



全家就是你家∞

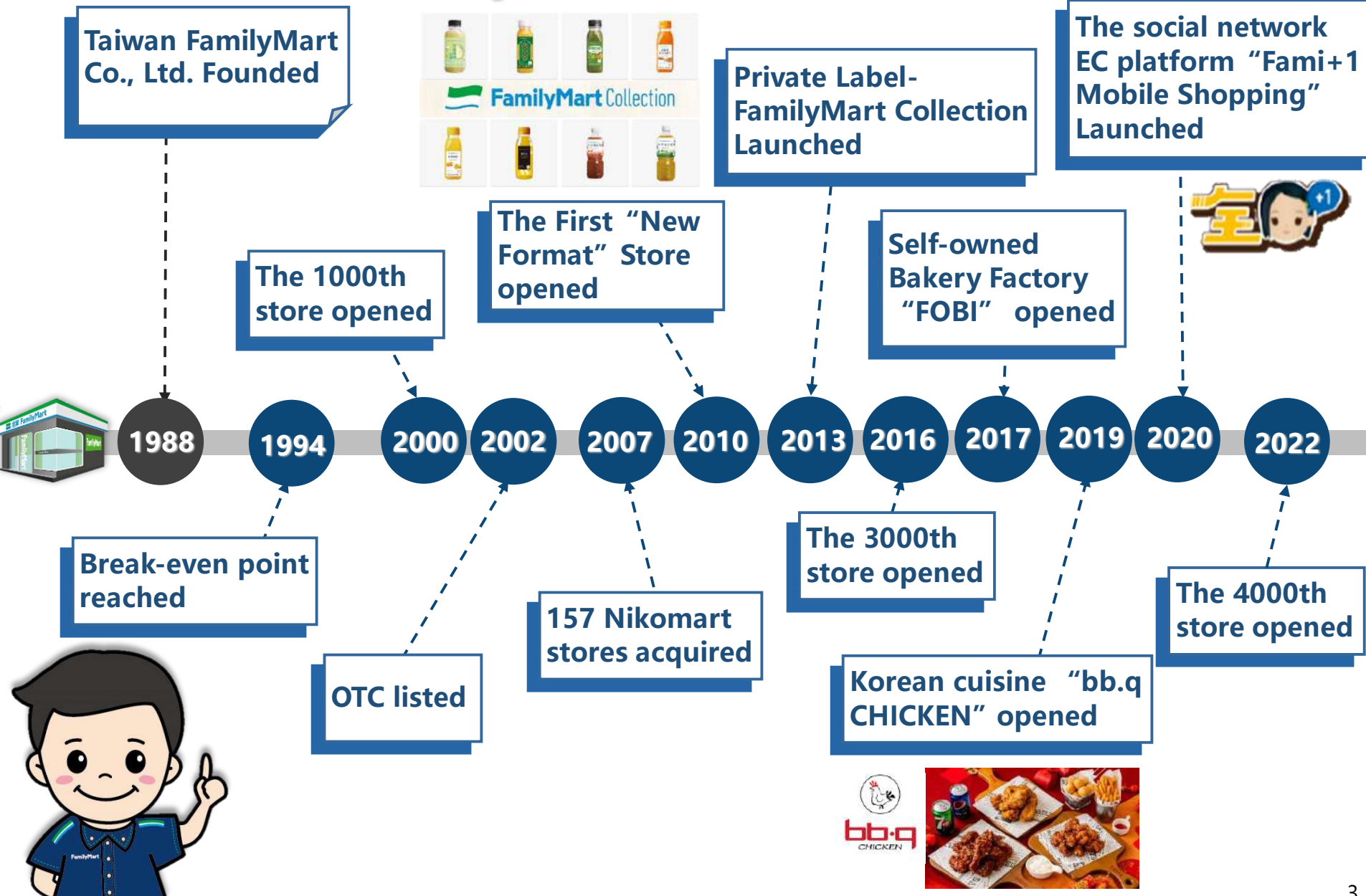
 **FamilyMart**

Company Profile

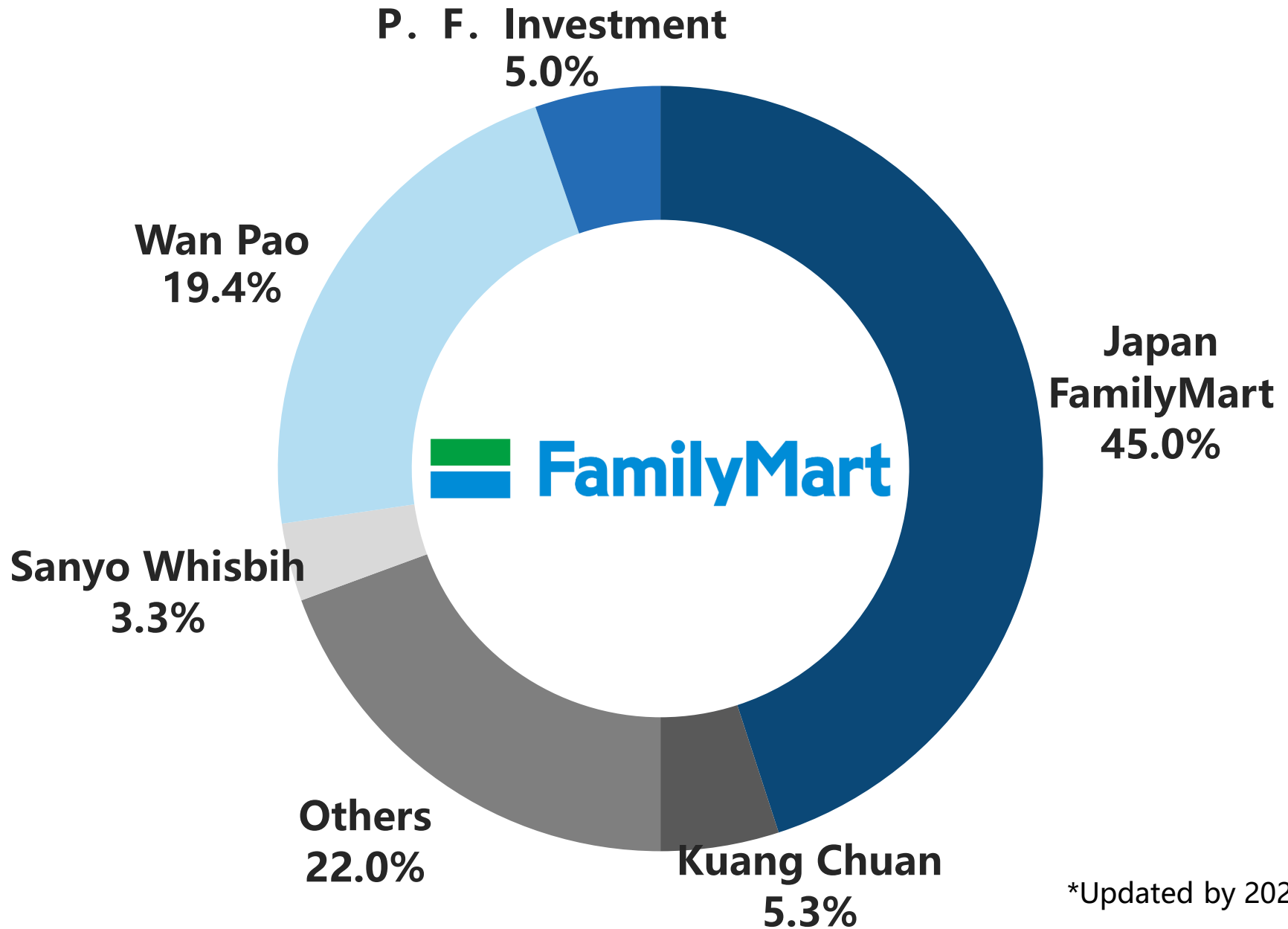
- ★ Chairman: Yeh, Jung-ting
- ★ Established: August 18, 1988
- ★ Capital: 2.23 Billion (NTD)
- ★ Core Business: Operation of convenience store chain, under the name of "FamilyMart"
- ★ Number of Stores (2022,Dec.): 4,138



FamilyMart Milestones



The Shareholder Structure



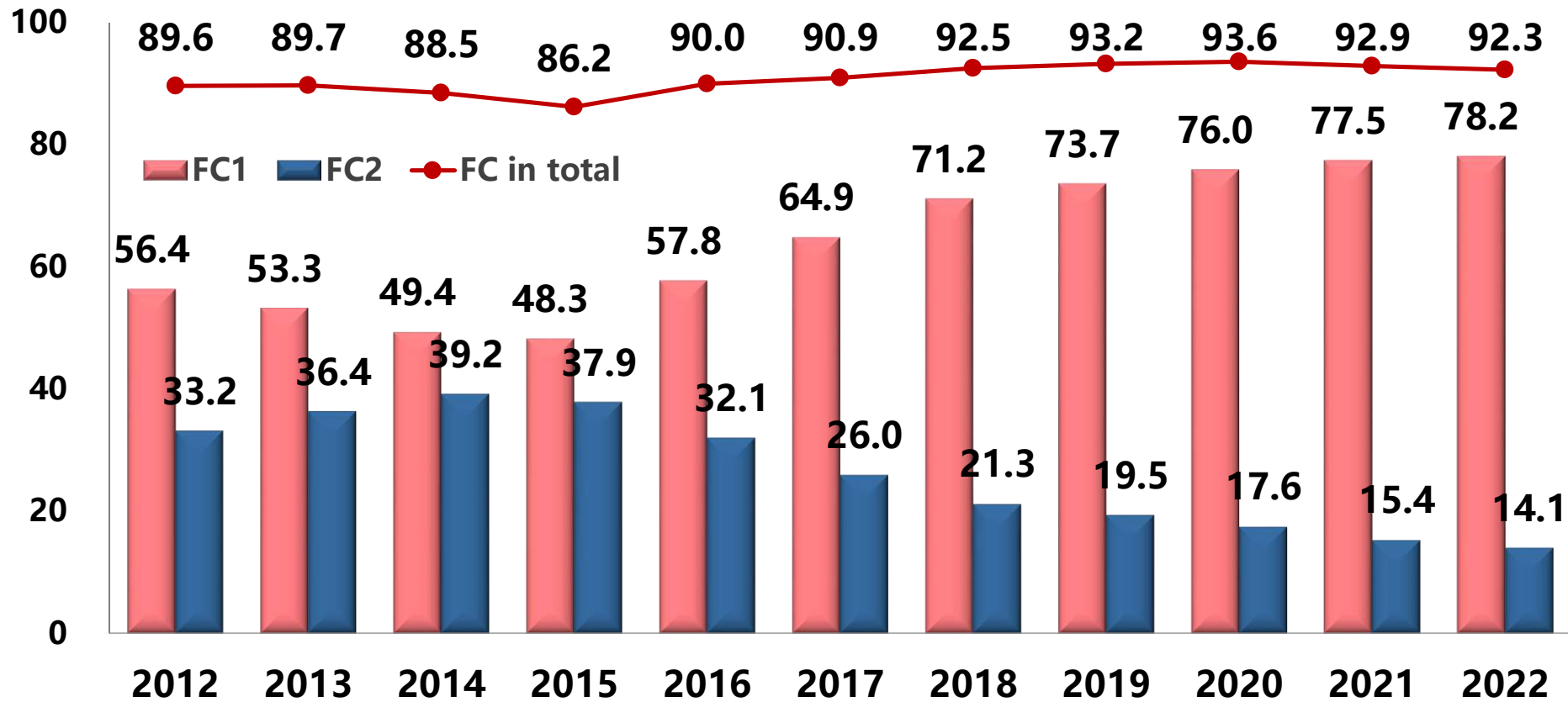
*Updated by 2022/12

Market Share by No. of Stores

CVS Chain		2007	2015	2016	2017	2018	2019	2020	2021	2022
FamilyMart	No. of Store	2228	2986	3057	3154	3326	3548	3770	3980	4138
	Net Opening	+216	+46	+71	+97	+172	+222	+222	+210	+158
	Market Share	24.6%	29.4%	29.6%	30.0%	30.5%	31.0%	31.5%	31.5%	31.7%
7-11	No. of Store	4705	5028	5107	5221	5369	5655	6024	6379	6631
	Net Opening	+317	-2	+79	+114	+148	+275	+369	+355	+252
	Market Share	52.0%	49.5%	49.5%	49.6%	49.3%	49.4%	50.3%	50.5%	50.8%
Hi-Life	No. of Store	1300	1281	1278	1282	1312	1405	1422	1502	1512
	Net Opening	+38	-2	-3	+4	+30	+93	+17	+80	+10
	Market Share	14.4%	12.6%	12.4%	12.2%	12.0%	12.3%	11.9%	11.9%	11.6%
O.K.	No. of Store	820	866	879	866	882	785	750	762	769
	Net Opening	-19	-13	+13	-13	+16	-97	-35	+12	+7
	Market Share	9.1%	8.5%	8.5%	8.2%	8.2%	7.4%	6.3%	6.0%	5.9%
* NikoMart	No. of Store	0								
	Net Opening	-300								
	Market Share	0%								
Total	No. of Store	9053	10161	10321	10523	10889	11393	11966	12623	13050
	Net Opening	+256	+19	+160	+202	+366	+504	+573	+657	+427

Percentage of Franchise Types

Unit:%



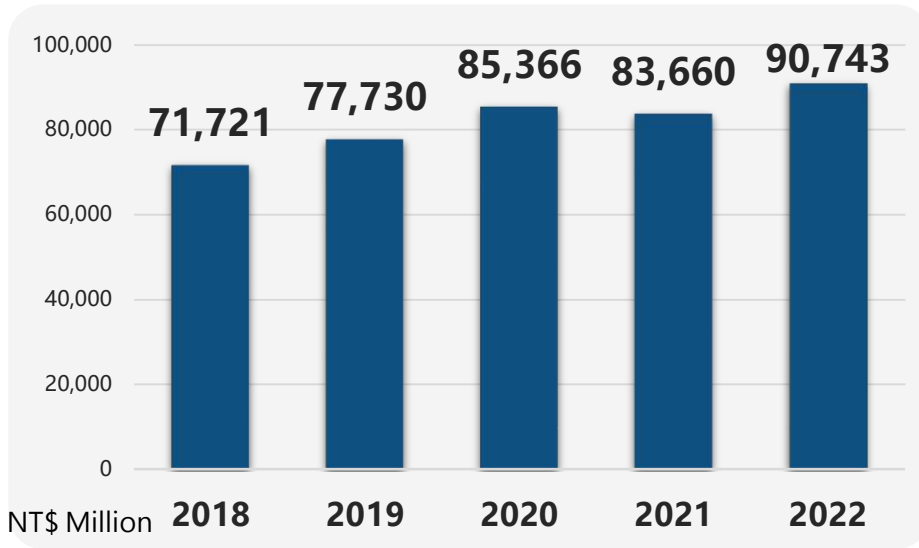
	2015		2016		2017		2018		2019		2020		2021		2022	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
RC	413	13.8	307	10.1	287	9.1	249	7.5	241	6.8	242	6.4	282	7.1	320	7.7
FC1	1442	48.3	1768	57.8	2048	64.9	2367	71.2	2616	73.7	2866	76.0	3084	77.5	3234	78.2
FC2	1131	37.9	982	32.1	819	26.0	710	21.3	691	19.5	662	17.6	614	15.4	584	14.1

Performance Comparison - YoY Analysis

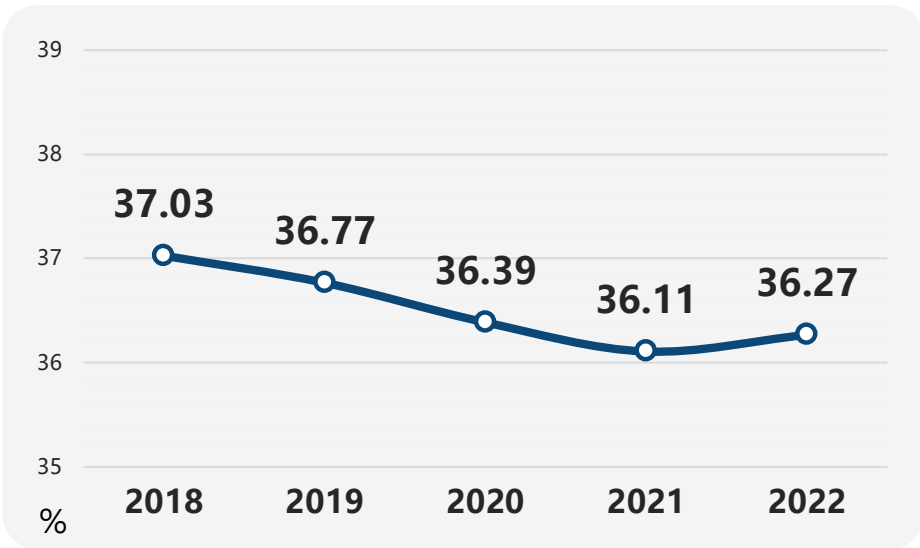
Unit :NT\$Thousand	2022	2021	Y-oY(%)
Sales	90,742,893	83,659,512	8.47%
Gross Profits	32,911,994	30,209,985	8.94%
Operating Expenses	31,229,668	28,543,464	9.41%
Operating Profits	1,682,326	1,666,521	0.95%
Pre-tax Profits	2,174,104	1,781,214	22.06%
Net Profits	1,840,623	1,343,946	36.96%
EPS	8.25	6.02	37.04%
Gross Margin	36.27%	36.11%	0.16%
Operating Expenses Ratio	34.42%	34.12%	0.30%
Operating Margin	1.85%	1.99%	-0.14%
Pre-tax Margin	2.40%	2.13%	0.27%
Net Margin	2.03%	1.61%	0.42%

Profitability Trend

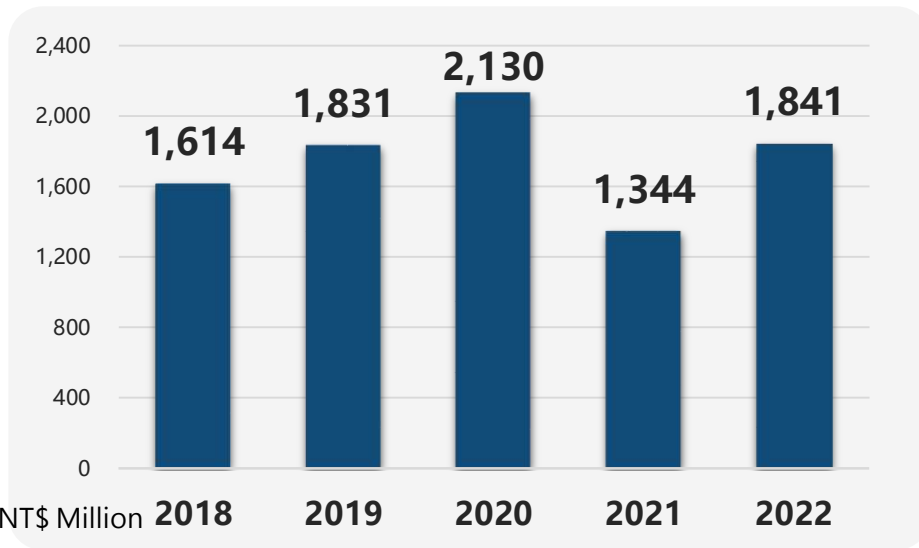
REVENUE



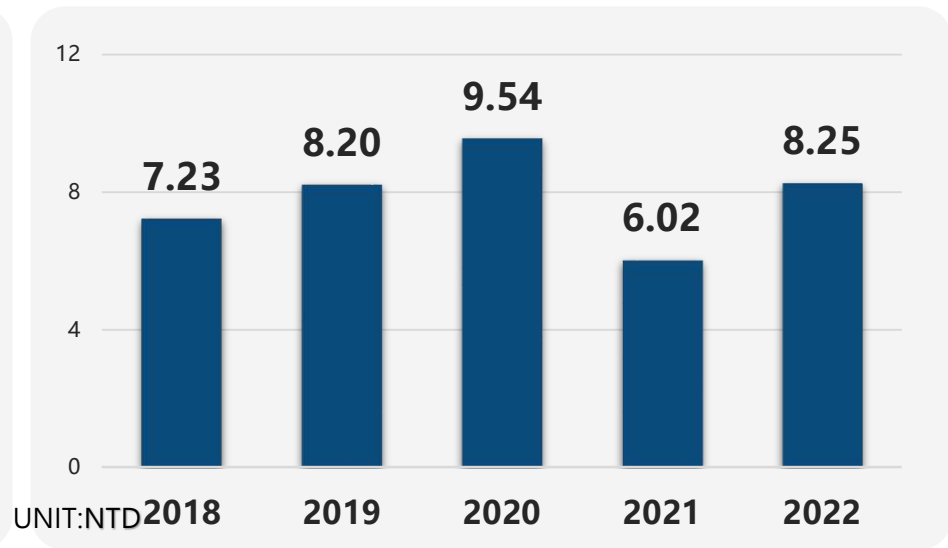
GROSS MARGIN



NET INCOME

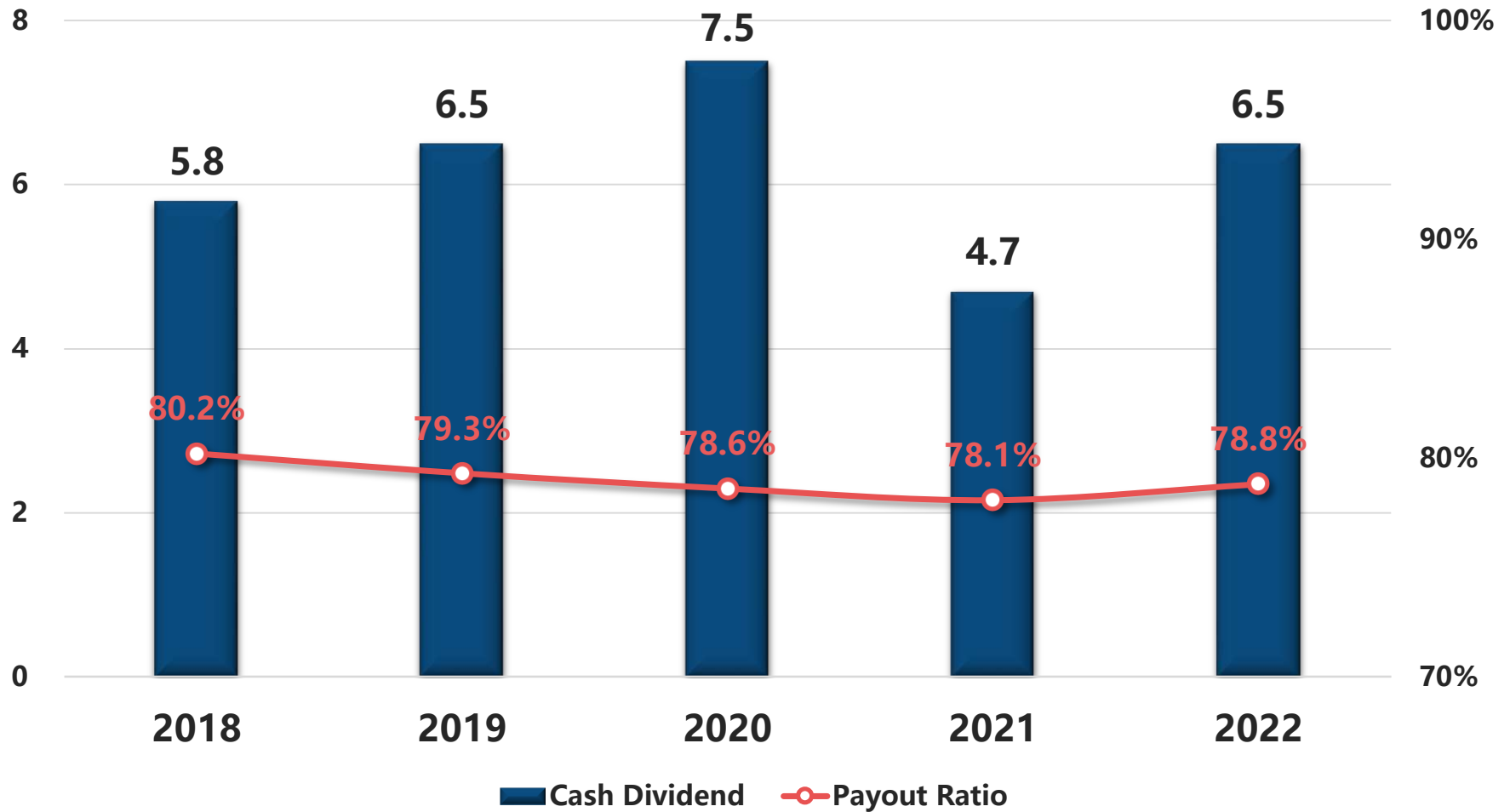


EPS



UNIT:NTD

Cash Dividend Trend



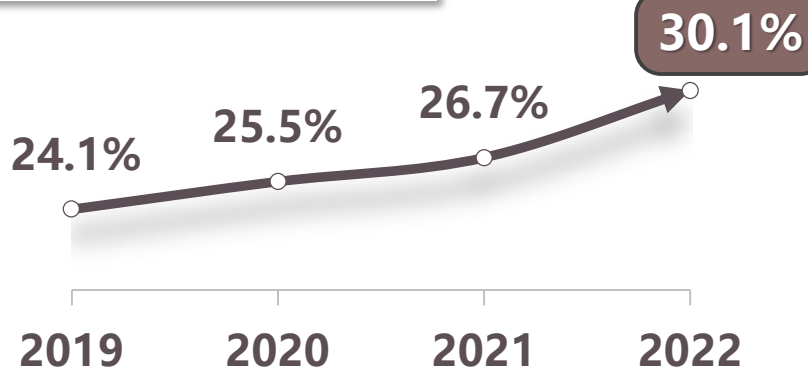
Key Drivers for Further Growth



Fresh Food

Fresh food

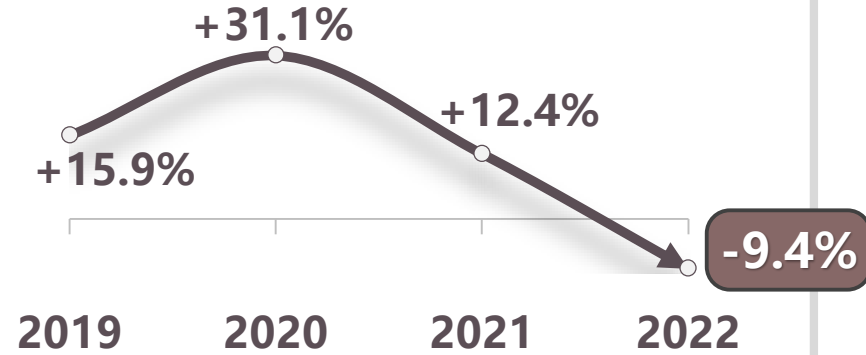
% of total sales



E-Commerce

E-Commerce services

YoY Growth-Number of Pick-up per day



Innovation in Store Format

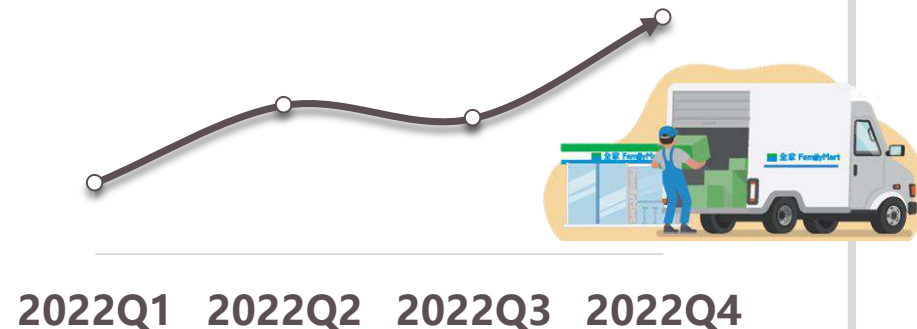
Let's Café PLUS



FamiSuper



E-Commerce Sales



Solution 1.

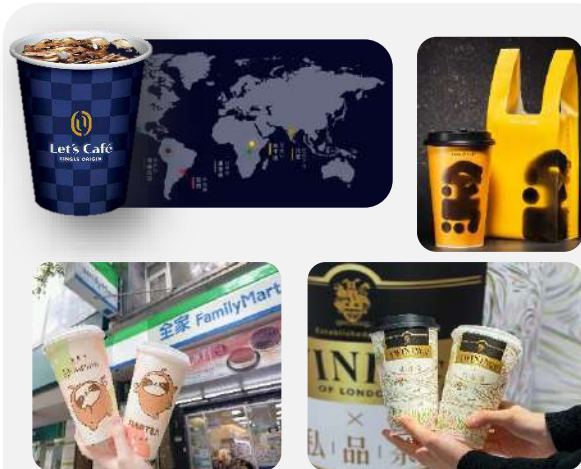
Improving the Quality of Fresh Food

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



Solution 2.

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.



Solution 3.

Innovation in Store Format

Integrated stores
with **Let's café**



Integrated stores
with **Supermarket**



Integrated stores
with **Laundry**





Q&A