

OUR STRATEGY

As the leading beauty and personal care retailer in Asia, Sa Sa is committed to a customer-centric approach. We leverage the power of digitalisation to capitalise on opportunities in the evolving retail landscape, enabling us to better understand customer preferences and market trends. Equipping an exceptional selection of global trend products and skilled beauty consultants allow us to deliver personalised service and a diverse range of product choices through our integrated online-merge-offline (OMO) sales network, realising our vision of **"Making Life Beautiful"**.

A key theme in our culture is "as one". We ensure our operations, customer service, brand partnerships, and staff development are managed cohesively. To promote sustainable development, we incorporate environmental, social and governance (ESG) factors and objectives into our business management practices. For more information, please see pages 48 to 92 of our 14th Environmental, Social, and Governance report.

Three Key Development Pillars to "Making Life Beautiful"

Customer-Centric Approach

By harnessing digital technology, the Group gains deeper insights into the changing market and consumer preferences. This enables the Group to create precise combinations of the most suitable "brands" and "channels." Together with its professional team of beauty consultants, the Group aims to provide an outstanding shopping experience for its customers.



Sourcing Premium Global Trend Products

The Group prioritises the identification and cultivation of promising brands, working closely with influential brand owners and suppliers to create an appealing range of flagship products.

Seamless Omni-channel Shopping Experience

To cater to the diverse consumer habits across different regions, the Group establishes an economical sales network. By promoting engaging and varied interactions, the Group seeks to boost customer and member engagement, thereby increasing repeat purchase rates.

Making life
Beautiful and Sustainable



Customer-Centric Approach

Next-gen CRM for Personalised Service:

Integrating Sa Sa's CRM system across Hong Kong & Macau, Mainland China, and Southeast Asia and optimising member recruitment and registration processes can improve customer's shopping experience. The Group aims to enhance customer engagement through various interactive features, such as customer reviews, as well as promotional activities across different channels. By offering personalised value-added services – such as skin testing and tailored recommendations for makeup or skincare – Sa Sa enables customers to gain a more comprehensive understanding of the effectiveness of its products. This approach also allows Sa Sa to better understand consumer preferences and habits, thereby strengthening relationships with its customers. Additionally, the Group plans to introduce new technology to improve the overall shopping experience of our customers.

Enhancing Digital Management for Improved Decision-Making Accuracy and Agility:

Centralising the management of operational data (both financial and non-financial) at the Group level is able to implement a more comprehensive, data-driven management model. This approach allows for more effective monitoring of business performance and also enabling quicker and more precise decision-making in daily operations. It improves collaboration between departments and establishes clearer business objectives.

Strengthening the OMO Operating Model for a More Convenient Shopping Experience:

We are enhancing our technological capabilities and reinforcing partnerships with various third-party platforms, payment systems, and delivery service providers to offer a wider array of shopping and pickup options. Sa Sa's unique beauty consultants can provide personalised professional beauty advice through online live streaming, WeChat, and in-store services, ensuring a comprehensive omni-channel experience for customers.

Focusing on Talent Development and Establishing Two-Way Interaction Between the Company and Employees:

We aim to cultivate a warm and joyful family atmosphere for our employees, fostering two-way interaction to gain insight into consumer trends and changes from multiple perspectives. The Group is also continuously optimising its training programmes with AI technology to add value to our employees, and keeping them up with sustained exploration as well as skill development to full potentials, thereby truly embodying the spirit of "Joy at Sa Sa." For details on our talent development plan, please refer to pages 66 to 74.

Sourcing Quality Global Trend Products

Sa Sa provides a diverse selection of quality brands and authentic products in the globe to cater to diverse beauty needs. Our 30-day purchase guarantee for both online and offline customers has solidified Sa Sa's strong credibility and brand reputation over nearly half a century. The Group continually optimises its brand assortment and inventory management by leveraging an experienced procurement team and data analysis systems to adapt to evolving consumer preferences. This strategy aims to create an appealing lineup of brands – particularly exclusive ones – to attract new customers and enhance member repurchase rates.



Participated in HKSARG Intellectual Property Department's "No Fakes Pledge" Scheme for 20+ years



Recognised under "The Quality Tourism Services Scheme" by Hong Kong Tourism Board



Recognised under the "Hong Kong Q-Mark Service Scheme" by Hong Kong Q-Mark Service Council

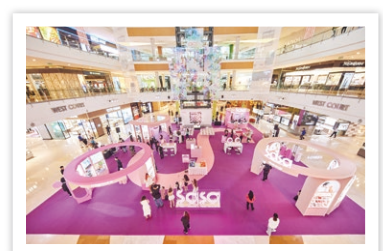


All Sa Sa customers, purchased from offline stores or on online site, enjoy 30-day purchase guarantee

Creating Synergies with Brands and Suppliers:

As a multi-brand beauty product retailer, Sa Sa plays a unique role in establishing long-term, positive relationships with various international suppliers and business partners to create synergies. Through our omni-channel sales and social networks, we effectively communicate brand stories, offering customers a deeper understanding of the brands and products. Sa Sa also collects and provides valuable customer feedback that can help inform product development, pricing, and promotional strategies.

Sa Sa's Beauty Bash Brand Promotion Event in Malaysia »



OUR STRATEGY

Our extensive product portfolio covers a wide range of price points to meet the diverse needs of our customers. As of 31 March 2025, the Group offers:



Building a Strong Portfolio of Exclusive Brands:

Sa Sa has significant influence over the strategy, positioning, marketing, pricing, and sales channels of its exclusive brands. Our high-quality, market-valued exclusive brands attract and cultivate a loyal fan base, allowing us to stand out as a multi-brand retailer and attracting more brand partners, all while maintaining optimal profitability.

The Group's Latest Exclusive Brands and Roadshows



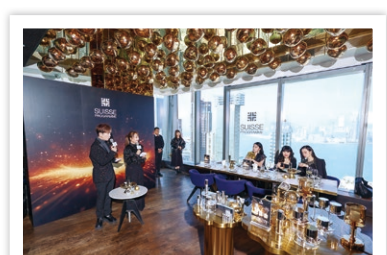
Make up brand
"Cyber Colors"

Make up brand
"rom&nd"

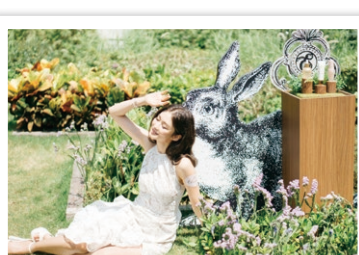
Skin care brand
"Suisse Programme"

Fragrance brand
"TOUS"

Fragrance brand
"Mercedes-Benz"



"Suisse Programme The Rich Series" New Launch



Eleanor Enchanted Garden Brand Event

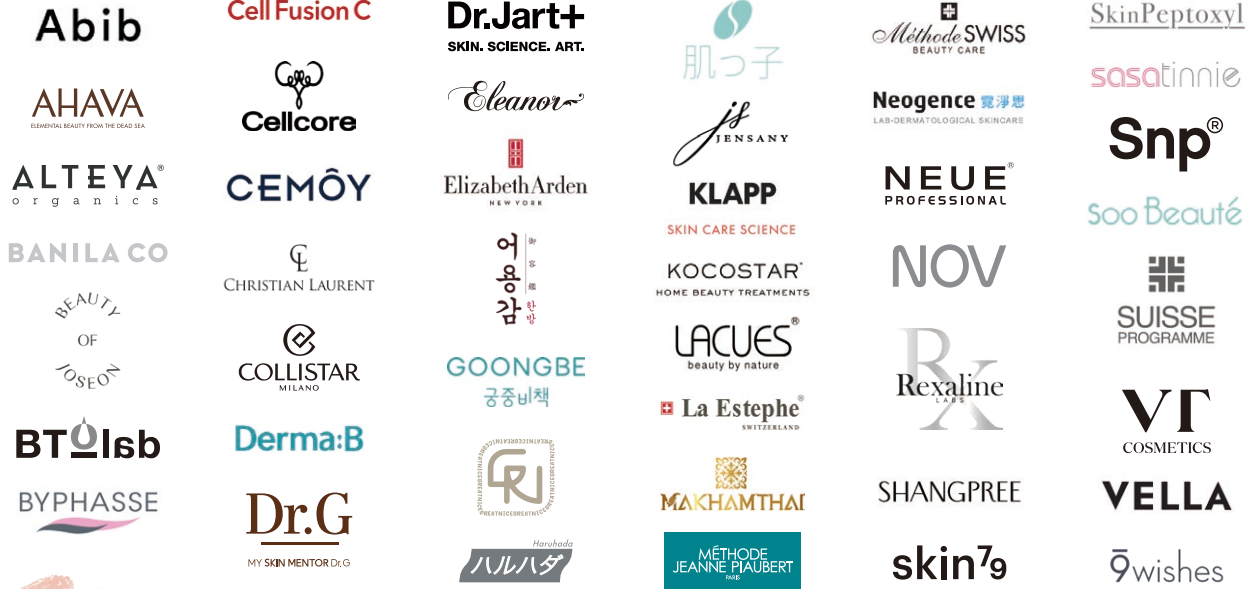


Sa Sa x Cell Fusion C Skincare Products Launch in Malaysia



Exclusive Brands

Skincare



Fragrance



Make up



Personal Care



Inner Beauty



Beauty Equipment (non-exclusive)



OUR STRATEGY

Integrated Omni-channel Shopping Journey

Adhering to our “customer-centric” principle, we capitalise the opportunities brought by new retail with Sa Sa’s strengths to increase investment in and manage the Group’s online and offline stores as well as sales networks across various regions. The Group will leverage popular social media platforms, continuously exploring, developing, and evaluating the feasibility and efficacy of different online operational models to create the optimal shopping experience that caters to the needs of both customer and market.

The Group will exert the strengths of online platforms, such as live streaming, “endless aisles” in our online stores, and 24/7 operating models, to mitigate the limitations of offline operations and address diverse customer needs. Furthermore, we will closely monitor consumer trend patterns and strengthen our engagement and connections with our members and audience, thereby enhancing Sa Sa’s influence on social media.

Offline Channels (Retail Stores)

As at 31 March 2025, the Group has 174 retail outlets in the following geographies:



84

Hong Kong and Macau

18

Mainland China

72

Southeast Asia

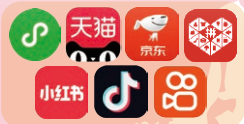
Online Sales Channels



North America



Europe



Mainland China



Southeast Asia



Hong Kong & Macau



Australia

Social Media Platform

We stay connected with our customers via multiple social networking platforms, and share our latest company, brand, product, shop, and channel information.

