

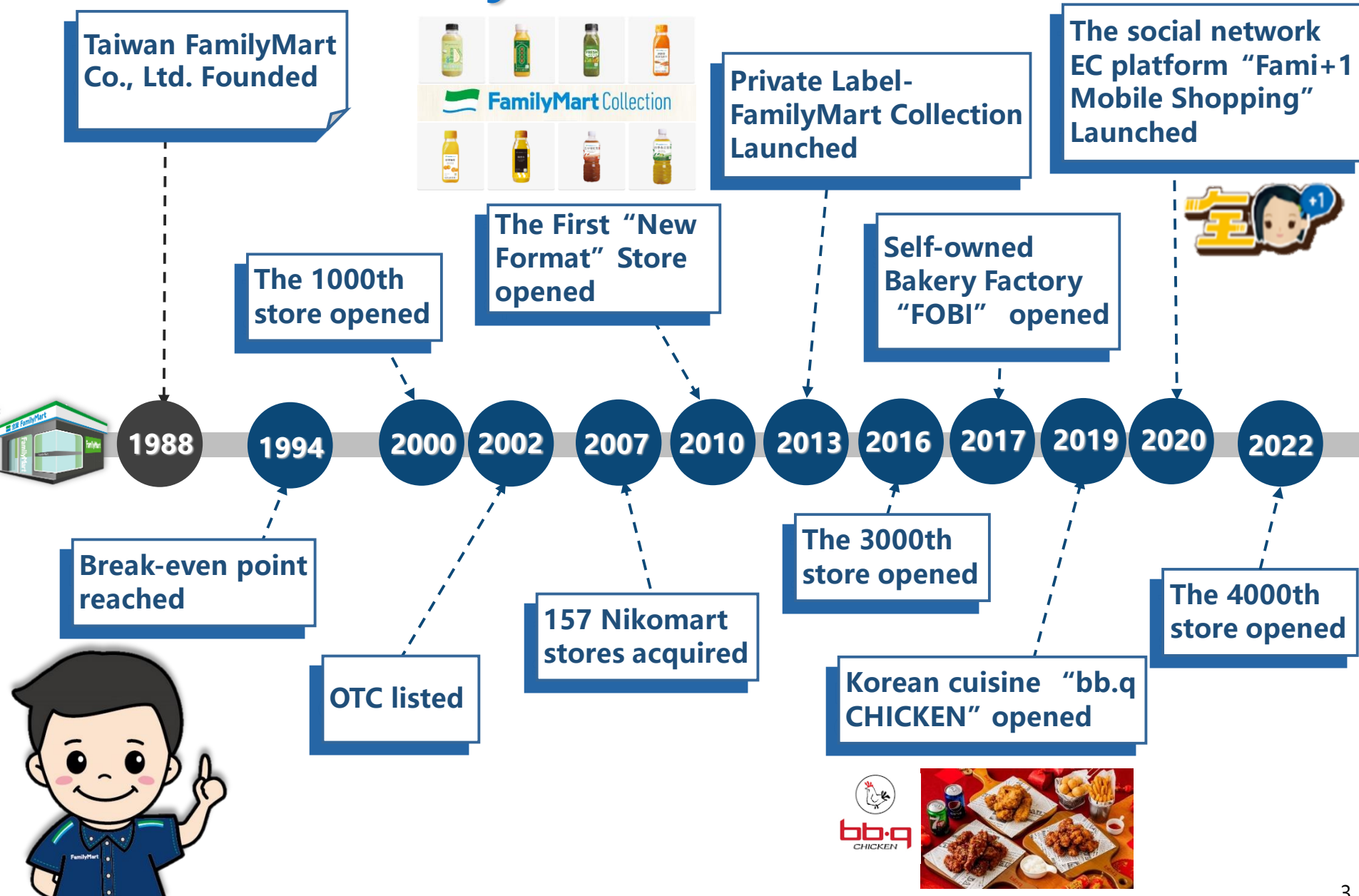


Company Profile

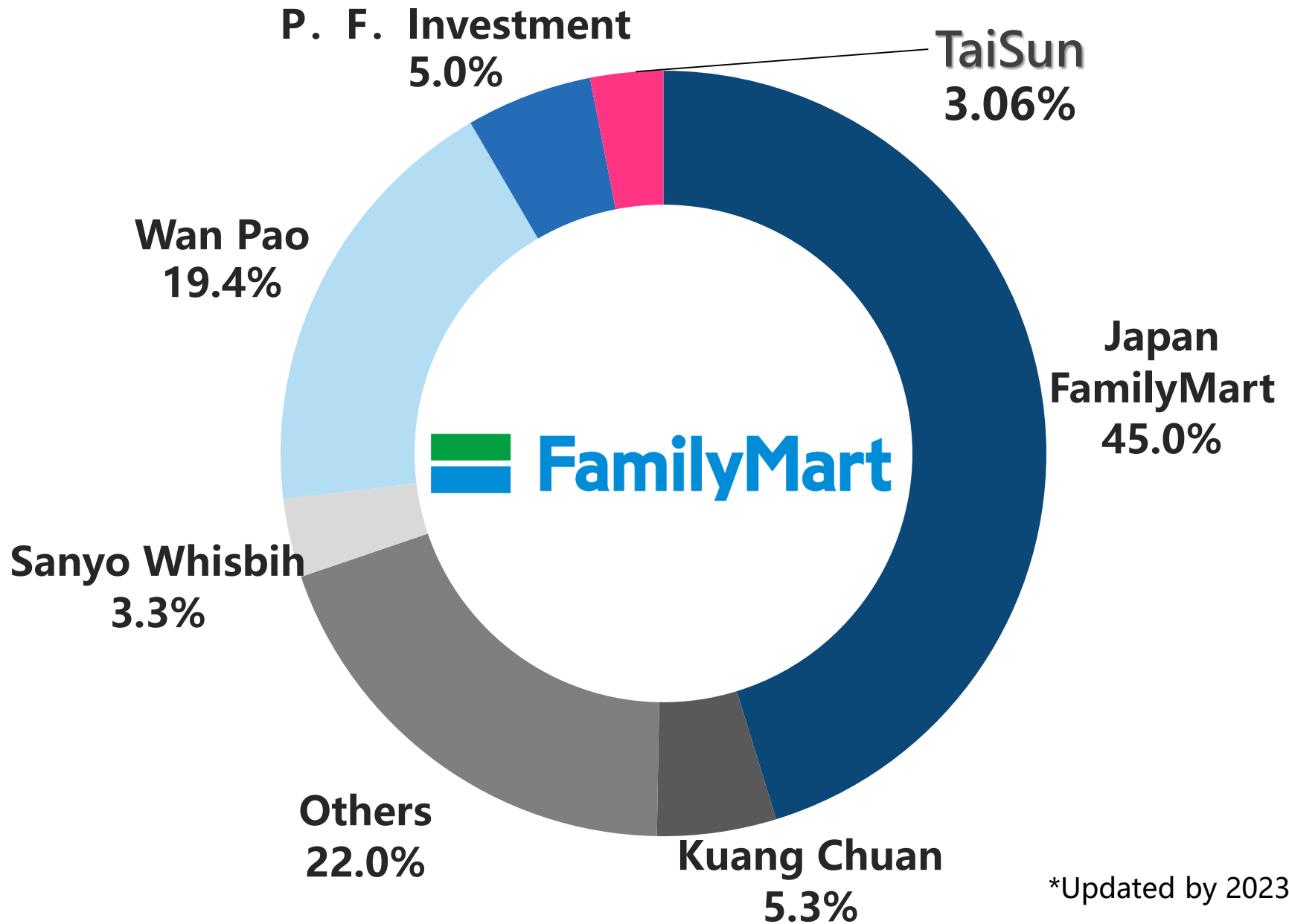
- ★ Chairman: Yeh, Jung-ting
- ★ Established: August 18, 1988
- ★ Capital: 2.23 Billion (NTD)
- ★ Core Business: Operation of convenience store chain, under the name of "FamilyMart"
- ★ Number of Stores (2023,Sep): 4,205



FamilyMart Milestones



The Shareholder Structure



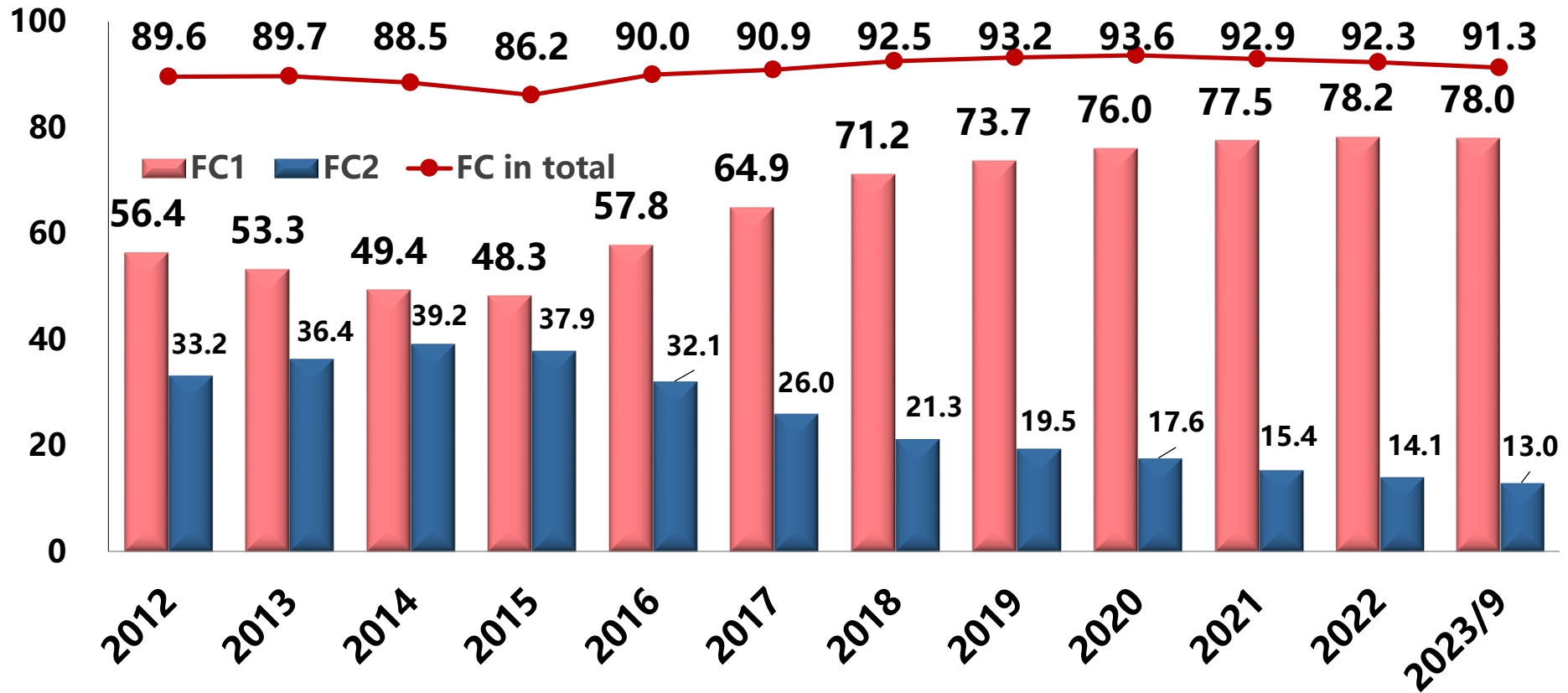
*Updated by 2023/09

Market Share by No. of Stores

CVS Chain		2007	2015	2016	2017	2018	2019	2020	2021	2022	2023/9
FamilyMart	No. of Store	2228	2986	3057	3154	3326	3548	3770	3980	4138	4205
	Net Opening	+216	+46	+71	+97	+172	+222	+222	+210	+158	+67
	Market Share	24.6%	29.4%	29.6%	30.0%	30.5%	31.0%	31.5%	31.5%	31.7%	31.6%
7-11	No. of Store	4705	5028	5107	5221	5369	5655	6024	6379	6631	6806
	Net Opening	+317	-2	+79	+114	+148	+275	+369	+355	+252	+175
	Market Share	52.0%	49.5%	49.5%	49.6%	49.3%	49.4%	50.3%	50.5%	50.8%	51.1%
Hi-Life	No. of Store	1300	1281	1278	1282	1312	1405	1422	1502	1512	1545
	Net Opening	+38	-2	-3	+4	+30	+93	+17	+80	+10	+33
	Market Share	14.4%	12.6%	12.4%	12.2%	12.0%	12.3%	11.9%	11.9%	11.6%	11.6%
O.K.	No. of Store	820	866	879	866	882	785	750	762	769	756
	Net Opening	-19	-13	+13	-13	+16	-97	-35	+12	+7	-13
	Market Share	9.1%	8.5%	8.5%	8.2%	8.2%	7.4%	6.3%	6.0%	5.9%	5.7%
* NikoMart	No. of Store	0									
	Net Opening	-300									
	Market Share	0%									
Total	No. of Store	9053	10161	10321	10523	10889	11393	11966	12623	13050	13312
	Net Opening	+256	+19	+160	+202	+366	+504	+573	+657	+427	+262

Percentage of Franchise Types

Unit:%



	2016		2017		2018		2019		2020		2021		2022		2023/9	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
RC	307	10.1	287	9.1	249	7.5	241	6.8	242	6.4	282	7.1	320	7.7	367	9.0
FC1	1768	57.8	2048	64.9	2367	71.2	2616	73.7	2866	76.0	3084	77.5	3234	78.2	3279	78.0
FC2	982	32.1	819	26.0	710	21.3	691	19.5	662	17.6	614	15.4	584	14.1	559	13.0

Performance Comparison - YoY Analysis

Unit:NT\$Thousand	112/Q3	111/Q3	Y-oY(%)
Sales	26,281,465	24,012,529	9.45%
Gross Profits	9,623,839	8,742,322	10.08%
Operating Expenses	8,990,490	8,165,897	10.10%
Operating Profits	633,349	576,425	9.88%
Pre-tax Profits	644,890	649,936	-0.78%
Net Profits	553,374	529,797	4.45%
EPS	2.36	2.29	3.06%
Gross Margin	36.62%	36.41%	0.21%
Operating Expenses Ratio	34.21%	34.01%	0.20%
Operating Margin	2.41%	2.40%	0.01%
Pre-tax Margin	2.45%	2.71%	-0.25%
Net Margin	2.11%	2.21%	-0.10%

Performance Comparison - YoY Analysis

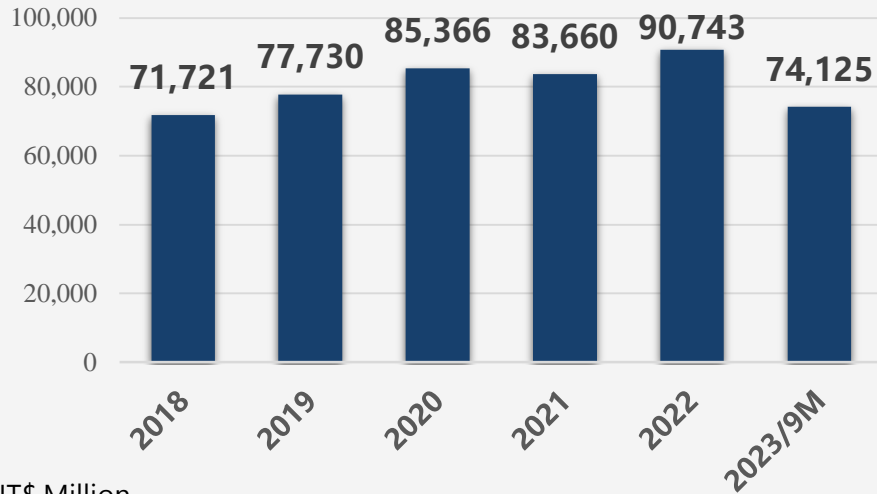
Unit:NT\$Thousand	112/Q2	111/Q2	Y-oY(%)
Sales	24,718,205	22,193,952	11.37%
Gross Profits	9,072,150	8,050,512	12.69%
Operating Expenses	8,502,589	7,606,782	11.78%
Operating Profits	569,561	443,730	28.36%
Pre-tax Profits	557,068	454,395	22.60%
Net Profits	516,904	365,437	41.45%
EPS	2.26	1.59	42.14%
Gross Margin	36.70%	36.27%	0.43%
Operating Expenses Ratio	34.40%	34.27%	0.12%
Operating Margin	2.30%	2.00%	0.30%
Pre-tax Margin	2.25%	2.05%	0.21%
Net Margin	2.09%	1.65%	0.44%

Performance Comparison - YoY Analysis

Unit:NT\$Thousand	112/9M	111/9M	Y-oY(%)
Sales	74,125,917	67,200,010	10.31%
Gross Profits	27,027,684	24,292,338	11.26%
Operating Expenses	25,525,473	23,046,955	10.75%
Operating Profits	1,502,211	1,245,383	20.62%
Pre-tax Profits	1,471,958	1,345,104	9.43%
Net Profits	1,273,356	1,078,312	18.09%
EPS	5.50	4.64	18.53%
Gross Margin	36.46%	36.15%	0.31%
Operating Expenses Ratio	34.44%	34.30%	0.14%
Operating Margin	2.03%	1.85%	0.17%
Pre-tax Margin	1.99%	2.00%	-0.02%
Net Margin	1.72%	1.60%	0.11%

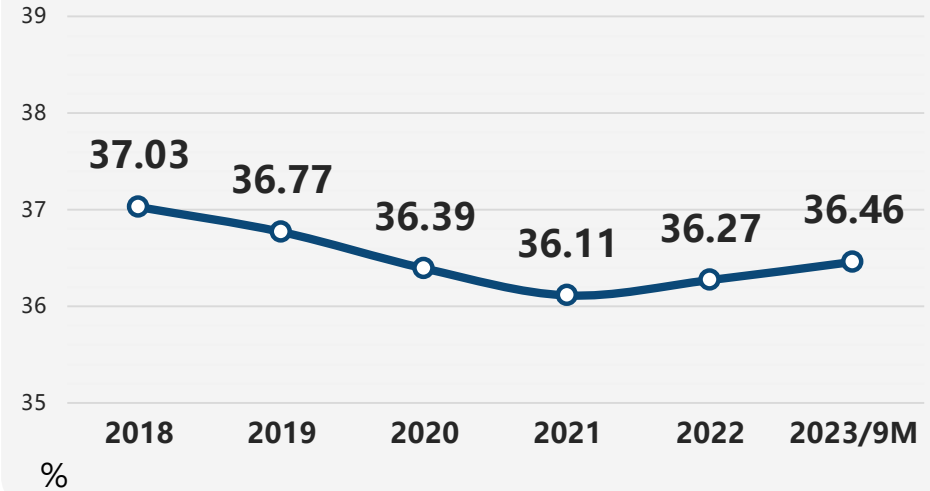
Profitability Trend

REVENUE

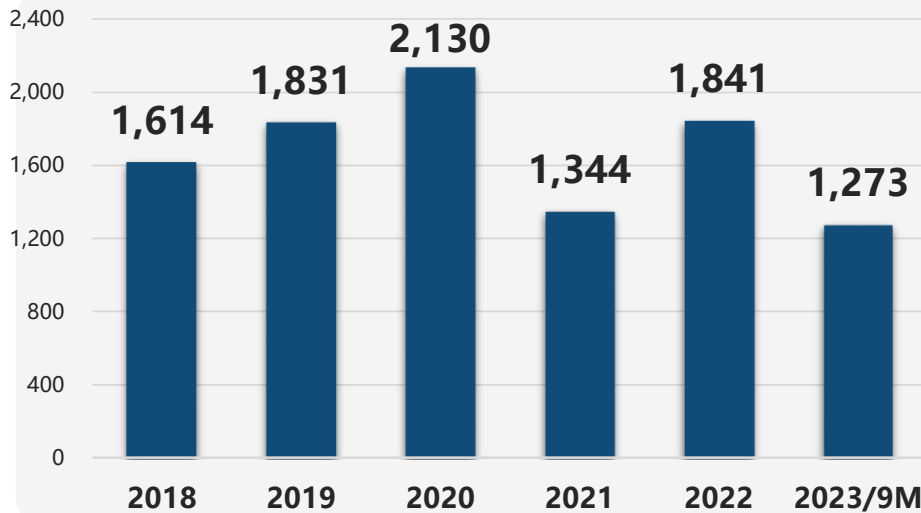


NT\$ Million

GROSS MARGIN

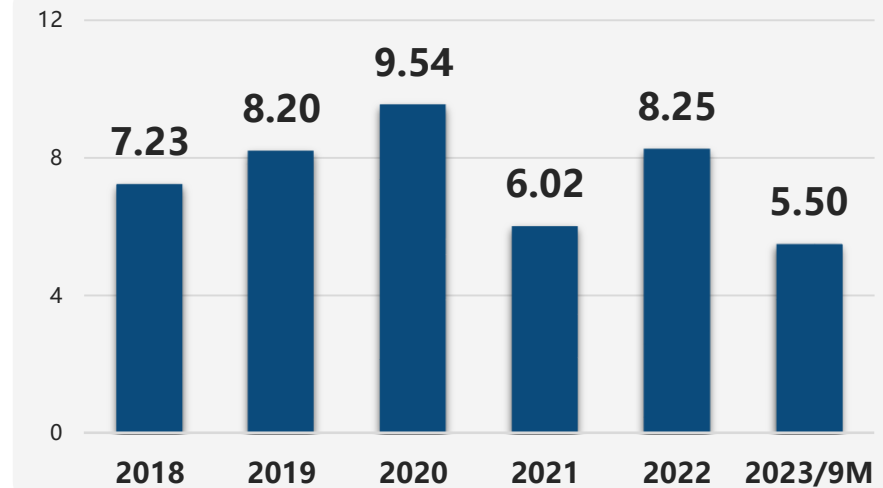


NET INCOME



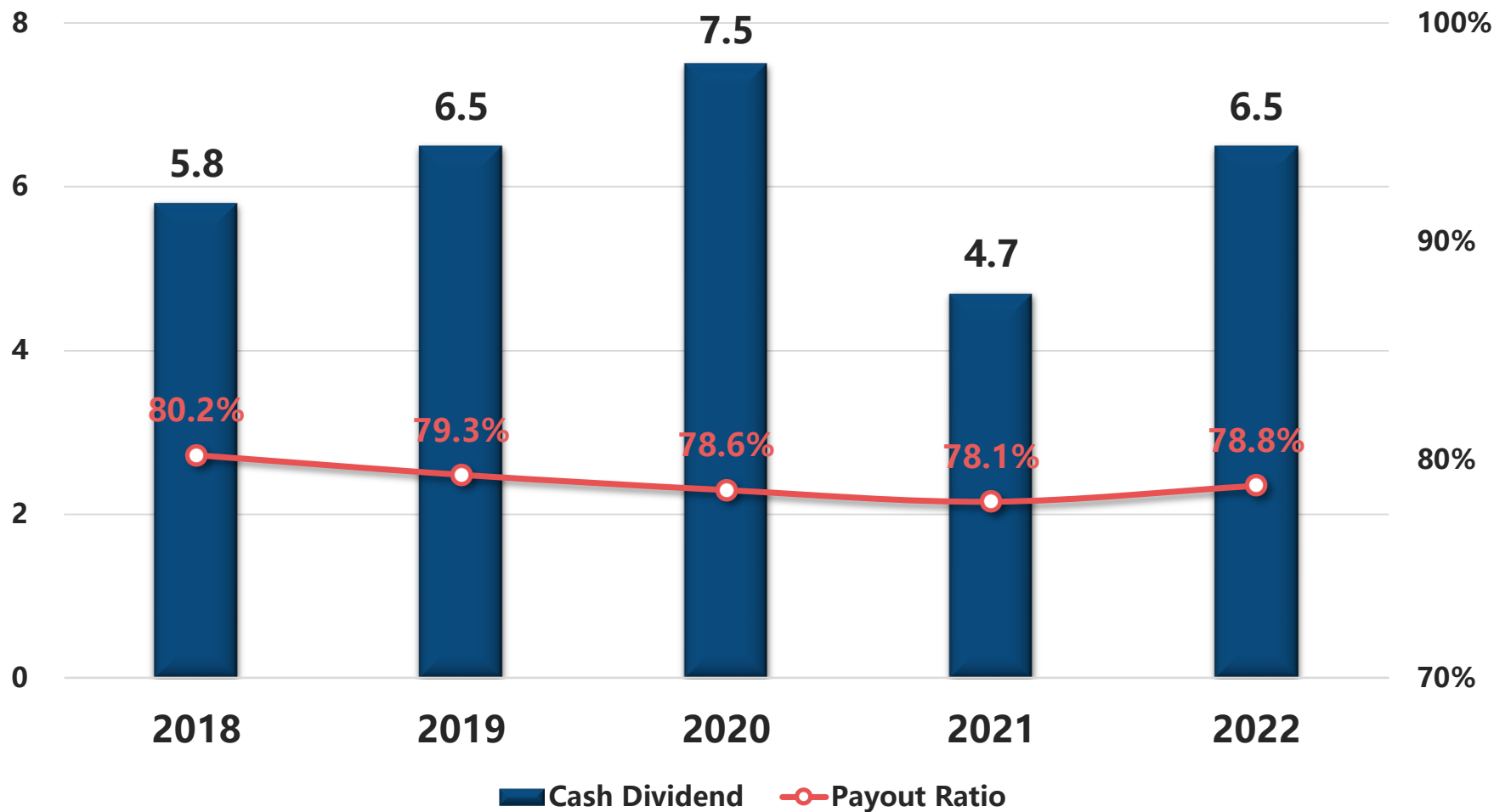
NT\$ Million

EPS



UNIT:NTD

Cash Dividend Trend

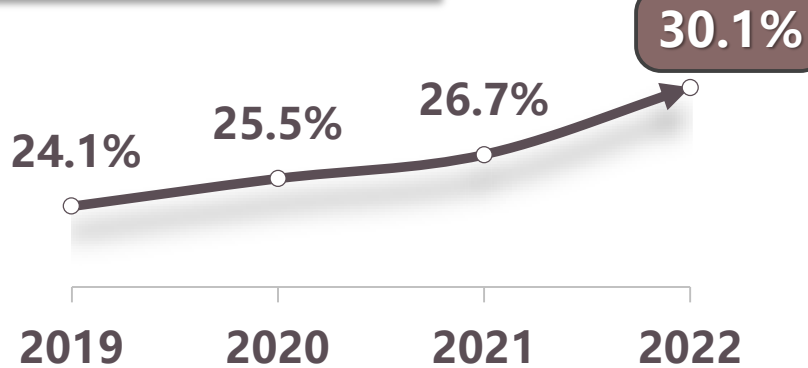


Key Drivers for Further Growth



Fresh Food

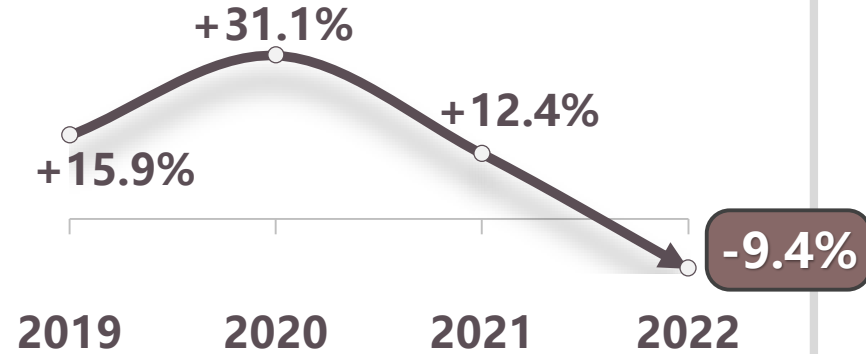
Fresh food
% of total sales



E-Commerce

E-Commerce services

YoY Growth-Number of Pick-up per day



Innovation in Store Format

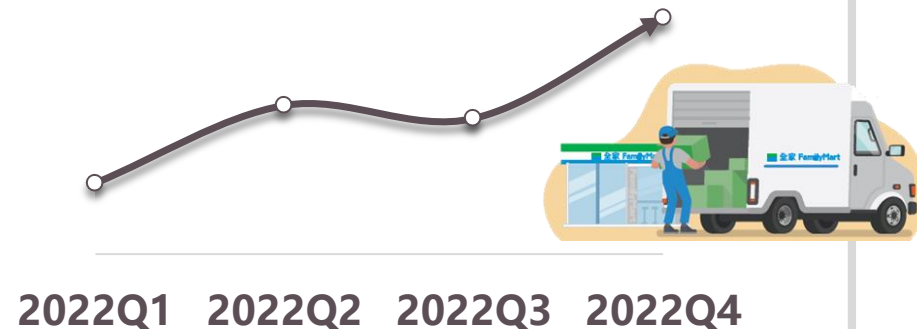
Let's Café PLUS



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**





 **FamilyMart**