

# FamilyMart

**Taiwan FamilyMart Co., Ltd.**

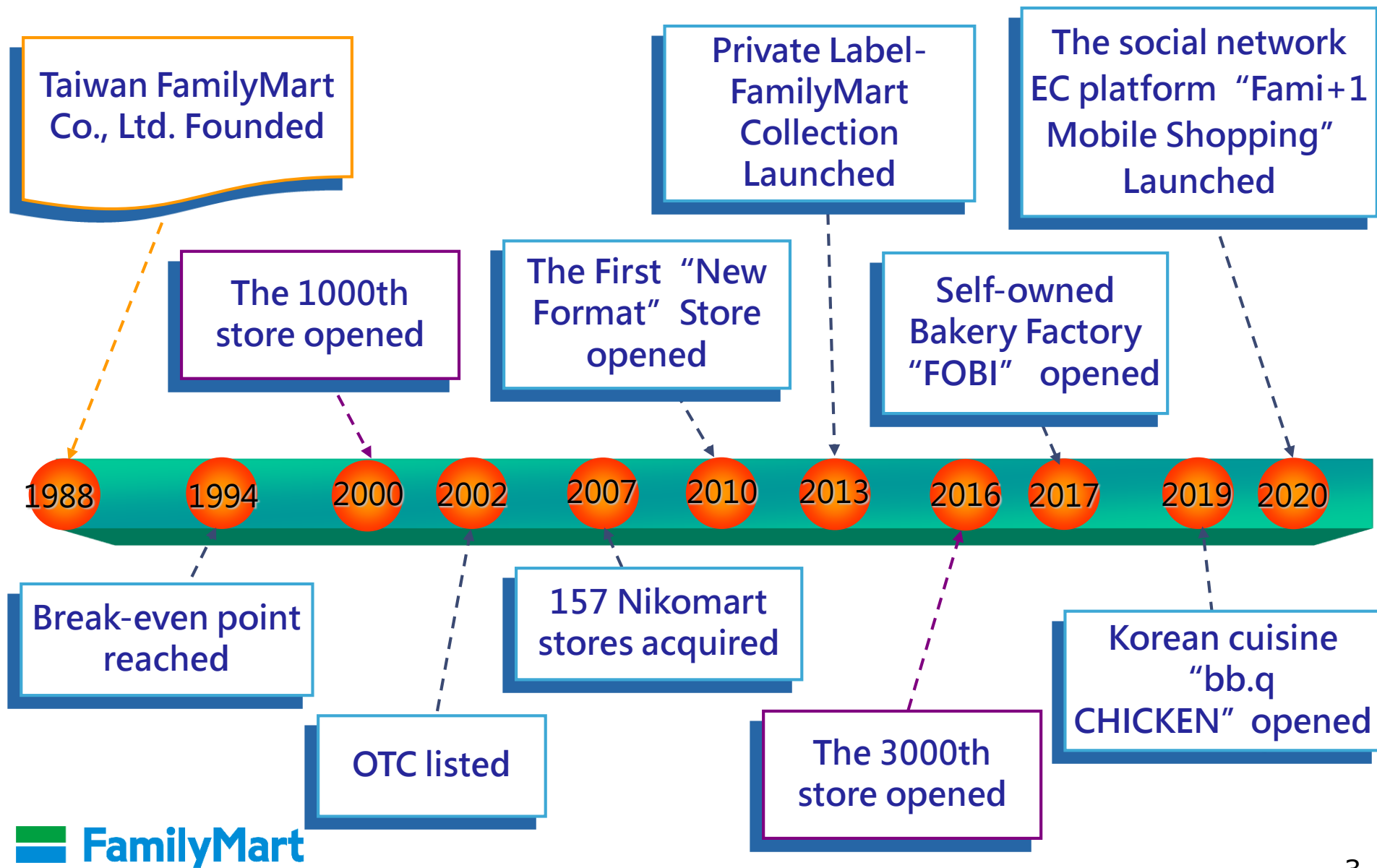


# Company Profile

- ◆ Chairman: Yeh, Jung-ting
- ◆ Established: August 18, 1988
- ◆ Capital: 2.23 Billion (NTD)
- ◆ Core Business: Operation of convenience store chain, under the name of "FamilyMart"
- ◆ Number of Stores (2021, Dec.): 3,980

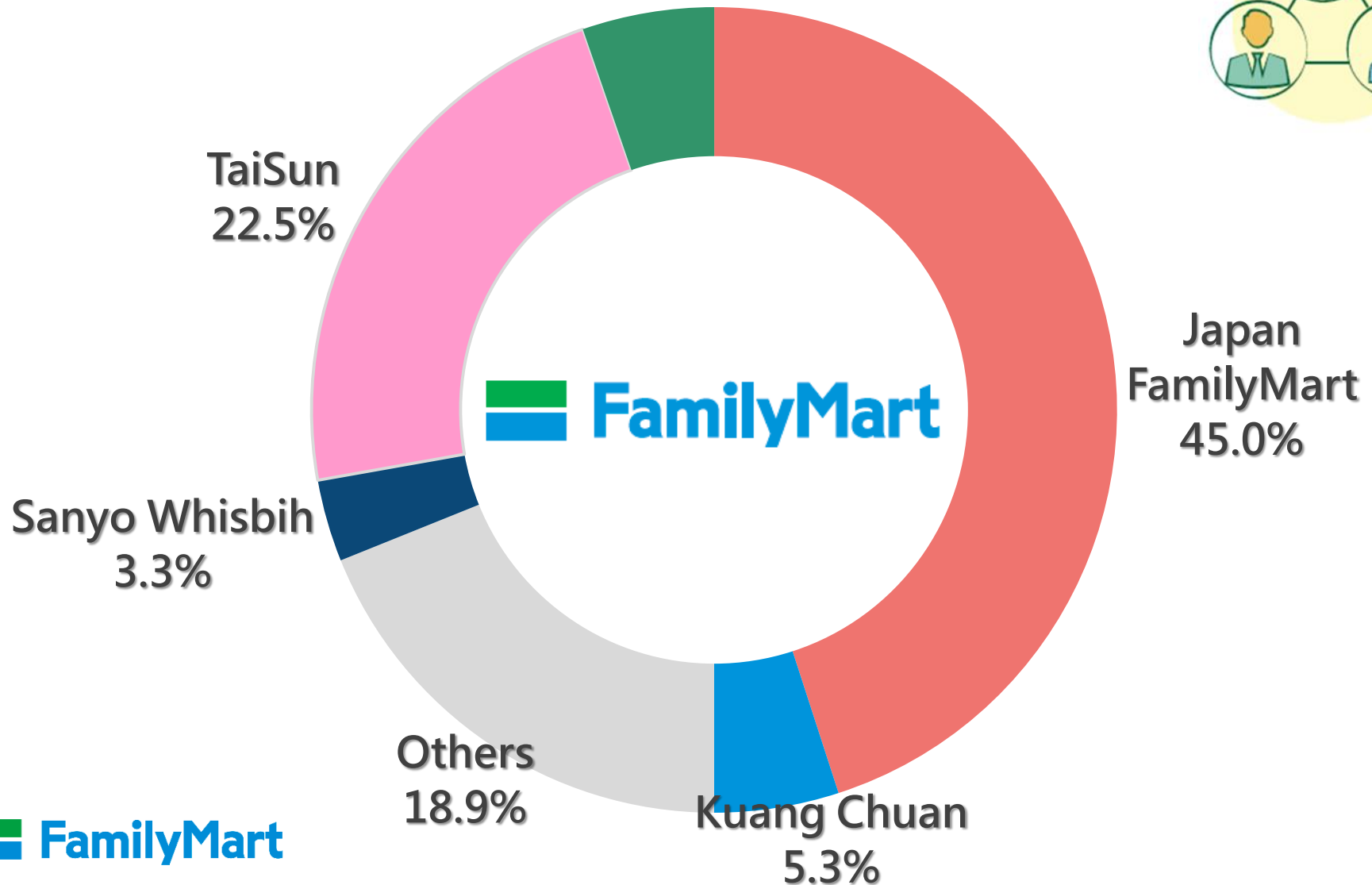


# FamilyMart Milestones



# The Shareholder Structure

P · F · Investment  
5.0%



# Definition of FC1 and FC2

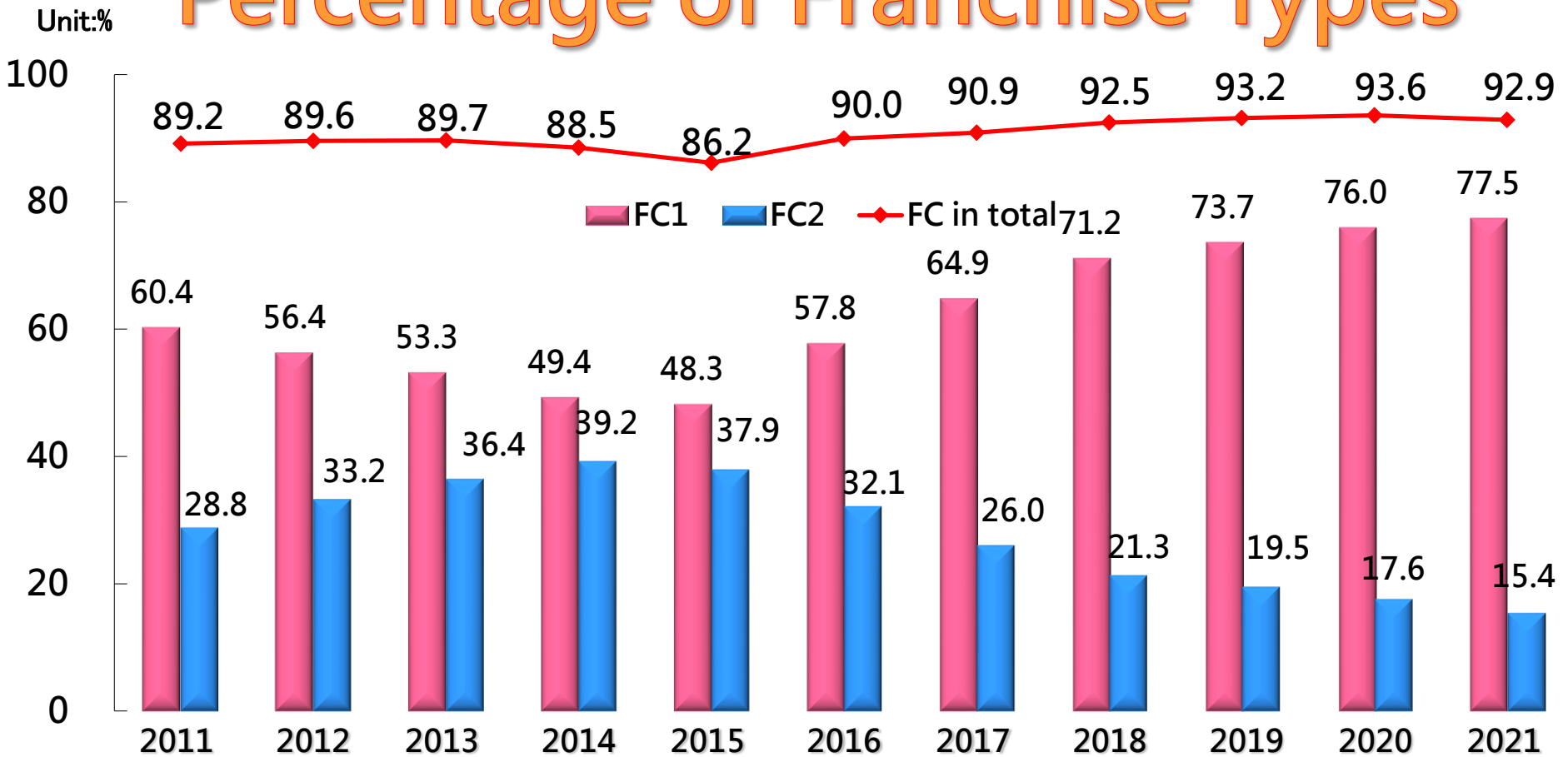
	Characteristics	Profits
FC1	<ul style="list-style-type: none"><li>■ Franchisee should have self-owned or rented property</li><li>■ Franchisee should bear the expenses of store decoration</li></ul>	<ul style="list-style-type: none"><li>◆ Allocation of <b>65%</b> gross profits</li><li>◆ A minimum annual gross profits guaranteed: <b>NT \$3.1 million</b></li></ul>
FC2	<ul style="list-style-type: none"><li>■ Headquarters takes the responsibility of the readiness of the store for operation, including the property hire , store decoration etc.</li><li>■ Franchisee should be married couple and has excellent credit records</li></ul>	<ul style="list-style-type: none"><li>◆ Allocation of <b>43%</b> gross profits</li><li>◆ A minimum annual gross profits guaranteed: <b>NT \$2.7million</b></li></ul>



# Market Share by No. of Stores









CVS Chain		2007	2013	2014	2015	2016	2017	2018	2019	2020	2021
FamilyMart	No. of Store	2228	2903	2940	2986	3057	3154	3326	3548	3770	3980
	Net Opening	+216	+52	+37	+46	+71	+97	+172	+222	+222	+210
	Market Share	24.6%	29.1%	29.0%	29.4%	29.6%	30.0%	30.5%	31.0%	31.5%	31.5%
7-11	No. of Store	4705	4922	5040	5028	5107	5221	5369	5655	6024	6379
	Net Opening	+317	+70	+118	-12	+79	+114	+148	+275	+369	+355
	Market Share	52.0%	49.3%	49.7%	49.5%	49.5%	49.6%	49.3%	49.4%	50.3%	50.5%
Hi-Life	No. of Store	1300	1295	1283	1281	1278	1282	1312	1405	1422	1502
	Net Opening	+38	+3	-12	-2	-3	+4	+30	+93	+17	+80
	Market Share	14.4%	13.0%	12.7%	12.6%	12.4%	12.2%	12.0%	12.3%	11.9%	11.9%
O.K.	No. of Store	820	861	879	866	879	866	882	785	750	762
	Net Opening	-19	-36	+18	-13	+13	-13	+16	-97	-35	+12
	Market Share	9.1%	8.6%	8.7%	8.5%	8.5%	8.2%	8.2%	7.4%	6.3%	6.0%
NikoMart	No. of Store	0									
	Net Opening	-300									
	Market Share	0%									
Total	No. of Store	9053	9981	10142	10161	10321	10523	10889	11393	11966	12623
	Net Opening	+256	+89	+161	+19	+160	+202	+366	+504	+573	+657

# Percentage of Franchise Types



	2014		2015		2016		2017		2018		2019		2020		2021	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
RC	337	11.5	413	13.8	307	10.1	287	9.1	249	7.5	241	6.8	242	6.4	282	7.1
FC1	1452	49.4	1442	48.3	1768	57.8	2048	64.9	2367	71.2	2616	73.7	2866	76.0	3084	77.5
FC2	1151	39.1	1131	37.9	982	32.1	819	26.0	710	21.3	691	19.5	662	17.6	614	15.4

# Performance Comparison - YoY Analysis

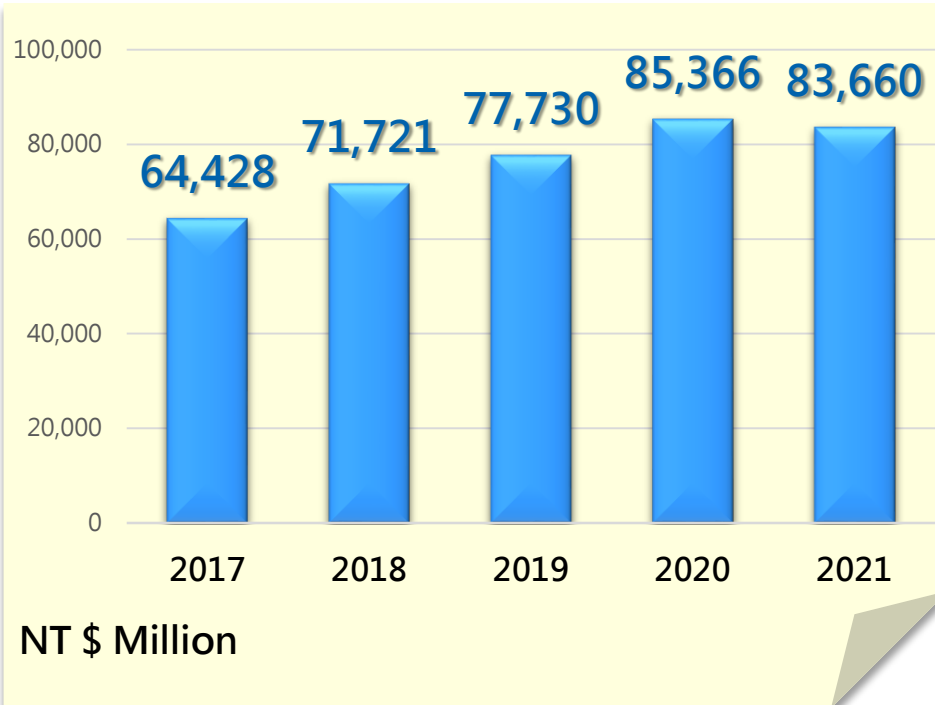
Unit :NT\$Thousand	2021	2020	Y-oY(%)
Sales	83,659,512	85,365,675	-2.00%
Gross Profits	30,209,985	31,067,010	-2.76%
Operating Expenses	28,543,464	28,245,394	1.06%
Operating Profits	1,666,521	2,821,616	-40.94%
Pre-tax Profits	1,781,214	2,744,461	-35.10%
Net Profits	1,343,946	2,129,632	-36.89%
EPS	6.02	9.54	-36.90%
Gross Margin	36.11%	36.39%	 -0.28%
Operating Expenses Ratio	34.12%	33.09%	 1.03%
Operating Margin	 1.99%	 3.31%	-1.31%
Pre-tax Margin	 2.13%	 3.21%	-1.09%
Net Margin	1.61%	 2.49%	 -0.89%



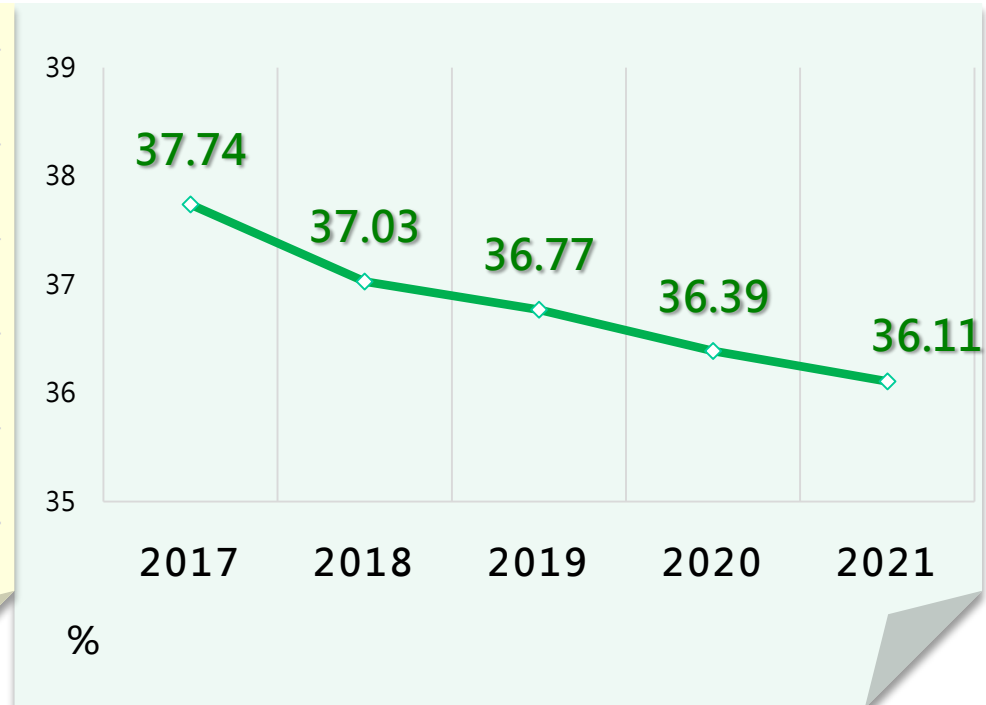
# Profitability Trend



## REVENUE



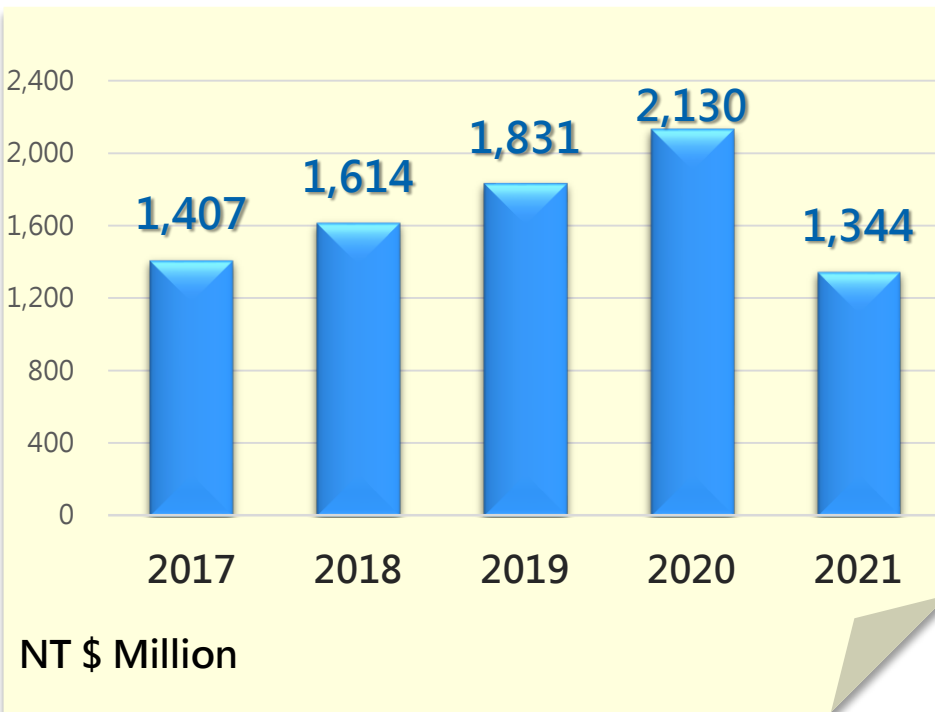
## GROSS MARGIN



# Profitability Trend



## NET INCOME

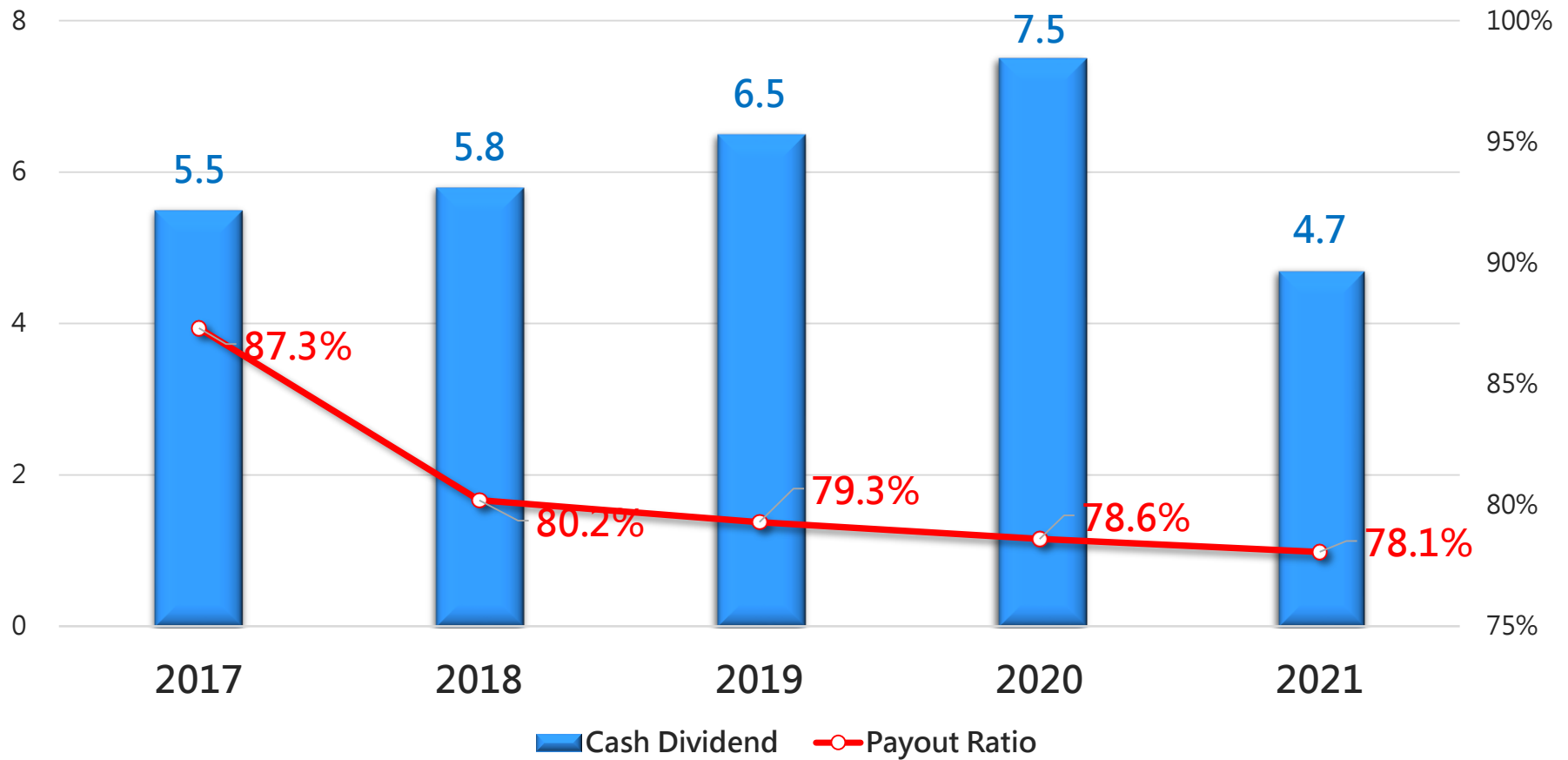


## EPS



# Cash Dividend Trend

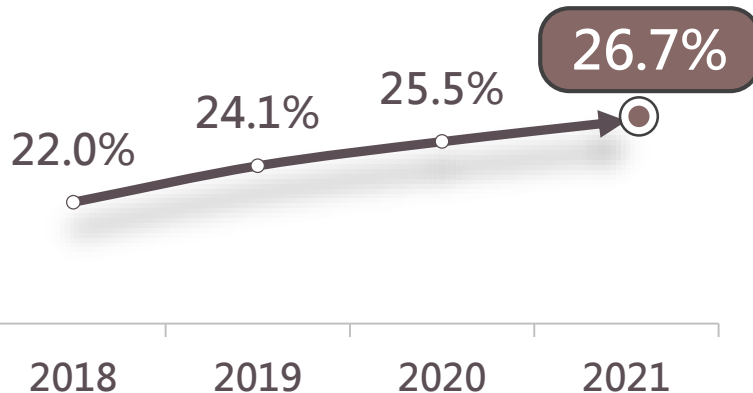
UNIT : NTD



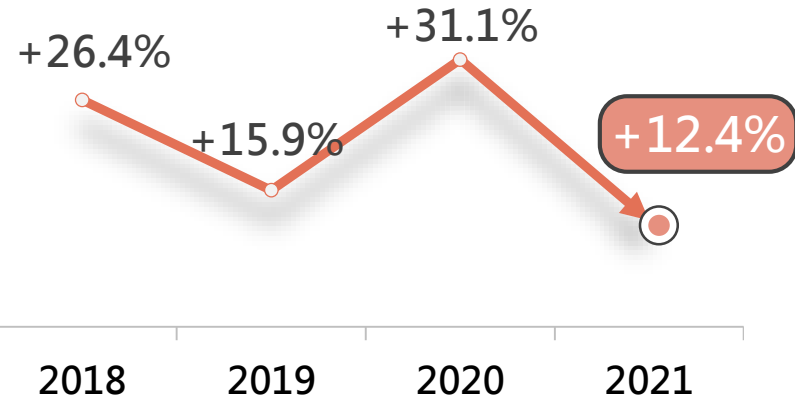
# Key Drivers for Further Growth

## Fresh Food

Fresh food % of total sales



YoY Growth-  
Number of Pick-up  
per day



## E-Commerce



# Improving the Quality of Fresh Food

## *Structural Reforms in Fresh Food*

- Upgrading FF from the procurement of ingredients to the equipment used in the production process and quality management.



Let's Café



Bread & Sandwich



Rice Ball & Frozen Food



# Get ready for the Strong Growth in EC

## EC Revenue

- ❑ Establishing virtual and real two-way sales channels and using the OMO strategy to link online to offline consumption patterns.



- ❑ Upgrading our APP and adding a new shopping function "Fami+1 Store" to create the APP with dual cores of service and shopping.



## EC Commission

- ❑ Enhancing capacity and efficiency by investing new sorting system in logistic center.



- ❑ Introducing refrigerated and frozen parcel service in store-to-store delivery.





# Innovation in Store Format

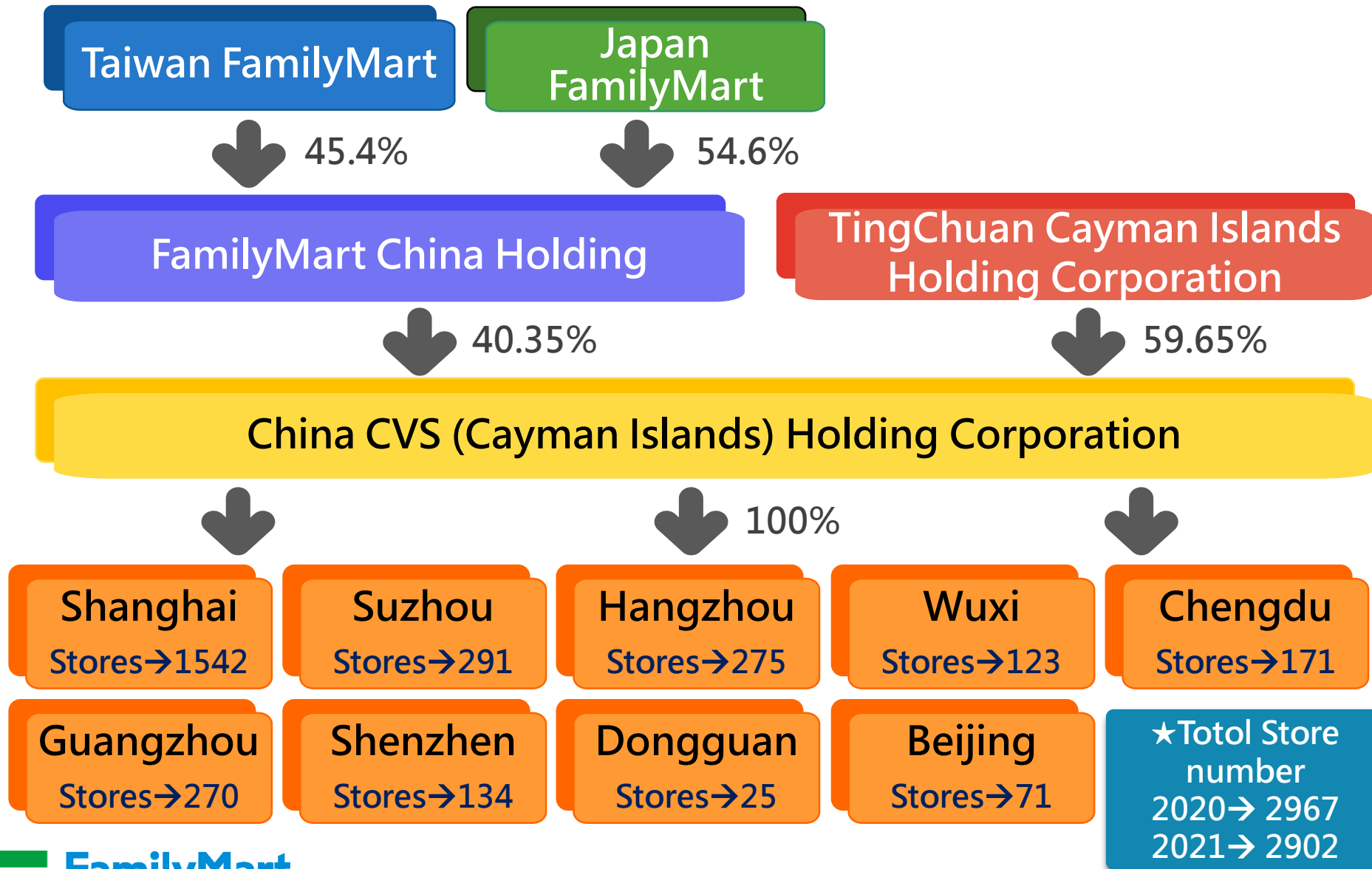
Integrated stores  
with **Let's café**

Integrated stores  
with **Supermarket**

Integrated stores  
with **Laundry**



# China Market Information







Q & A