



全家就是你家∞



FamilyMart



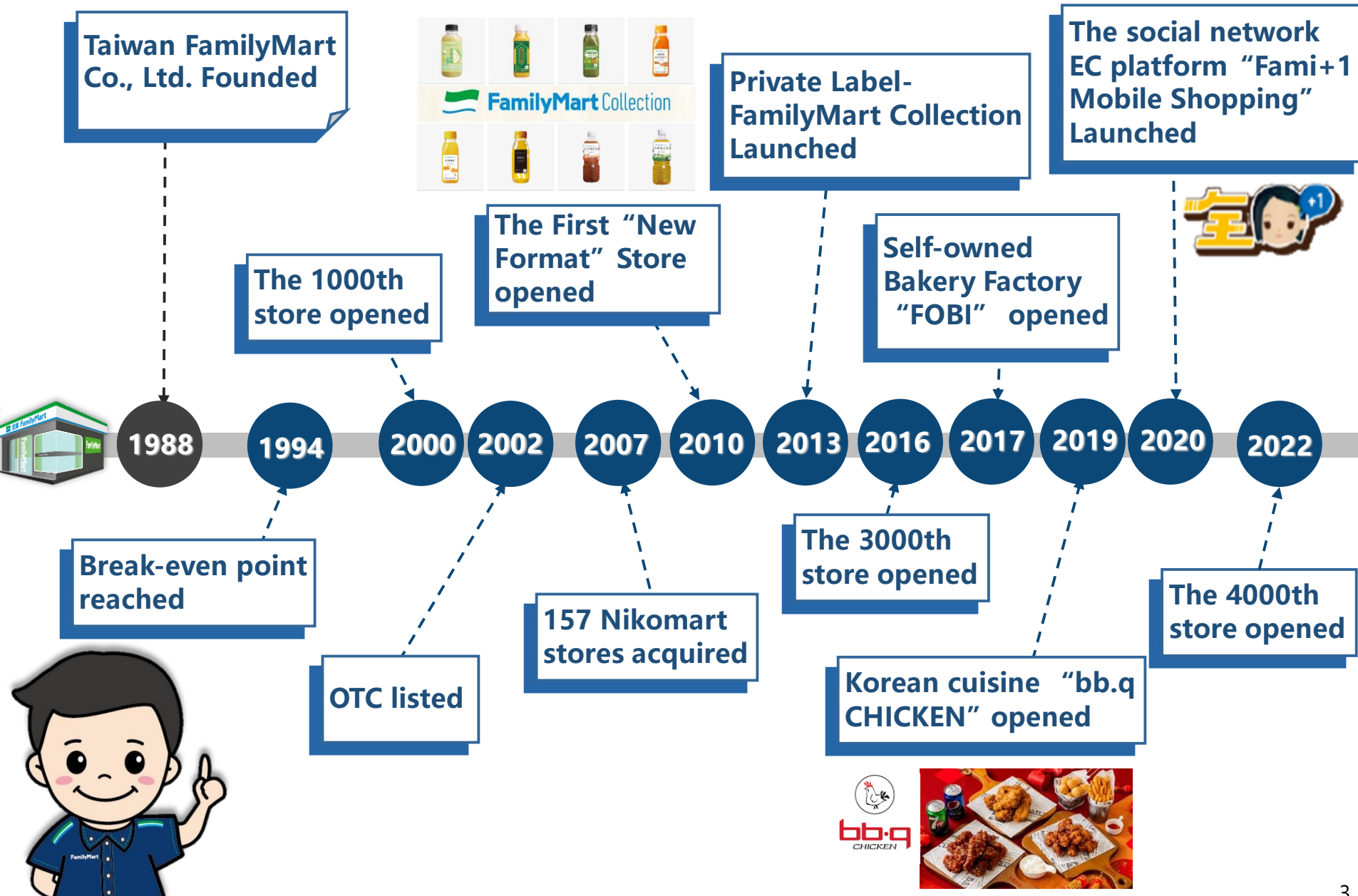
FamilyMart

Company Profile

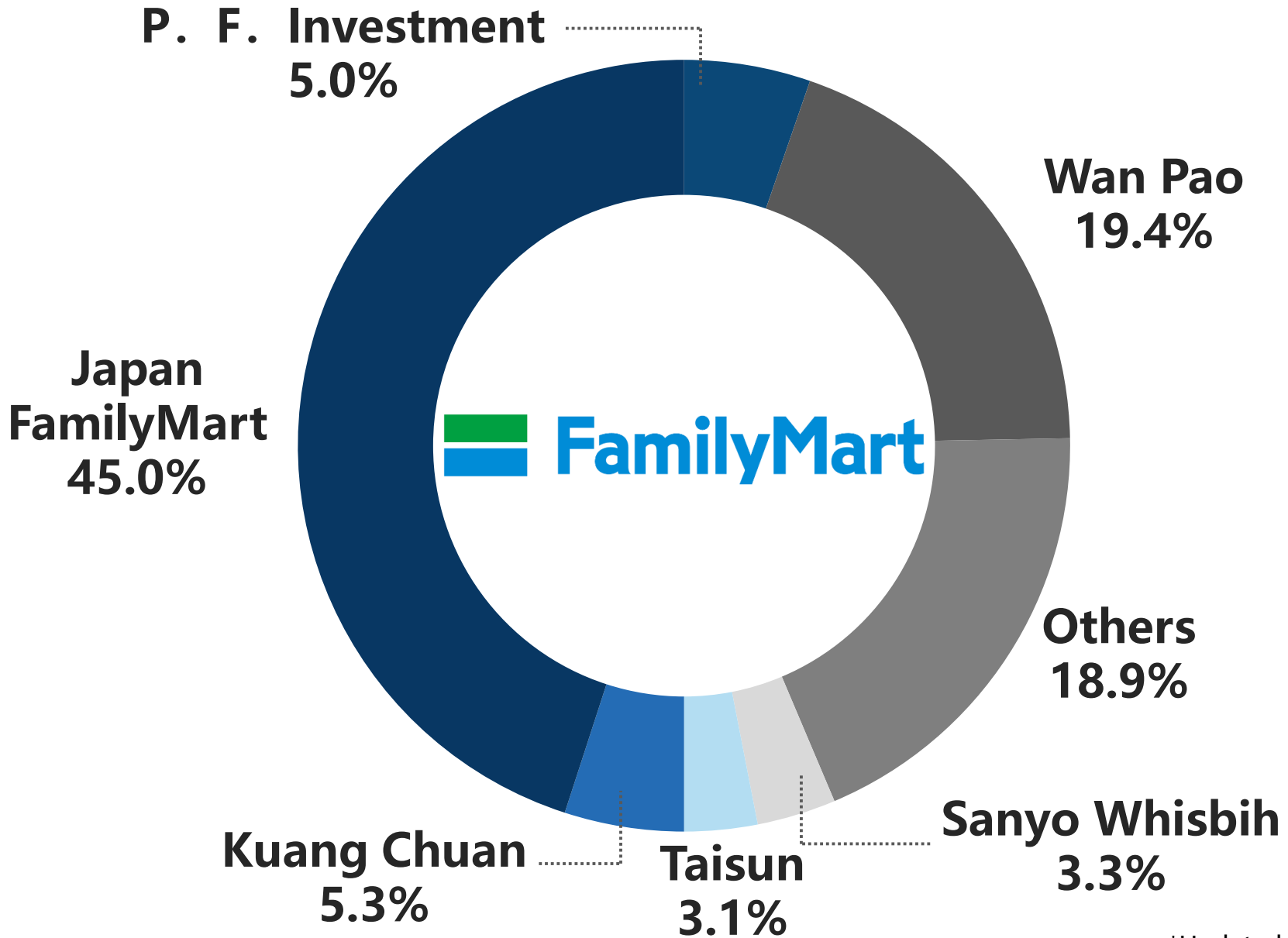
- ★ **Chairman: Yeh, Jung-ting**
- ★ **Established: August 18, 1988**
- ★ **Capital: 2.23 Billion (NTD)**
- ★ **Core Business: Operation of convenience store chain, under the name of "FamilyMart"**
- ★ **Number of Stores (2023,Dec.): 4,234**



FamilyMart Milestones



The Shareholder Structure



*Updated by 2023/12

Investees

familynet

全網行銷 | AnythingForYou

Familynet Co., Ltd.

100%



日曜文化行銷股份有限公司
Re-Yi Distribution Service Co., Ltd.

RE-YI Distribution
Service Co.,Ltd

100%

JINSHIN
FOOD 錦新食品

JIN SHIN
FOOD CORP.

100%



FOPI BAKERY
CO., LTD.

93.5%

Accudata It Total Solution

ACCUDATA
RESEARCH
INSTITUTE INC.

70%



Family International
Gourmet Co., Ltd

69.57%



全台物流股份有限公司
TAIWAN DISTRIBUTION CENTER CO., LTD.

TAIWAN DISTRIBUTION
CENTER CO., LTD.

51.7%

全盈+PAY

All Win Fintech
Company Limited

51%

EVERFAMILY
INTERNATIONAL
FOODS CORP.

45%

PRF

PING ROUN FOOD
CO., LTD.

38.2%

CHANGQING
LOGISTICS GLOBAL
CO., LTD.)

30%

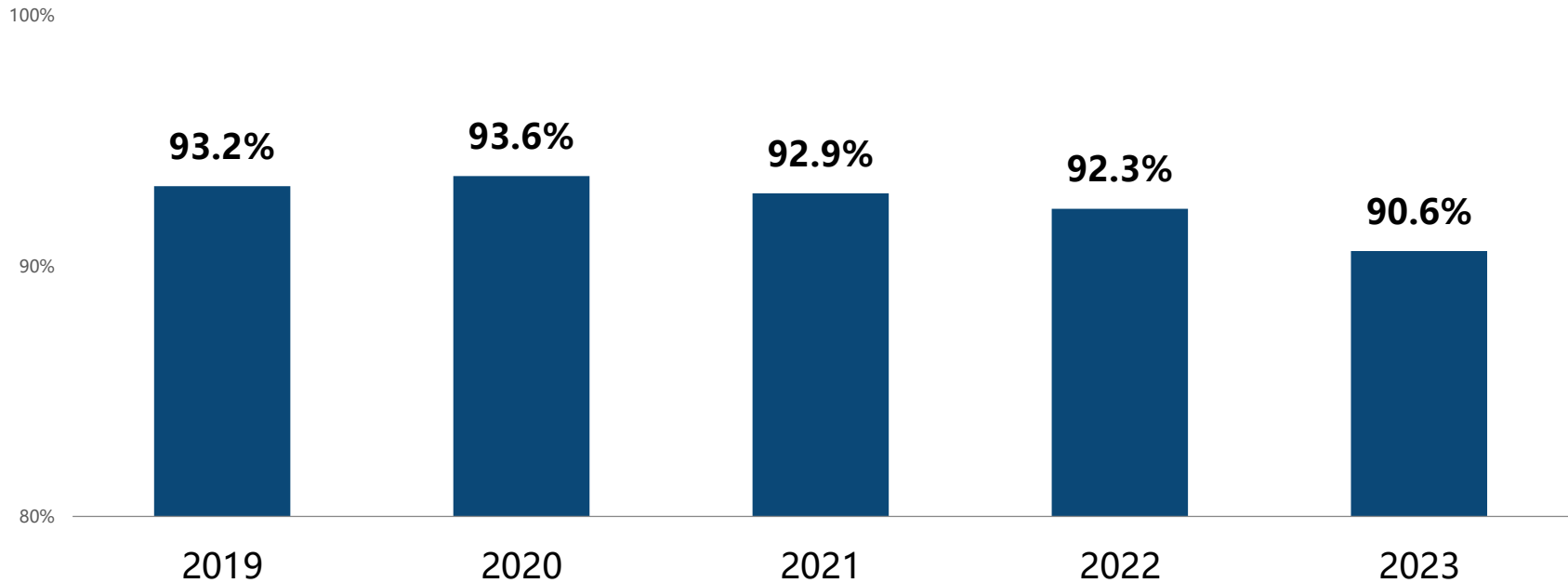
CHIEN KANG
INTERNATIONAL
FOODS CO., LTD.

30%

Market Share by No. of Stores

CVS Chain		2007	2019	2020	2021	2022	2023
FamilyMart	No. of Store	2,228	3,548	3,770	3,980	4,138	4,234
	Net Opening	+216	+222	+222	+210	+158	+96
	Market Share	24.6%	31.0%	31.5%	31.5%	31.7%	31.6%
7-11	No. of Store	4,705	5,655	6,024	6,379	6,631	6,859
	Net Opening	+317	+275	+369	+355	+252	+228
	Market Share	52.0%	49.4%	50.3%	50.5%	50.8%	51.3%
Hi-Life	No. of Store	1,300	1,405	1,422	1,502	1,512	1,556
	Net Opening	+38	+93	+17	+80	+10	+44
	Market Share	14.4%	12.3%	11.9%	11.9%	11.6%	11.6%
O.K.	No. of Store	820	785	750	762	769	729
	Net Opening	-19	-97	-35	+12	+7	-40
	Market Share	9.1%	7.4%	6.3%	6.0%	5.9%	5.5%
* NikoMart	No. of Store	0					
	Net Opening	-300					
	Market Share	0%					
Total	No. of Store	9,053	11,393	11,966	12,623	13,050	13,378
	Net Opening	+256	+504	+573	+657	+427	+328

Percentage of Franchise Types



	2019		2020		2021		2022		2023	
	No.	%	No.	%	No.	%	No.	%	No.	%
RC	241	6.8	242	6.4	282	7.1	320	7.7	399	9.4
FC1	2,616	73.7	2,866	76.0	3,084	77.5	3,234	78.2	3,267	77.2
FC2	691	19.5	662	17.6	614	15.4	584	14.1	568	13.4

Performance Comparison - YoY Analysis

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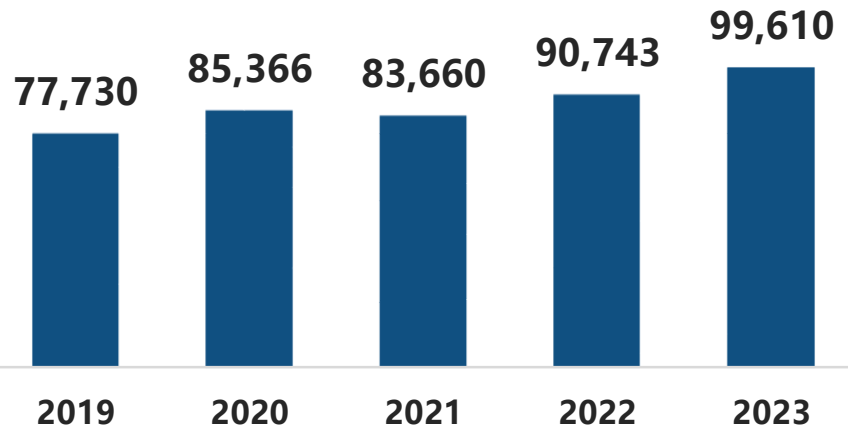
(Unit:NT\$Thousand)	2023	2022	YoY(%)
Sales	99,610,211	90,742,893	9.77%
Gross Profits	36,356,899	32,911,994	10.47%
Operating Expenses	34,344,984	31,229,668	9.98%
Operating Profits	2,011,915	1,682,326	19.59%
Pre-tax Profits	1,959,019	2,174,104	-9.89%
Net Profits	1,611,506	1,840,623	-12.45%
EPS	7.22	8.25	-12.48%
Gross Margin	36.50%	36.27%	0.23%
Operating Expenses Ratio	34.48%	34.42%	0.06%
Operating Margin	2.02%	1.85%	0.17%
Pre-tax Margin	1.97%	2.40%	-0.43%
Net Margin	1.62%	2.03%	-0.41%

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Profitability Trend

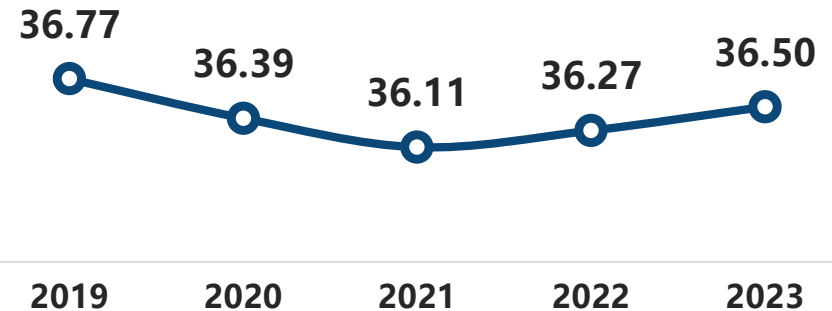
REVENUE

NT\$ Million



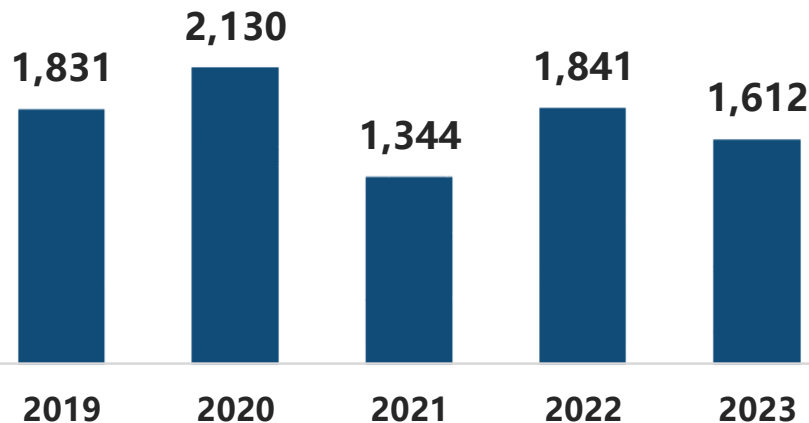
GROSS MARGIN

UNIT: %



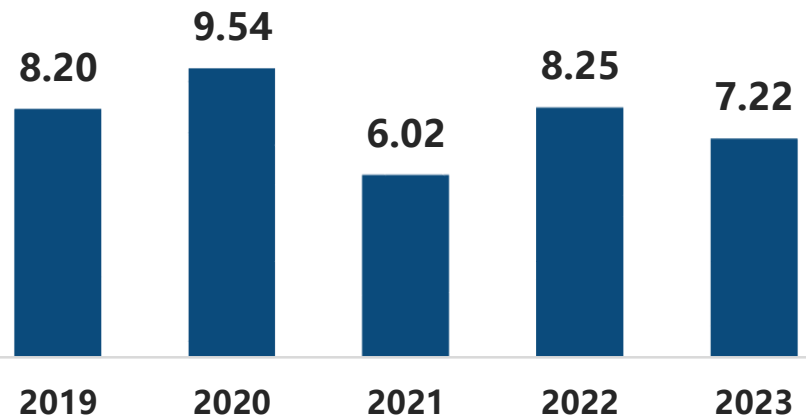
NET INCOME

NT\$ Million



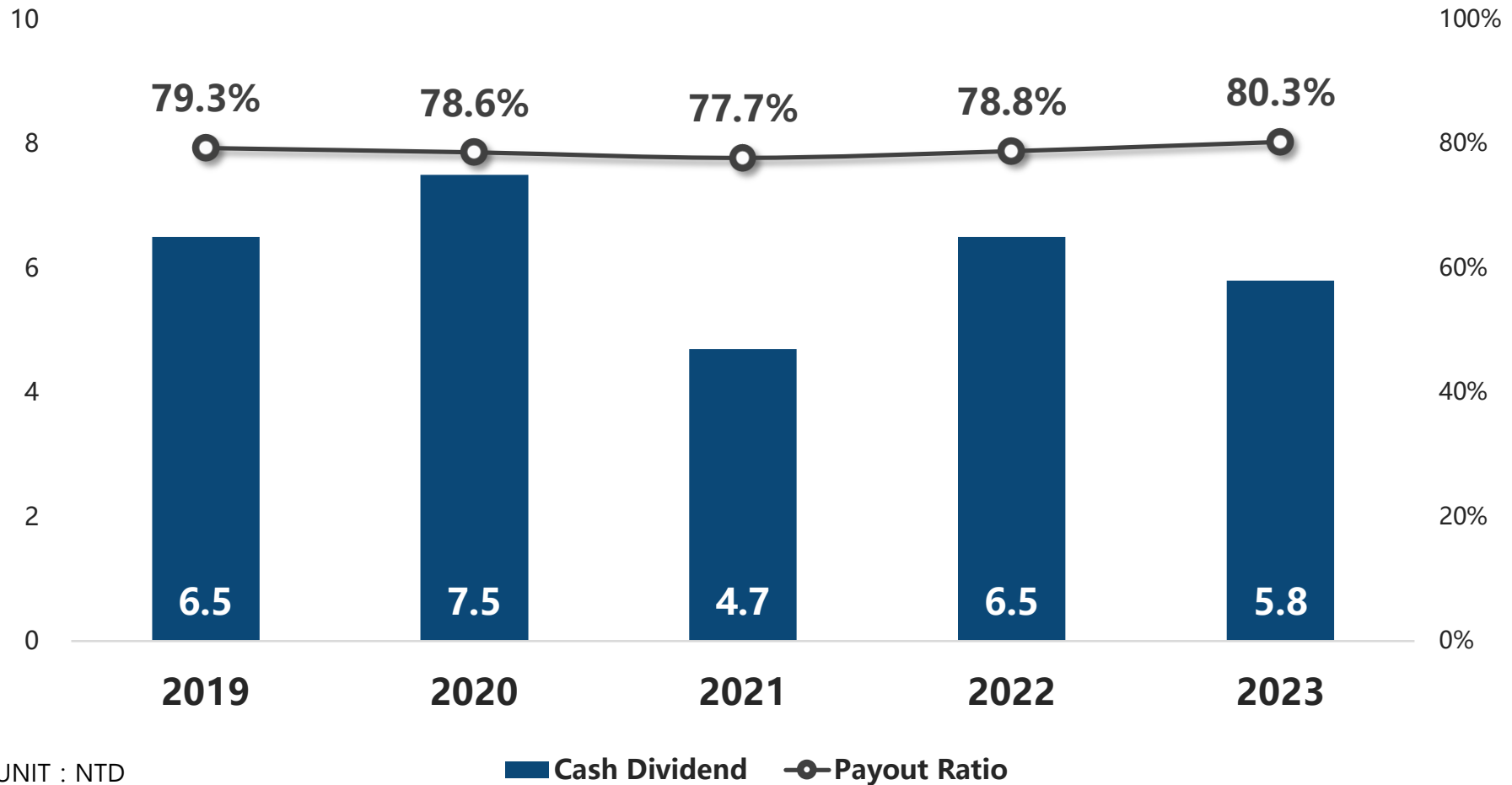
EPS

UNIT: NTD



Cash Dividend Trend

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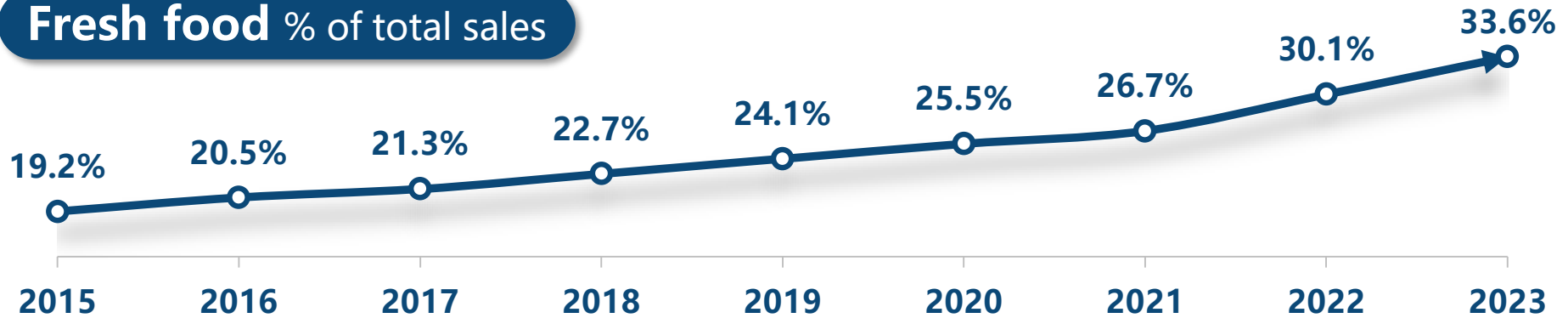
Note: 2023 cash dividend has not been approved by AGM.

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Key Drivers for Further Growth

/01.Fresh Food Ecosystem

Fresh food % of total sales



Strengthen Strategic Brands



Precision Consumption

Health support



Co-branding Strategy



Enhancing Brand Value of Signature Products



Expanding Differentiated Product Categories



Key Drivers for Further Growth

/01.Fresh Food Ecosystem

Capacity Support from Investee Fresh Food Factory

JIN SHIN FOOD CORP.

(100%)

- Acquired all shares in July 2011
- Supporting fresh food production capacity
- Hukou No.2 Factory is under construction

FOPI BAKERY CO., LTD.

(93.5%)

- Automated tally equipment in Xinfeng Factory
- Hukou No.2 Factory is under construction

EVERFAMILY INTERNATIONAL FOODS CORP.

(45%)

- Established a joint venture with Evergreen Sky Catering Corp.
- Building a fully automatic pasta production and specialized in producing Uno Pasta

PING ROUN FOOD CO., LTD.

(8.2%)

- 2 fresh food factories currently

Daxi

Xinfeng

CHIEN KANG INTERNATIONAL FOODS CO., LTD.

(30%)

- Supplying ice cubes for FamilyMart to ensure our stable quality and sufficient supply.

CHANGQING LOGISTICS GLOBAL CO., LTD.)

(30%)

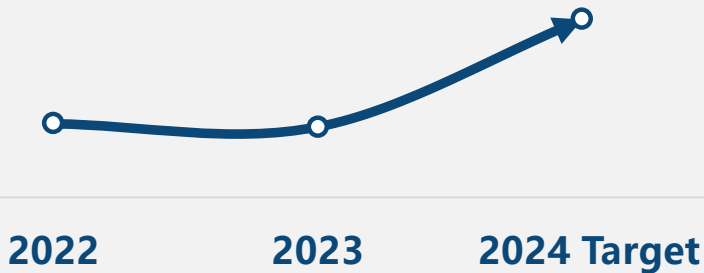
- Stable supply and distribution support of fresh fruits and vegetables



Key Drivers for Further Growth

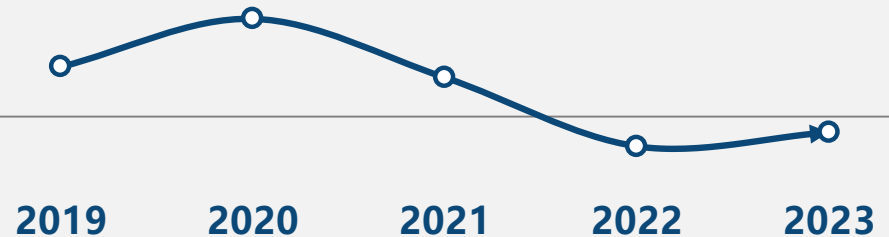
/02. Digital Channels Operation

Digital Channels PSD



E-Commerce services

YoY Growth-Number of Pick-up per day



EC Revenue



EC Commission



Integration of FamilyMart APPs to
Create a One-stop Shopping Cart



Strengthen EC Service Loyalty

Key Drivers for Further Growth

/02. Digital Channels Operation

Capacity and Efficiency Support from Investee Distribution Centers

Intelligent supply chain x Multi-temperature distribution



**TAIWAN DISTRIBUTION
CENTER CO., LTD.**



- 8 distribution centers currently
- New distribution center in Hukou is under construction
- Providing stable service quality and deepen the development of intelligent logistics



**RE-YI Distribution
Service Co., Ltd**



- 5 distribution centers currently
- Introduced automated tallying equipment to solve short-staffed problem in advance.





 **FamilyMart**