



 FamilyMart

| Company Profile

Established: August 18, 1988

Capital: 2.23 Billion (NTD)

Core Business: Operation of convenience

store chain, under the name of "FamilyMart"

Chairman: Yeh, Jung-ting

Number of Stores (2025, June): 4,378

Key Milestones

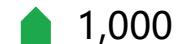


1988-1997

1988 Taiwan FamilyMart Co., Ltd. Founded
1994 Break-even point reached



1998-2007



2000 The 1000th store opened
2002 OTC listed
2007 157 Nikomart stores acquired



2008-2020



2010 The First "New Format" Store opened
2013 Private Label-Fami Collection Launched
2015 Self-owned Bakery Factory "FOBI" opened
2019 Korean cuisine "bb.q CHICKEN" opened

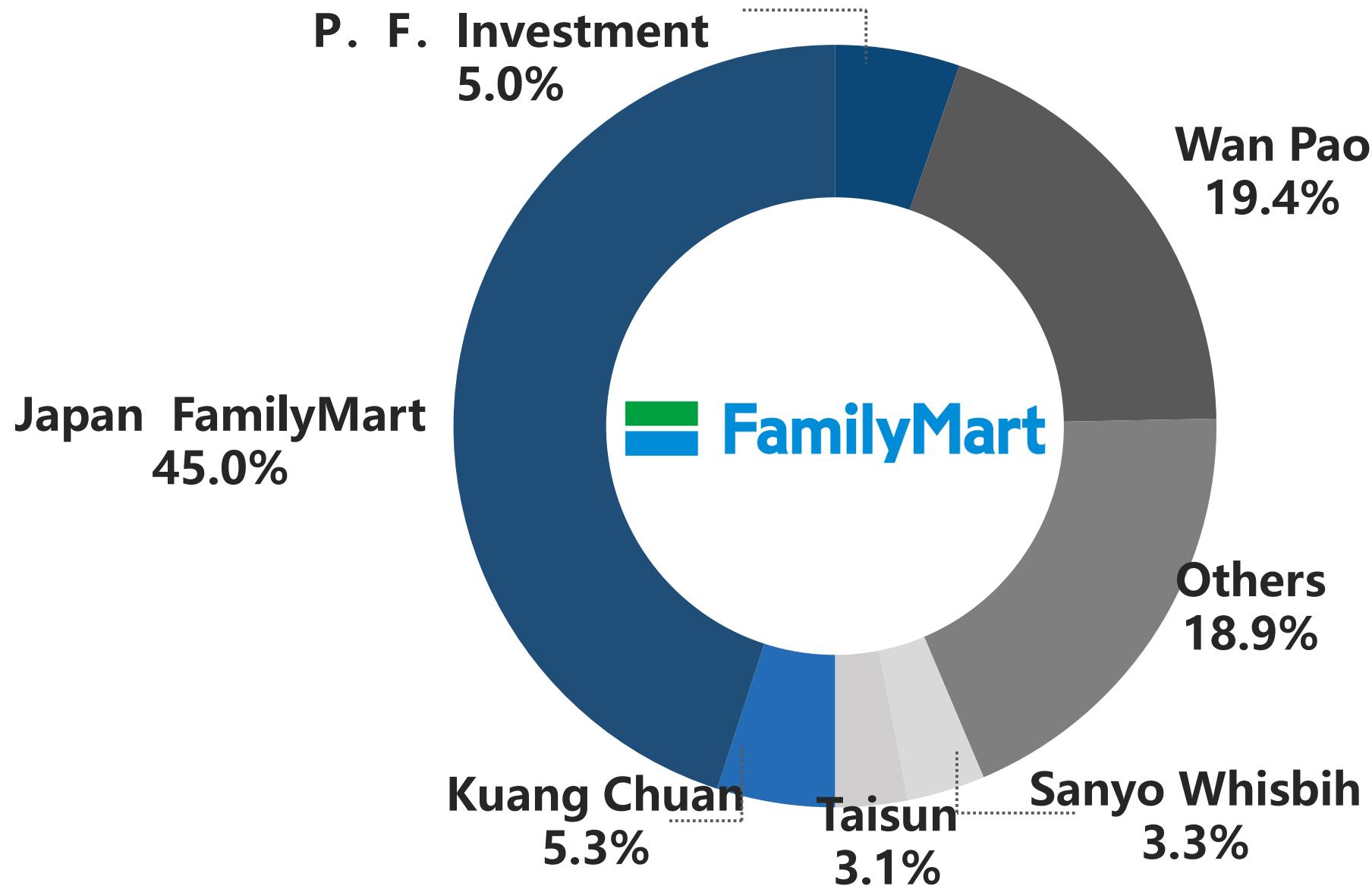


2021-2025



2022 The 4000th store opened
2023 The first carbon-neutral CVS in Taiwan opened
2024 The subsidiary "Family International Gourmet Co., Ltd" OTC listed

The Shareholder Structure



*Updated by 2025/06

Investees

familynet

全網行銷 | AnythingForYou

Familynet Co., Ltd.

100%



日翊文化行銷股份有限公司
Re-YI Distribution Service Co., Ltd.

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

100%



**JIN SHIN
FOOD CORP.**

100%



**FOPI BAKERY
CO., LTD.**

93.5%

Accudata It Total Solution

**ACCUDATA RESEARCH
INSTITUTE INC.**

70%



2024/11
OTC Listed

**Family International
Gourmet Co., Ltd**

61.96%



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

51.7%



**Family Pet
Technology Co., Ltd**

60%

全盈+PAY

**All Win Fintech
Company Limited**

51%

**EVERFAMILY
INTERNATIONAL
FOODS CORP.**

45%



**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		2021	2022	2023	2024	2025/06
FamilyMart	No. of Store	3,980	4,138	4,234	4,316	4,378
	Net Opening	+210	+158	+96	+82	+62
	Market Share	31.5%	31.7%	31.6%	31.6%	31.8%
7-11	No. of Store	6,379	6,631	6,859	7,077	7,151
	Net Opening	+355	+252	+228	+218	+74
	Market Share	50.5%	50.8%	51.3%	51.8%	52.0%
Hi-Life	No. of Store	1,502	1,512	1,556	1,635	1,684
	Net Opening	+80	+10	+44	+79	+49
	Market Share	11.9%	11.6%	11.6%	12.0%	12.2%
O.K.	No. of Store	762	769	729	622	549
	Net Opening	+12	+7	-40	-107	-73
	Market Share	6.0%	5.9%	5.5%	4.6%	4.0%
Total	No. of Store	12,623	13,050	13,378	13,650	13,762
	Net Opening	+657	+427	+328	+272	+112

Percentage of Franchise Types



	2021		2022		2023		2024		2025/06	
	No.	%	No.	%	No.	%	No.	%	No.	%
RC	282	7	320	8	399	9	437	10	440	10
FC1	3,084	78	3,234	78	3,267	77	3,366	78	3,474	79
FC2	614	15	584	14	568	14	513	12	464	11

Performance Comparison

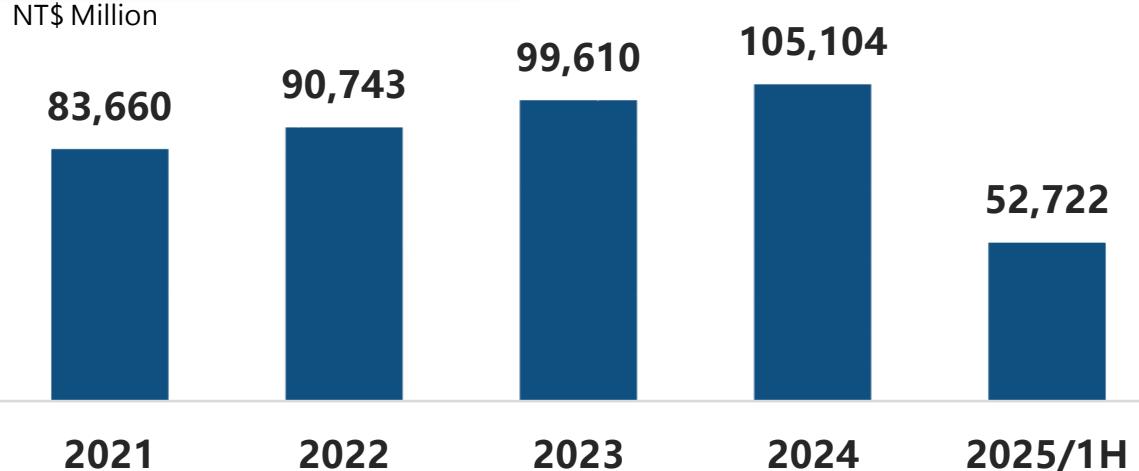
(Unit:NT\$ Thousand)	2025Q2	2024Q2	YoY(%)
Sales	27,438,573	26,145,796	+4.94%
Gross Profits	10,108,860	9,566,281	+5.67%
Operating Expenses	9,502,211	8,949,269	+6.18%
Operating Profits	606,649	617,012	-1.68%
Pre-tax Profits	496,352	619,870	-19.93%
Net Profits	382,517	478,661	-20.09%
Net income attributable to shareholders of the parent	351,479	443,541	-20.76%
EPS	1.57	1.99	-21.11%
Gross Margin	36.84%	36.59%	+0.25%
Operating Expenses Ratio	34.63%	34.23%	+0.40%
Operating Margin	2.21%	2.36%	-0.15%
Pre-tax Margin	1.81%	2.37%	-0.56%
Net Margin	1.39%	1.83%	-0.44%

Performance Comparison

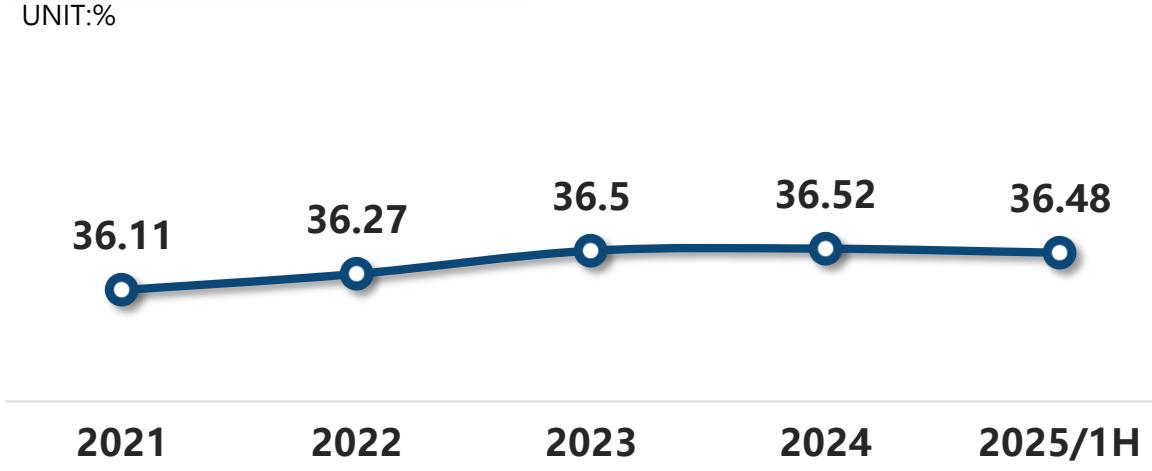
(Unit:NT\$ Thousand)	2025/1H	2024/1H	YoY(%)
Sales	52,722,434	51,022,195	+3.33%
Gross Profits	19,234,450	18,490,265	+4.02%
Operating Expenses	18,362,690	17,530,155	+4.75%
Operating Profits	871,760	960,110	-9.20%
Pre-tax Profits	1,049,796	965,913	+8.68%
Net Profits	810,169	763,878	+6.06%
Net income attributable to shareholders of the parent	769,161	704,485	+9.18%
EPS	3.45	3.16	+9.18%
Gross Margin	36.48%	36.24%	+0.24%
Operating Expenses Ratio	34.83%	34.36%	+0.47%
Operating Margin	1.65%	1.88%	-0.23%
Pre-tax Margin	1.99%	1.89%	+0.10%
Net Margin	1.54%	1.50%	+0.04%

Profitability Trend

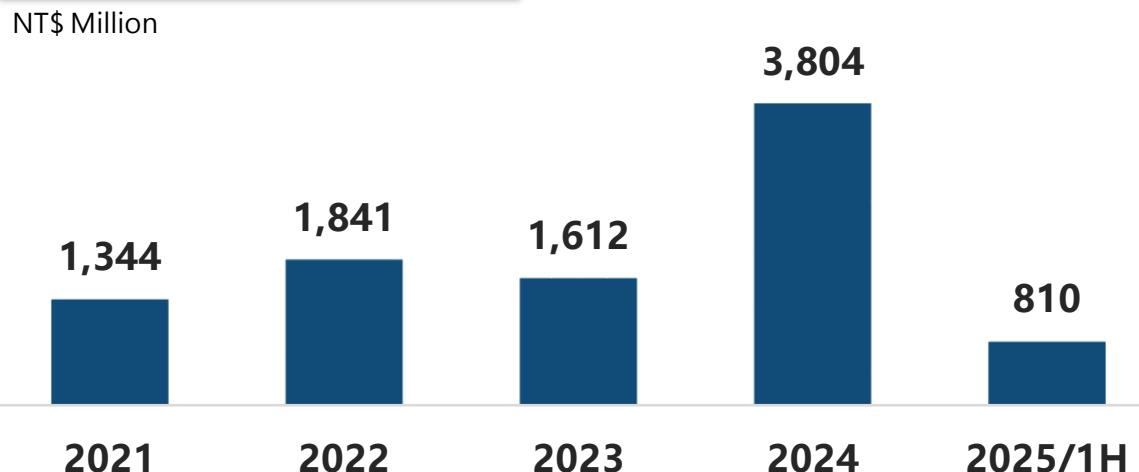
REVENUE



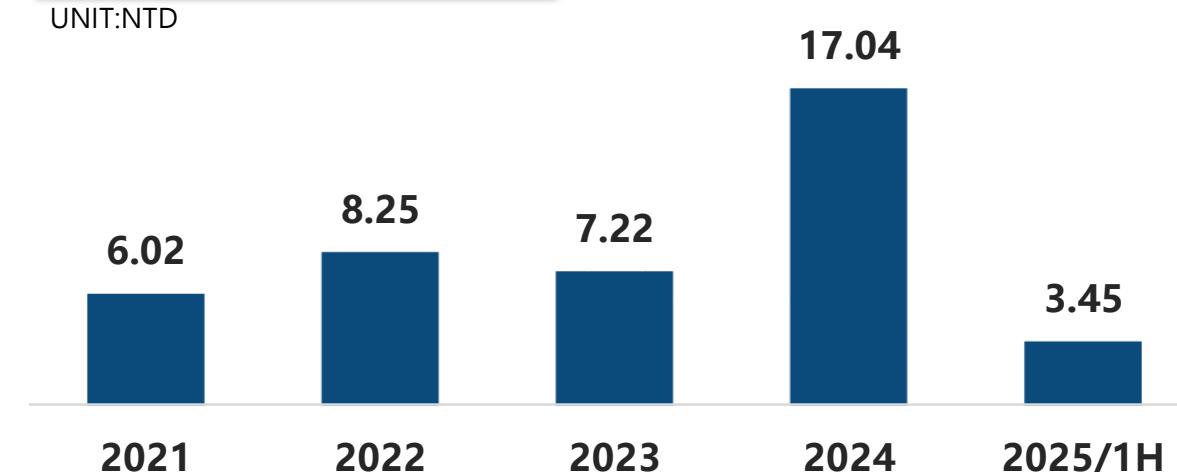
GROSS MARGIN



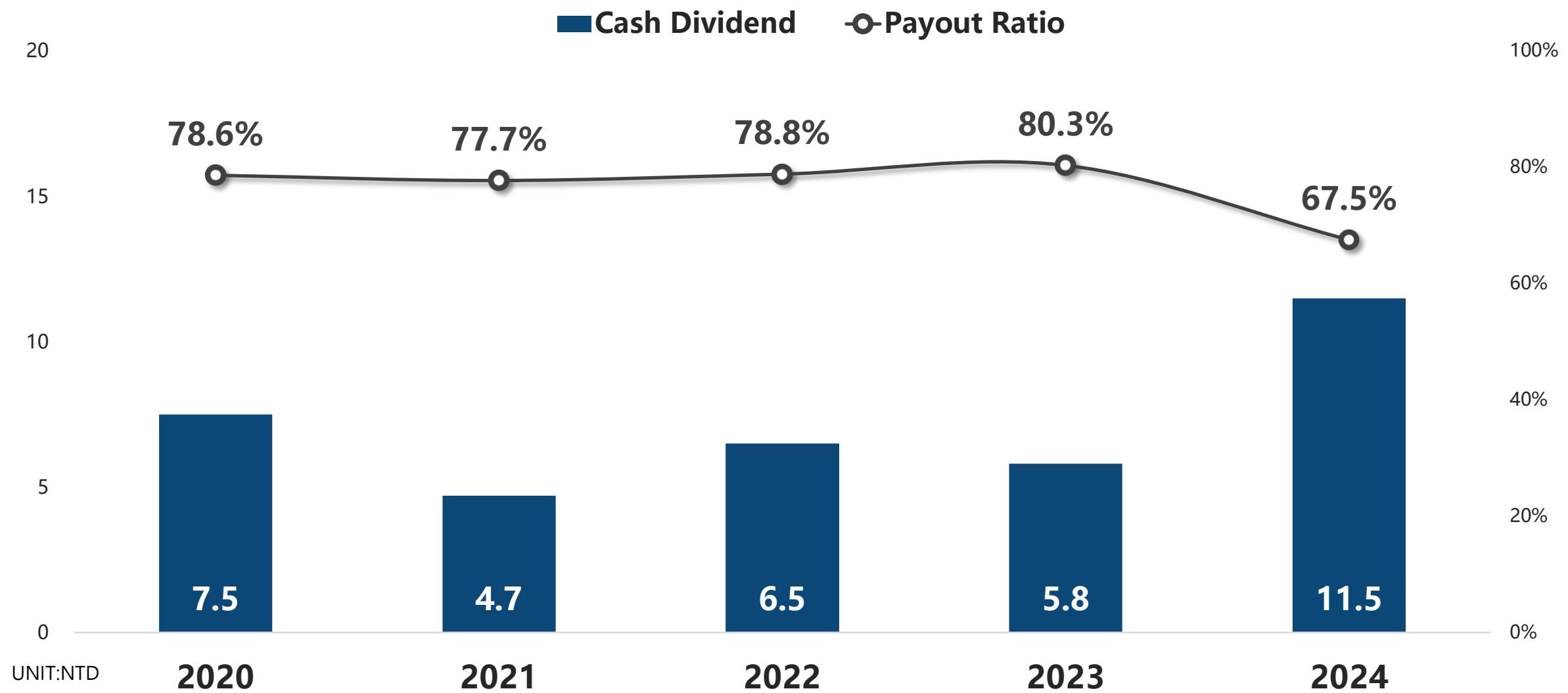
NET INCOME



EPS

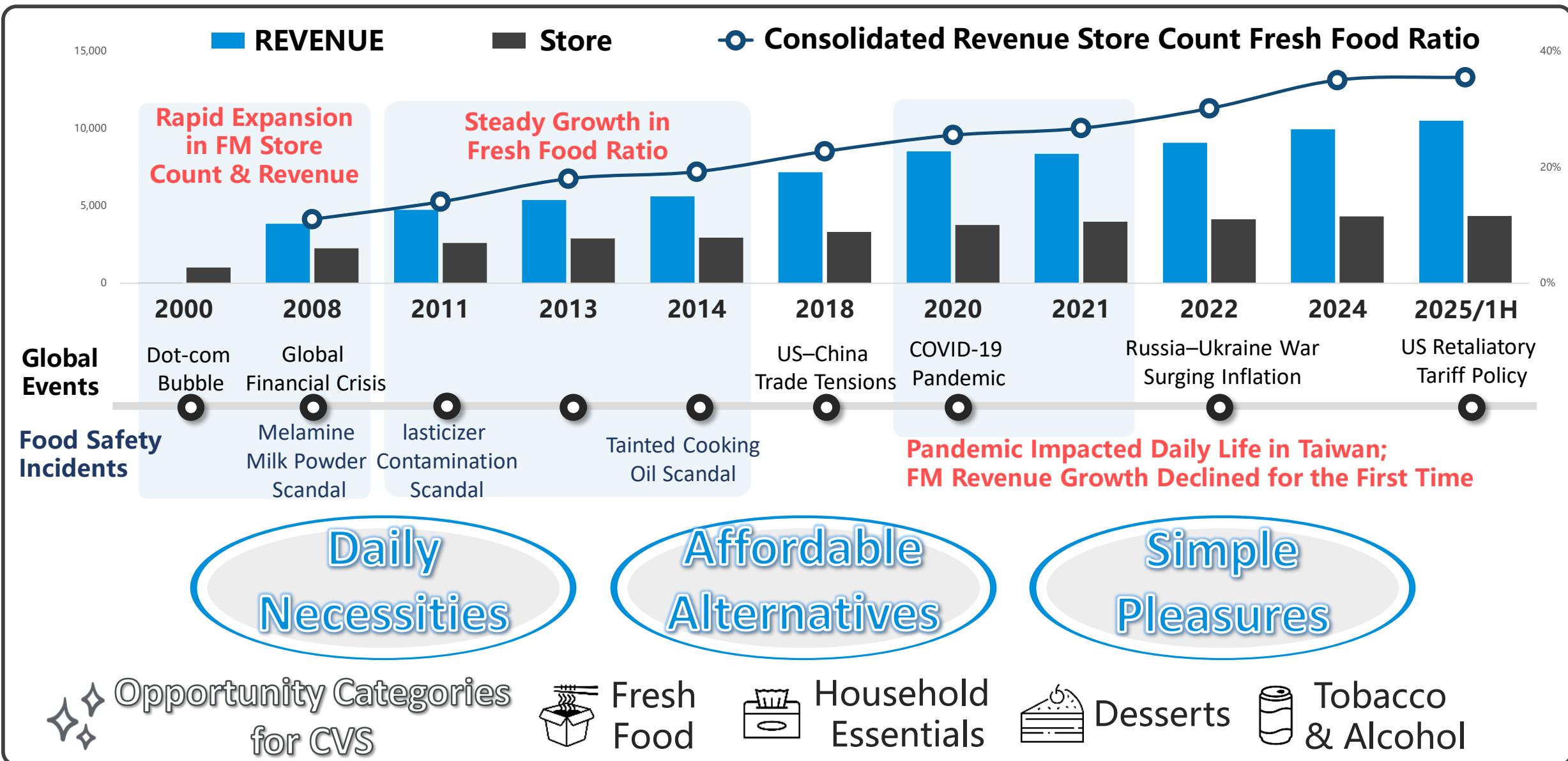


Dividend Policy – Stable Cash Dividend Distribution



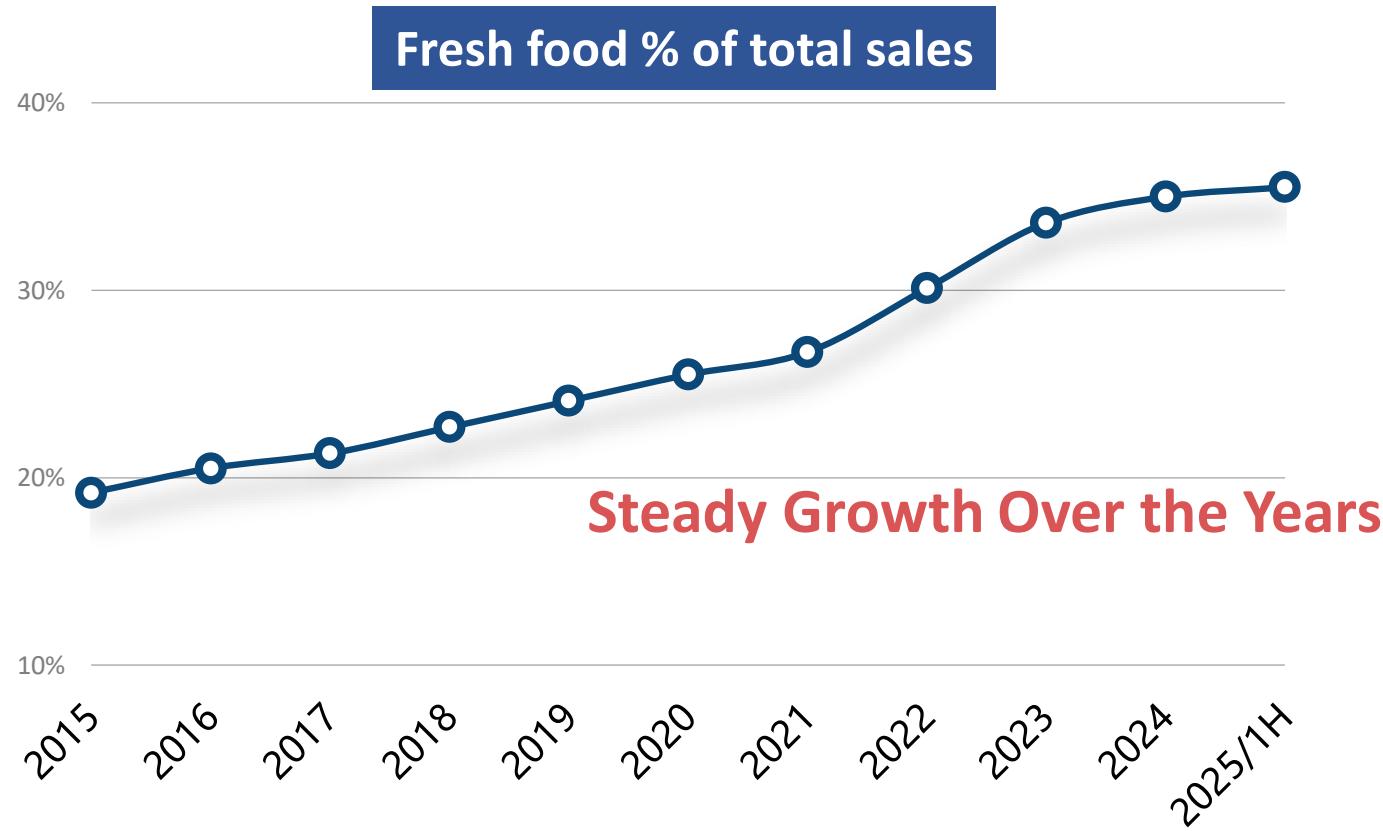
Future Outlook

External Environment & Trend Overview



Growth Momentum – Fresh Food Ecosystem

Enhancing Fresh Food Product Competitiveness



Growth Momentum – Fresh Food Ecosystem

Let's Café



Let's TEA



Fami!ce



Uno Pasta



Bakery-匠.極.滿



minimore



Growth Momentum – Fresh Food Ecosystem



Health-Oriented Choices



Plant-Based Lifestyle



Premium Restaurant Collaborations

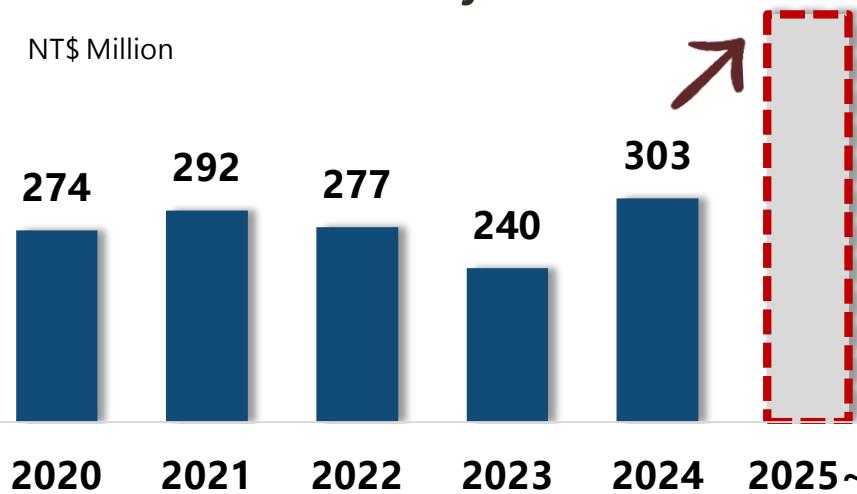


Freshly Prepared Delicacies

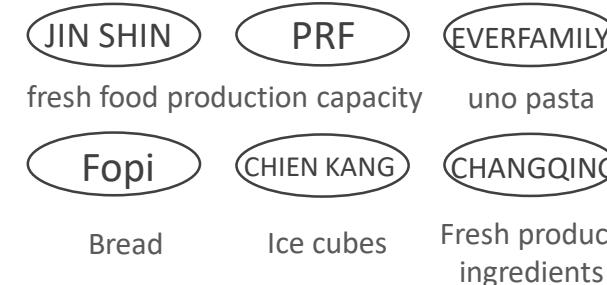
Growth Momentum – Strengthened Capabilities, Accelerated Profit Growth

TFM Investment Profit Contribution

NT\$ Million



Fresh Food Factory Capacity Support



Logistics Center Efficiency Support

- Intelligent supply chain
- Multi-temperature distribution



TAIWAN DISTRIBUTION
CENTER CO., LTD.



RE-YI Distribution
Service Co., Ltd



Growth Momentum – Comprehensive Consumer Demand Fulfillment



Fami Super



Southeast Asian Products



FamiPets



Growth Momentum – Building a Unique Digital Ecosystem

APP Optimization & Member Value Strategy

18.5 million

Number of members

1 million+

Daily trading members

2 million+

High-contribution members



- AI-driven personalized recommendations
- Multi-channel integration & seamless shopping cart
- Site-wide search function
- Real-time package tracking



Cross-border E-commerce



Proprietary EC Platform Expansion

Growth Momentum – 3N Growth Strategy

New Business

Diversified Expansion for Growth

- Expanding beyond convenience stores to drive diversified growth.



New Format

Agile Innovation to Meet Evolving Consumer Needs

- Innovating store formats to meet shifting consumer needs.



New Area

High-Potential Market Focus

- Exploring strategic expansion into a new region in China, with a potential focus on majority control.



Convenience for Sustainability, You + 1

Awards



- 4 awards at the 20th Global Views ESG Awards
- 4 awards at the Taiwan Sustainable Action Awards
- Ranked 13th among Large Enterprises in Corporate Social Responsibility Awards
- 2 awards at the Taiwan Corporate Sustainability Awards
- 2 awards at the Buying Power Awards



禁止酒駕 未滿十八歲禁止飲酒

The End