0% of total revenue

销售及分销开支增加人民币6,810万元至人民币4.664亿元，主要由于广告推广费、直营店费用及工资增加所致：

- A. 广告及装修费用占总收入13.3%，较2023年同期增加人民币970万元至人民币2.128亿元
- B. 直营店及电商平台费用占总收入9.9%，同比增加人民币2,500万元至人民币1.581亿元
- C. 其他销售及分销开支占总收入6.0%

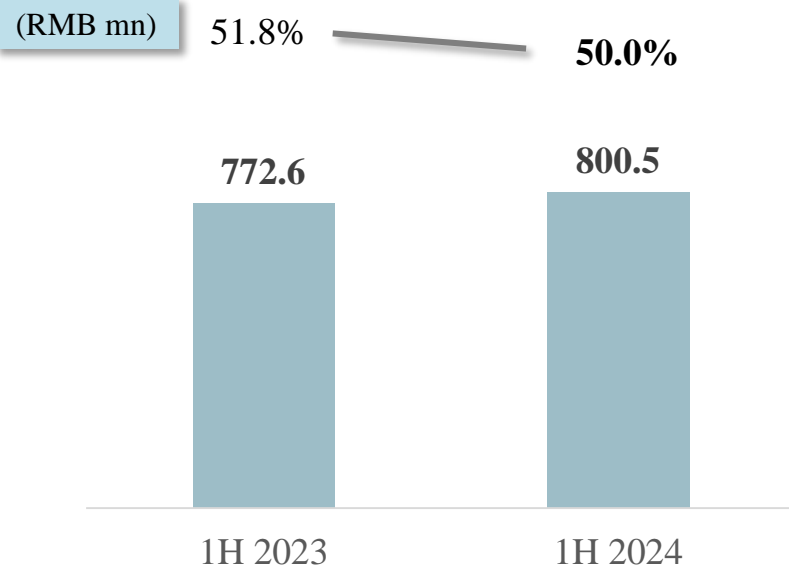
Administrative Expenses 行政开支



- Administrative expenses were RMB79.9 million, with an expenses-to-sales ratio of 5.0%
- The increase is primarily due to higher employee salaries and bonuses
- 行政开支为人民币7,990万元，占销售比率至5.0%
- 增加主要由于员工工资及奖金增加

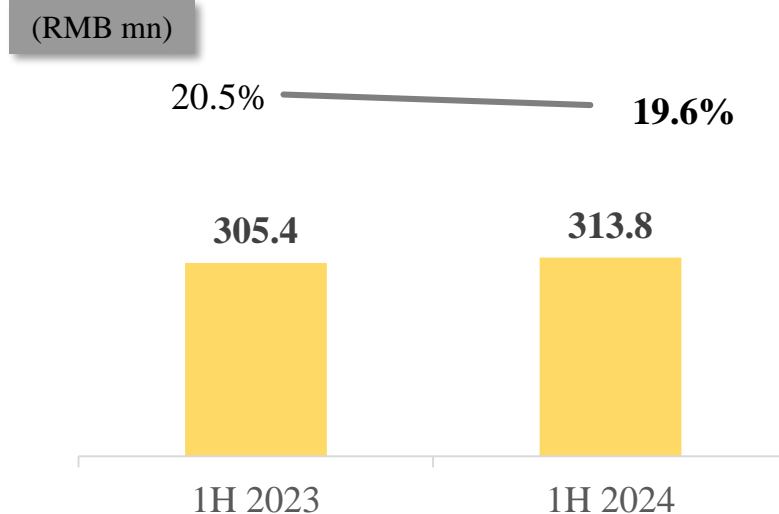
Profit & Margin 盈利及利润率

Gross Profit & Margin 毛利及毛利率



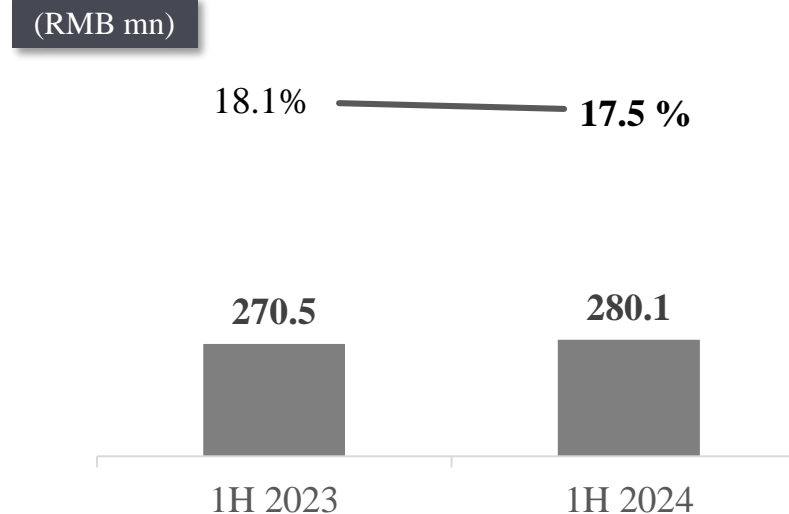
- The GP margin was about 50.0%, down by 1.8 p.p. YoY
- Mainly due to compensation for the termination of co-operation with distributors in Heilongjiang Province and a lower average unit prices caused by sales mix changes
- 毛利率同比下跌1.8个百分点至约50.0%
- 主要由于终止黑龙江分销商合作的相关回购补偿、及产品组合变化引起的平均单价降低

Operating Profit & Margin 经营利润及经营利润率



- Profit from operations increased by 2.8% to RMB313.8 million
- Mainly due to an increase in gross profit and government grants
- Operating profit margin decreased by 0.9 p.p to 19.6%
- 经营利润增加2.8%至人民币3.138亿元
- 主要由于毛利与及政府补助增加
- 经营利润率下降0.9个百分点至19.6%

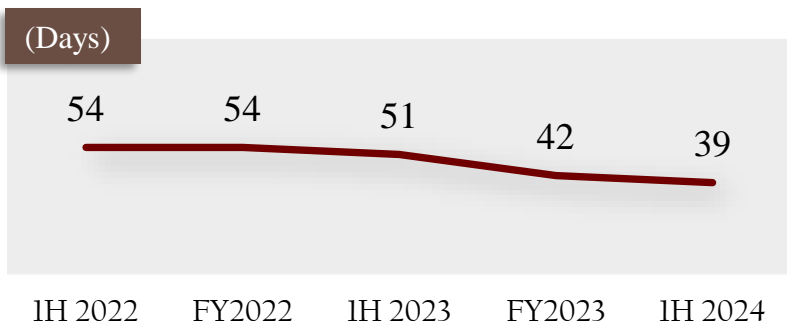
Net Profit & Margin 净利润及净利润率



- Net profit was RMB280 million, an increase of 3.6% YoY
- Net profit margin decreased by 0.6 p.p.to 17.5%
- 净利润为人民币2.8亿元，同比上升3.6%
- 净利润率下降0.6个百分点至17.5%

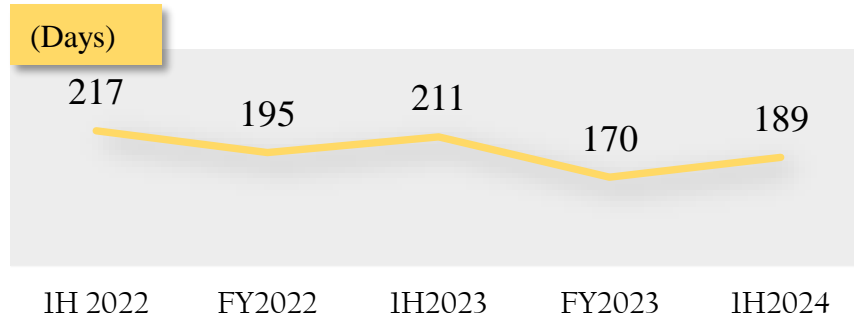
Working Capital Cycle 营运资金周转天数

Average Trade Receivables Turnover Days 平均应收贸易账款周转天数



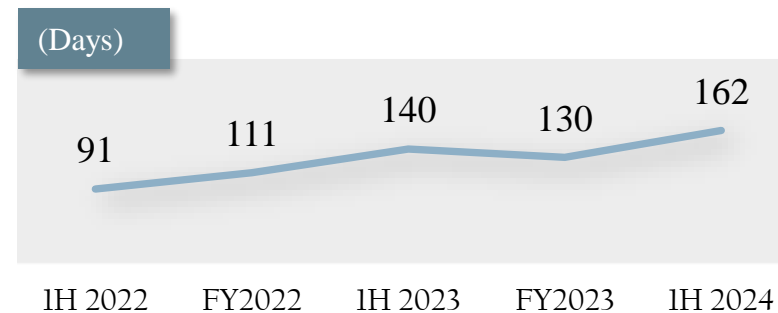
- Turnover days reduced as a result of more long outstanding receivables collected and increase in sales proportion of retail sales during the period
- As at 30 June 2024, a provision of RMB15.3 million was made
- 由于获回收的长期未收响应收款项增加，加上期内零售额占销售收入额比重上升，周转天数减少
- 于2024年6月30日，拨备金额约为人民币1,530万元

Average Inventory Turnover Days 平均存货周转天数



- Inventory turnover days was 189 days, a decrease of 22 days as compared to the interim period last year
- Inventory balance increased by RMB5.5 million to RMB831.1 million, mainly attributable to increase in purchase of raw materials inventory
- As at 30 June 2024, a provision of RMB41.9 million was made
- 周转天数为189天，与去年中期相比减少22天
- 存货结余增加人民币550万元至人民币8.311亿元，主要由于原材料采购量增加
- 于2024年6月30日，已计拨备人民币4,190万元

Average Trade Payables Turnover Days 平均应付贸易账款周转天数



- The increase in trade payables turnover days is mainly because of the increase in usage of trade bills which will be settled in later stage
- 由于将于稍后阶段偿还的贸易票据用量增加

Cash Flows 现金流量

RMB mn 人民币百万元	1H 2024
Net cash generated from operating activities 经营活动现金流入	219.6
Net cash used in investing activities 投资活动现金流出	(124.8)
Net cash used in financing activities 融资活动现金流出	(265.8)
Net decrease in cash and cash equivalents 现金及现金等价物减少净额	(171.0)
Cash and cash equivalents as at 1 Jan 于1月1日现金及现金等价物	1,077.2
Effect of foreign exchange rate changes 外币汇率变动的影响	0.26
Cash and cash equivalents at 30 Jun 于6月30日现金及现金等价物	906.4

Operating cash inflows 经营现金流入

- The major reconciling items with net profit for the period :
 - Decrease in trade and other payable balances by RMB116.7 mn
- 与期间净利润主要对账项目：
 - 应付贸易及其他应付账款减少人民币1.167亿元

Investing cash outflows 投资现金流出

- Comprised placing of pledged deposits and fixed deposit totalling RMB85.0 mn
- 包括存放抵押存款和定期存款共人民币8,500万元。

Financing cash outflows 融资现金流出

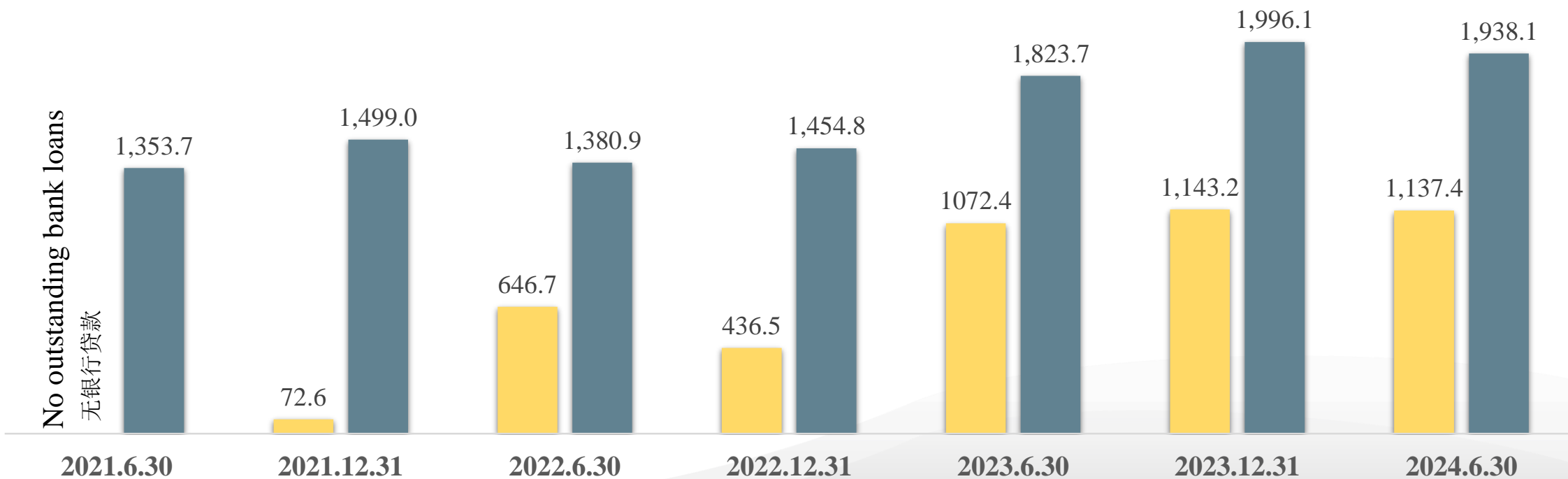
- Net repayment of bank loans totalling RMB16.4 mn
- Payments of 2023 final dividends totalling RMB196.7 mn
- Capital and interest elements of lease rental paid totalling RMB50.1 mn
- 银行贷款净偿还额人民币1,640万元
- 支付2023末期股息共人民币1.967亿元
- 已付租賃之租金之本金及利息部分共人民币5,010万元

Healthy & Strong Cash Position 稳健的现金水平

(RMB mn)

Total Cash and Bank Balance 银行及现金结余

■ Bank Loans 净现金结余
■ Net Cash Balance 银行贷款



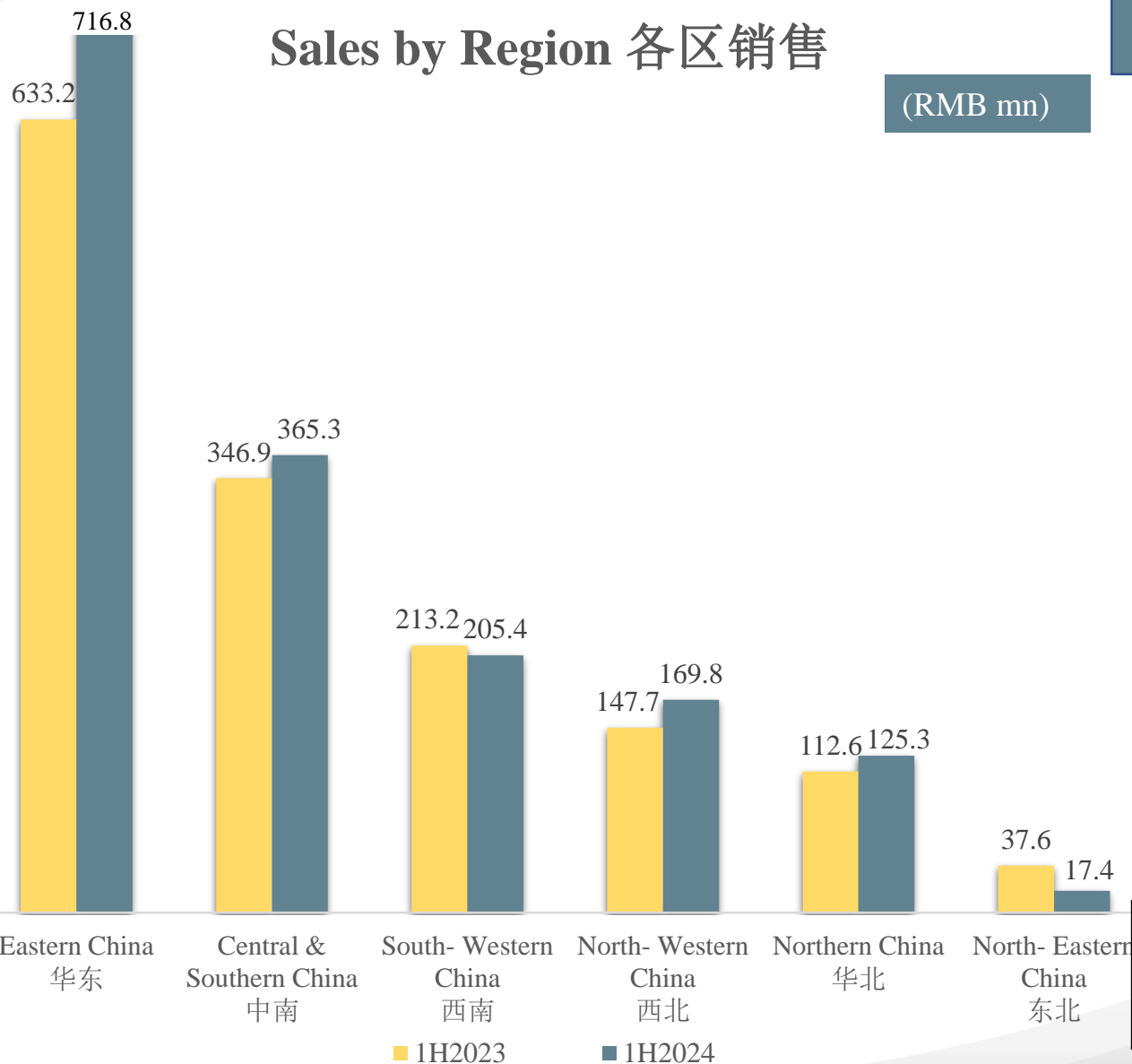
3. Business and Operational Review

业务及营运回顾



Sales Channel Management 销售渠道管理

Sales by Region 各区销售



Store Count by Region 各区店铺数目

	2024-1-1	Open 开店	Close 关店	2024-6-30
Eastern China 华东	774	38	44	768
Central and Southern China 中南	721	27	26	722
South-Western China 西南	491	15	19	487
North-Western China 西北	310	7	9	308
Northern China 华北	267	34	7	294
North-Eastern China 东北	132	10	12	130
Total 总数	2,695	131	117	2,709
Total Retail Floor Space 总店铺面积 (sqm 平方米)	429,543			442,417 (+3.0%)

Sales Channel Management (Con't)

销售渠道管理（续）

Channel Strategy Upgrade 渠道策略升级

- Introduced a direct retail model for the core collection and terminated the co-operation with distributors in Heilongjiang, and promoted to transformation to DTC model. Further improvement of sales income and gross profit in the region
- The Group's solid financial foundation and ample cash flow strongly supported the sales channel reform
- Continued to pragmatically optimize the distributor retail network, adhering to the strategy of opening stores in prime locations within high-quality malls, and attracting customers through the most brand-distinctive decor to boost sales
- 主系列引入直营模式，并终止与黑龙江省分销商合作，推进主系列直面消费者模式的改革，未来将进一步提高区内的销售收入与毛利。
- 坚实的财务基础与充裕的现金流，为销售渠道转制提供强大后盾
- 持续务实地优化分销商零售网络，坚持在优质商场中的优越铺位开店，及通过最具品牌个性的装修吸引顾客，提升销售

Inventory Optimisation Shows Effectiveness 库存优化显效

- Majority of the inventory repurchased from former distributors in Heilongjiang during the first half of the year was sold
- Opened 4 new outlet stores, focusing on selling current-season products that remained unsold in other retail stores. E-commerce platforms were utilized as a crucial channel for inventory clearance
- Leveraging the intelligent logistics system of the new logistics park, the Group rapidly brought inventory products to market and promoted inventory sales through flexible promotional activities and live-streaming sales events
- 集团从黑龙江原分销商手中回购的上半年库存已大部分售出
- 增开4间奥特莱斯店，销售其他门市仍未售出的当季产品，并利用电商平台作为清库存的重要渠道
- 借助新物流园区的智能化物流系统，迅速将库存产品推向市场，通过灵活的产品促销、直播带货等活动，促进库存销售转化

直营店
Direct-to-retail stores

Stores 门店

307

+10

代销店
Consignment

Stores 门店

959

+23

分销店
Distribution

Stores 门店

1,443

-19

Total store count as at 30 June 2024:

于2024年6月30日总店数:

2,709

New Retail Business Development

新零售业务发展

New Retail Drives Growth

新零售驱动增长

- Revenue from the new retail business rose by **37%** YOY
- During the 6.18 E-commerce Shopping Festival, the Group ranked **fourth** in the menswear industry in term of sales in T-mall
- Sales growth through the Tik-tok platform were particularly outstanding among various platforms
- 新零售业务收入同比增长**37%**
- 6.18电商购物节期间，集团跻身天猫男装行业销售排名榜**第四位**
- 各平台中以抖音平台的销售增长最为突出

Live Streaming Delivers Strong Performance

直播带货强势

- Continued to promote live-streaming sales by delivering high-quality, highly interactive content on online platforms
- Launched more e-commerce products
- Intensified efforts to develop its e-commerce business by further covering more platforms including “Pinduoduo”
- 布局直播带货业务，于网上平台持续输出高质量、互动性强的内容
- 推出更多的電商款產品
- 加大力度佈局電商業務，進一步涵蓋包括“拼多多”在內的更多平台

System Upgrade and Optimization

系统升级优化

- Comprehensively upgraded the retail management system, achieving seamless integration and real-time data sharing between online and offline platforms
- Leveraged technologies such as WeChat Mini Programs, the Group enabled interconnectivity among various retail terminals
- Capitalized on the interactive features of social platforms by opening stores on WeChat Mini Programs and offering customer relationship management services
- 全面升级零售管理系统，实现在线线下平台的无缝对接与数据实时共享
- 利用微商小程序等技术，让各零售终端互联互通
- 进一步利用社交平台的互动特点，在微商城开店并提供顾客关系管理服务

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Product Design and Development 产品设计与开发



WRCA世界纪录官方认证
世界卓越的
超强持久白免烫衬衫

由利郎(中国)有限公司设计研发的超强持久白免烫衬衫
经世界纪录认证(WRCA)官方检测认证为：“超强持久白免烫衬衫”



The Group introduced the SMART Elite Collection suits, which showcase the minimalist concept of China Lilang's brand philosophy while also featuring exquisite design details to attract Gen-Z consumers

推出SMART精英系列西服，展现中国利郎品牌的简约理念，同时设计上以精致细节为亮点，吸引Z世代消费者目光



Adhering to the strategy of “Simplified Design, Excellent Quality”, the Group continues to provide consumers with high-quality products at competitive prices

集团贯彻“简约设计、卓越品质”的策略，持续为消费者提供优质优价的产品



The Group launched its debut original long-lasting drip-dry white shirts with two long-lasting white patented technologies. The shirts maintain a drip-dryness grade of DP3.5 and a whiteness value of 150+ after 30 machine washes

集团推出首创持久白免烫衬衫，采用两项持久白专利技术，30次机洗后依然保持DP3.5级的免烫及150+的超高白度值

Following the enthusiastic market response to the wash-resistant POLO shirt, the Group introduced the newly upgraded wash-resistant POLO shirt 2.0. The polo shirts remain smooth and new-looking after 30 machine washes and their colors do not fade

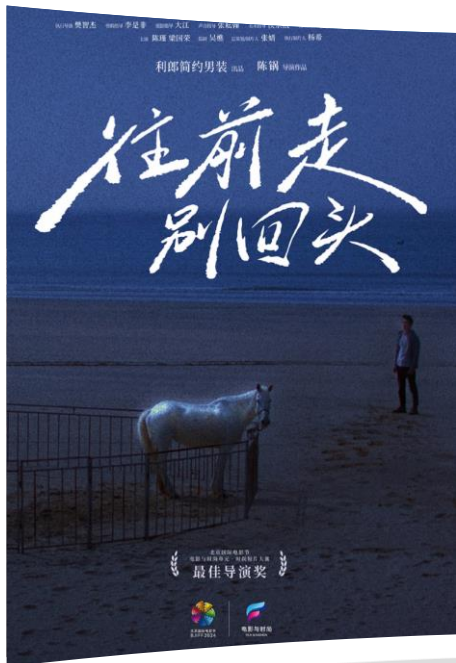
继耐洗POLO衫获得市场热烈反响后，集团推出新升级的耐洗POLO衫2.0，经30次机洗仍然平整如新，而且不褪色

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Marketing & Promotion

品牌管理及宣传



Appointed Xu Kai as the brand ambassador, frequently integrated elements of Chinese intangible cultural heritage into its offerings, and collaborated with renowned designers, to further strengthen its position in the young business market

委聘许凯为品牌代言人，并多次融入中国非遗文化，与知名设计师跨界合作，进一步强化品牌在青年商务市场中的地位

The sponsored fashion short film "Best Wishes" conveys China Lilang's brand philosophy of "Simplicity but not Simple" and its brand mission of "Creating a Better Life"

赞助出品的时尚短片《往前走，别回头》传递利郎“简约不简单”的品牌哲学与“创造美好生活”的品牌理念

The Group, in collaboration with ambassador Gem, made an appearance at the Zhengzhou Shanshan Outlets brand event. By leveraging the synergy between celebrities and the brand, the Group promoted its penetration in regional markets and enhanced consumer brand recognition of China Lilang

集团携手品牌体验官宝石Gem亮相郑州杉杉奥莱品牌见面会，通过明星和品牌联动的形式，推动集团在区域市场的渗透，增强消费者对利郎的品牌辨识度



4. Outlook and Strategy 前景及策略

Prudent & Dynamic Operation Strategy

审慎乐观、动态管理的经营策略

The Group will continue expanding its store network, prioritizing the opening of new stores in prime locations at premium shopping malls in provincial capitals and prefecture-level cities and closing underperforming stores

集团将继续扩大店铺网络，在省会及地级市优质购物中心开店，同时关闭低效店铺

The Group will expand the scale of store openings in outlet to attract consumers with a higher value strategy, aiming for further inventory clearance to increase product sell-through rates

集团将扩大奥特莱斯商场开店规模，以更优价策略吸引消费者，进一步清理库存并改善售罄率

For the full year of 2024, the Group plans to achieve a net increase of **50-100** stores and complete the seventh-generation renovation of **400** stores to enhance the brand image

2024年全年计划净增加**50-100**家店铺，并完成**400**家门店的第七代装修工程，提升品牌形象

The Group will continue to deepen its core strategy of providing high product quality at attractive prices by consistently introducing innovative and differentiated new products to provide consumers a more value-for-money shopping experience

集团将持续深化“优质优价”的核心策略，不断推出创新性和差异化的新产品，为消费者提供超性价比的购物体验

利郎 LESS IS MORE 品牌代言人
许凯

Prudent & Dynamic Operation Strategy (Con'd)

审慎乐观、动态管理的经营策略（续）

The Group will continue to actively expand its new retail business and increase online promotional efforts. Utilizing platforms such as Tik-tok and Xiaohongshu, the Group aims to drive sales growth through live-streaming and other methods
将继续积极布局新零售业务，加大线上推广力度，利用抖音、小红书等平台，通过直播带货等方式，带动销售增长

The target for the new retail business for the year is to achieve 30% or more growth; the Group aims to achieve a 10% growth rate in overall sales
新零售业务目标是于全年实现30%或以上的增长，整体销售达到10%的增长

The Group plans to launch the “E-Commerce Special Edition Products of the Environmental Collection” and hot and iconic items in this fall to prepare for the upcoming Double 11 Shopping Festival
下半年秋季推出环保系列电商特别版产品及爆款极致单品，为双11电商节做好准备

The Group will implement a “Multibrands and Internationalization” development strategy. A joint venture has been established to commence operation of MUNSINGWEAR in the mainland next year. The Group is preparing to open its first international store in Malaysia
集团将落实新的“多品牌、国际化”发展策略，透过新组成合资公司明年在内地开展MUNSINGWEAR业务，正筹备在马来西亚开拓集团海外第一家门店

利即 LESS IS MORE

5. Open Forum

问答时间

