



## **| 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, Sep): 4,411**

# Key Milestones



**1988-1997**

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



**1998-2007**

▲ 1,000

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



**2008-2020**

▲ 3,000

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

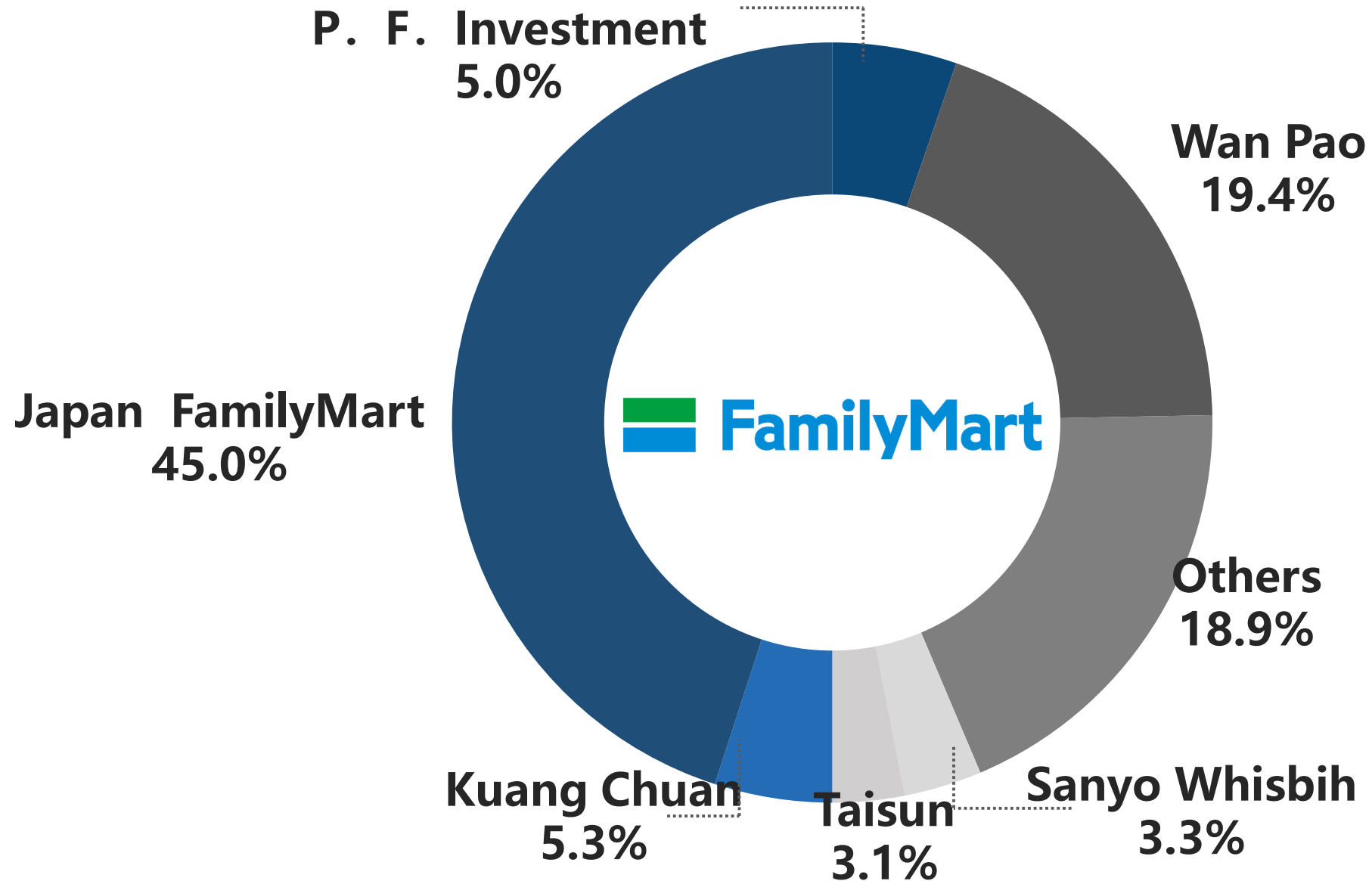


**2021-2025**

▲ 4,000

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

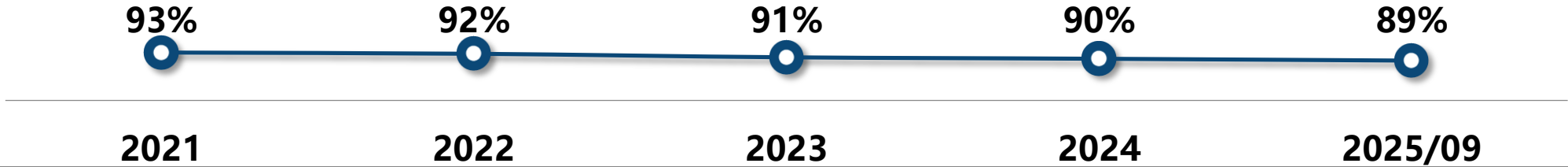


\*Updated by 2025/09

# Market Share by No. of Stores

CVS Chain		2021	2022	2023	2024	2025/09
FamilyMart	No. of Store	3,980	4,138	4,234	4,316	4,411
	Net Opening	+210	+158	+96	+82	+95
	Market Share	31.5%	31.7%	31.6%	31.6%	32.1%
7-11	No. of Store	6,379	6,631	6,859	7,077	7,186
	Market Share	50.5%	50.8%	51.3%	51.8%	52.3%
Hi-Life	No. of Store	1,502	1,512	1,556	1,635	1,731
	Market Share	11.9%	11.6%	11.6%	12.0%	12.6%
O.K.	No. of Store	762	769	729	622	419
	Market Share	6.0%	5.9%	5.5%	4.6%	3.0%
Total	No. of Store	12,623	13,050	13,378	13,650	13,747

Percentage of Franchise Types

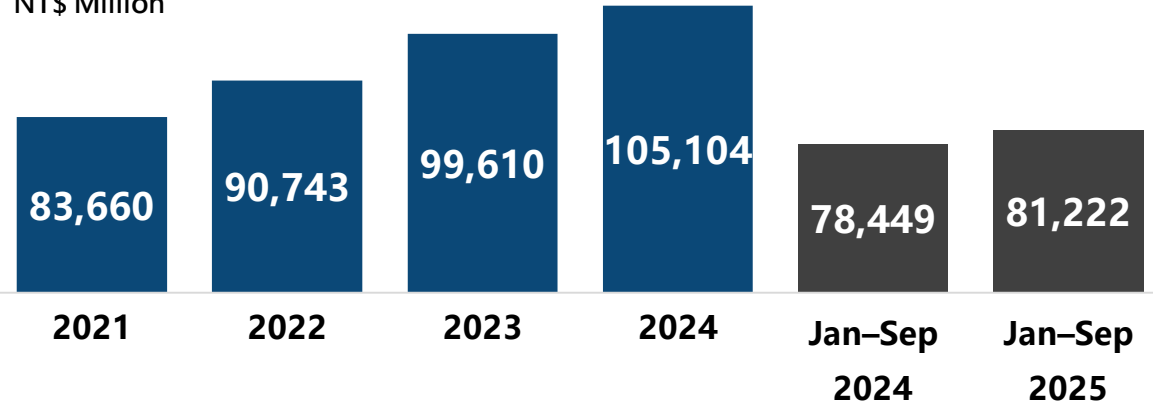


# Consolidated Profitability Trend

- Consolidated revenue for the first three quarters of 2025 grew 3.5% YoY, supported by steady core-business expansion and contributions from equity investments. Excluding last year's one-off gain from Mainland China equity adjustments, net income after tax would have increased by 8% YoY, reflecting continued strength in core operations.

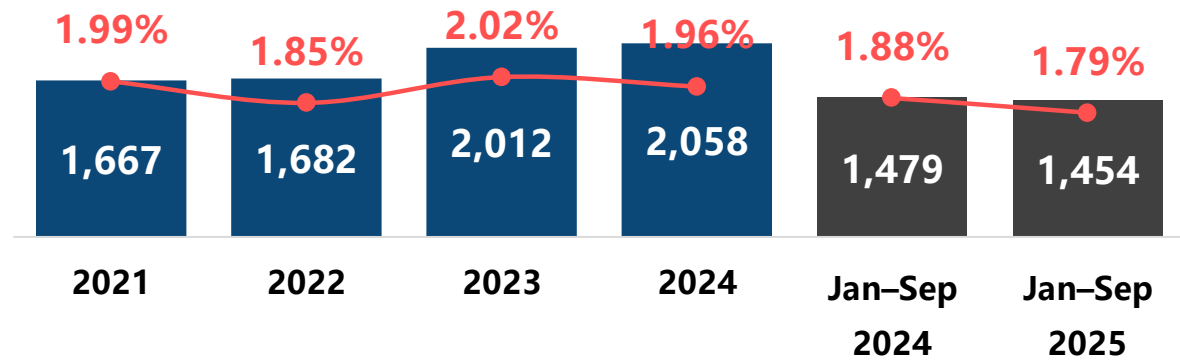
## REVENUE

NT\$ Million



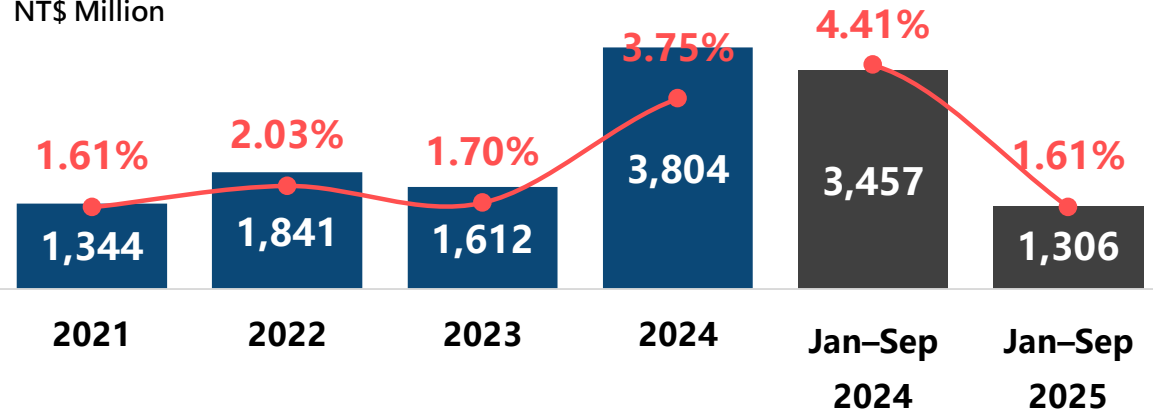
## Operating Profit & OPM

NT\$ Million



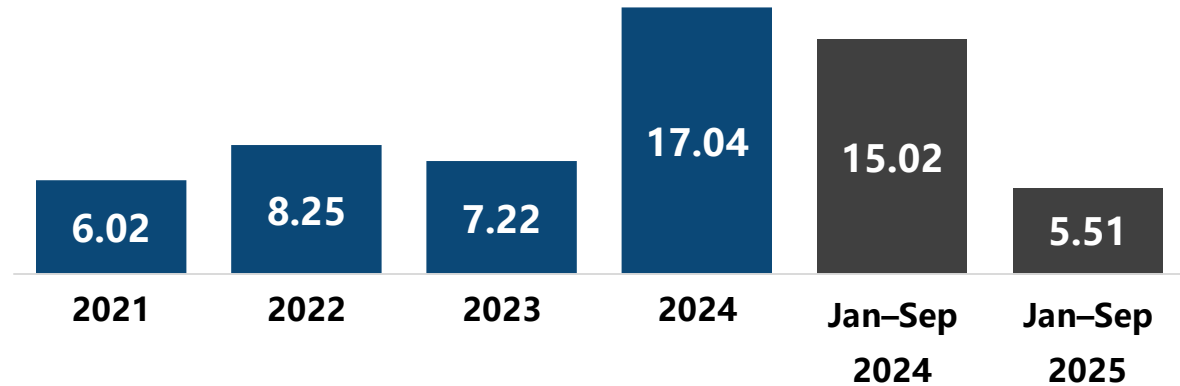
## NET INCOME & NPM

NT\$ Million

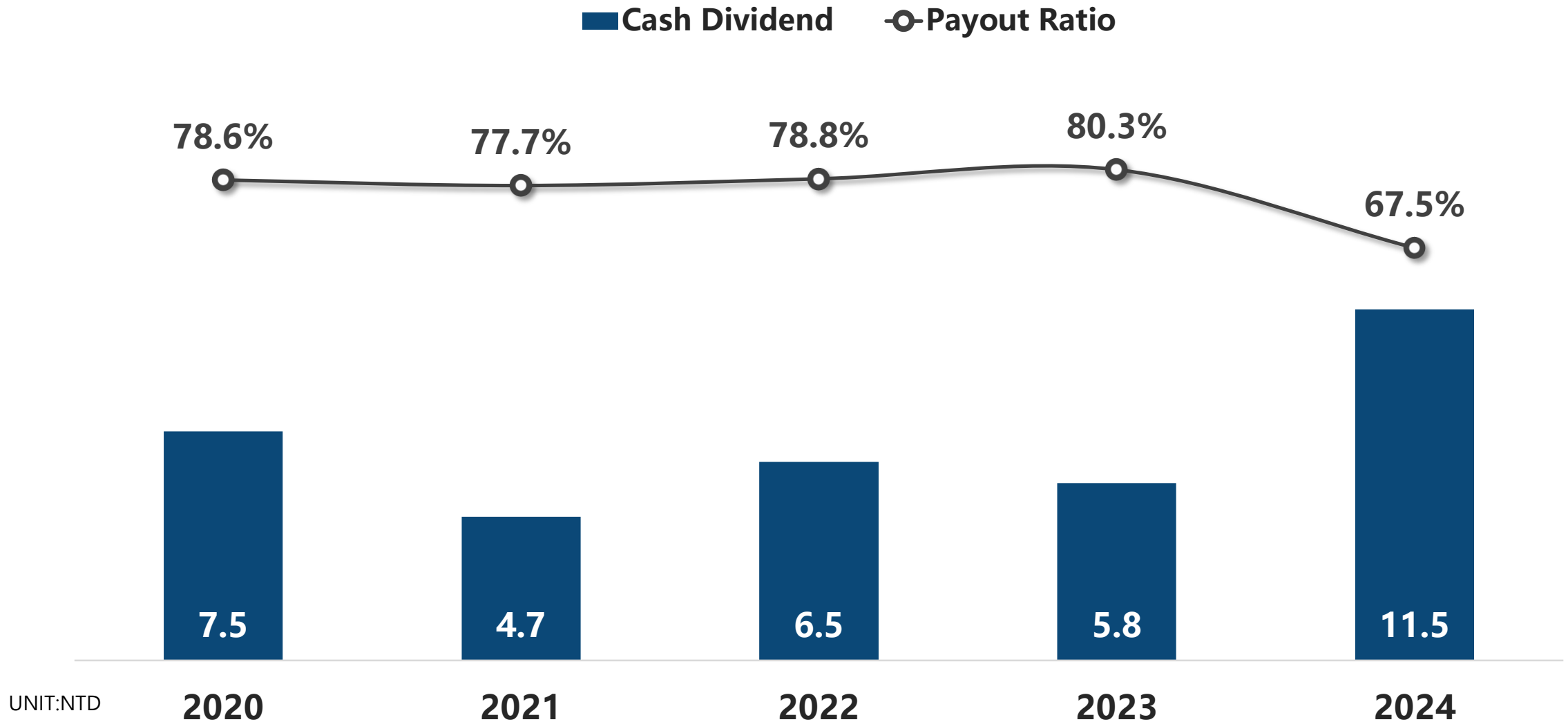


## EPS

UNIT:NTD



# Dividend Policy – Stable Cash Dividend Distribution



# Future Outlook

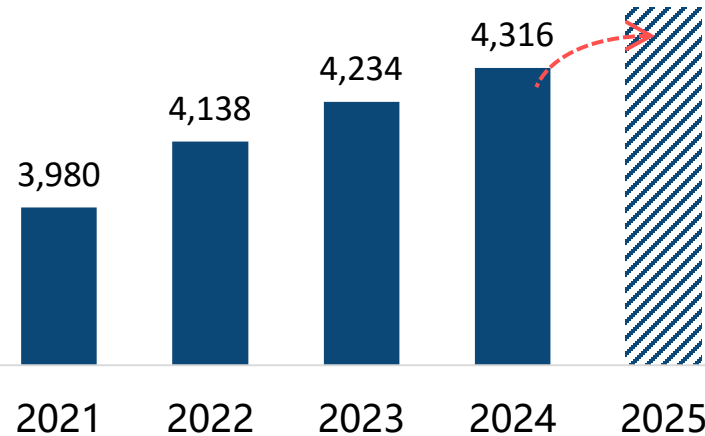


# Strategic Pillars for Business Growth

## Store Expansion Momentum Remains Solid

UNIT: Store

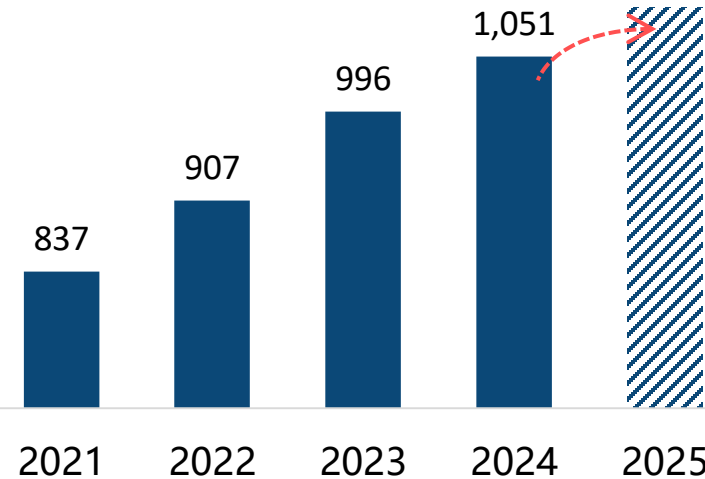
### Store



## New Highs in Consolidated Revenue

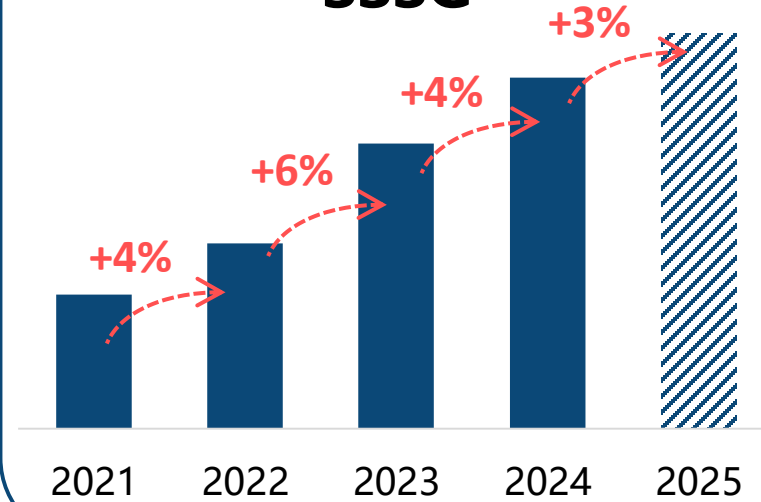
Unit: NT\$ Billions

### Revenue



## Steady Same-Store Growth

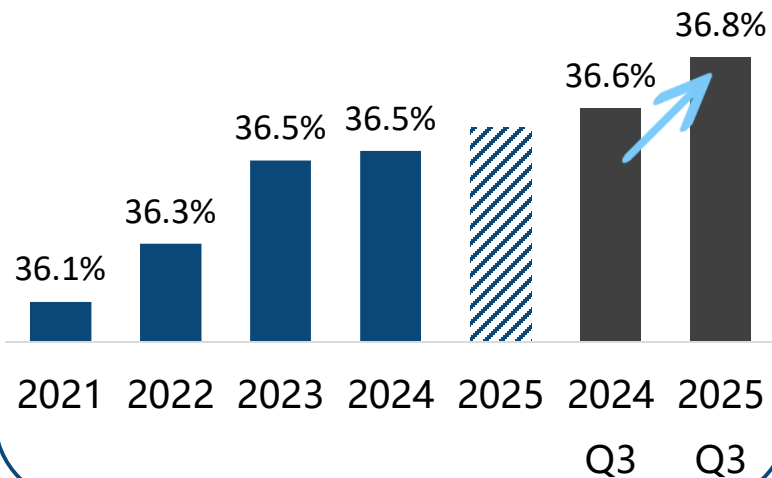
### SSSG



# Strategic Pillars for Business Growth

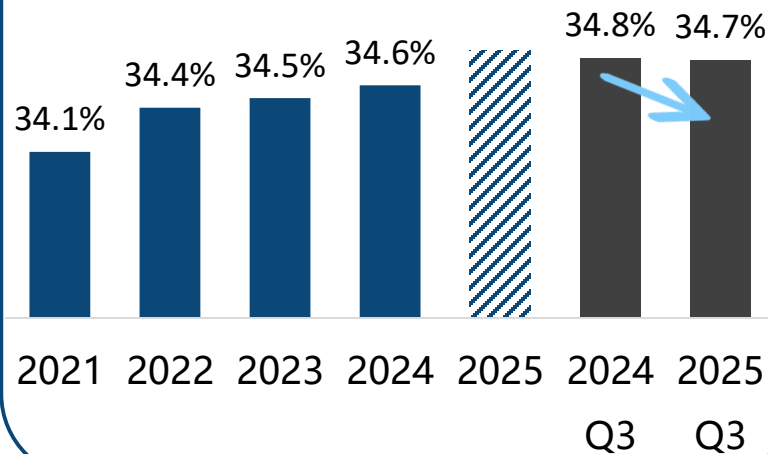
## Gross Profit Maximization

Gross Margin



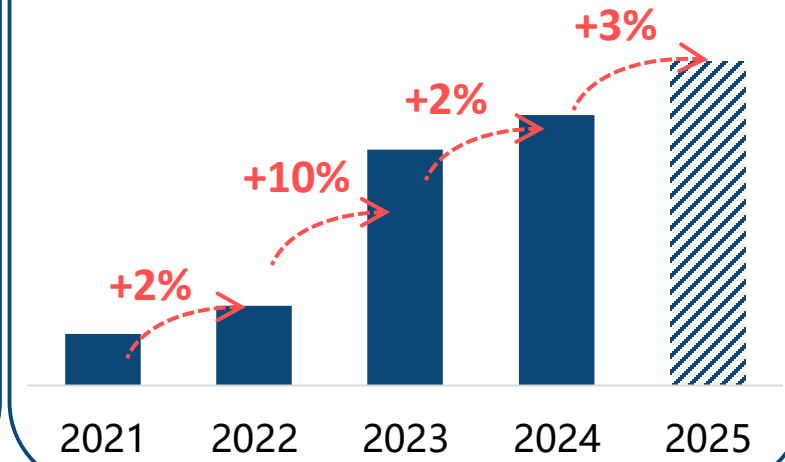
## Precise Control of Operating Expenses

Operating Expense Ratio

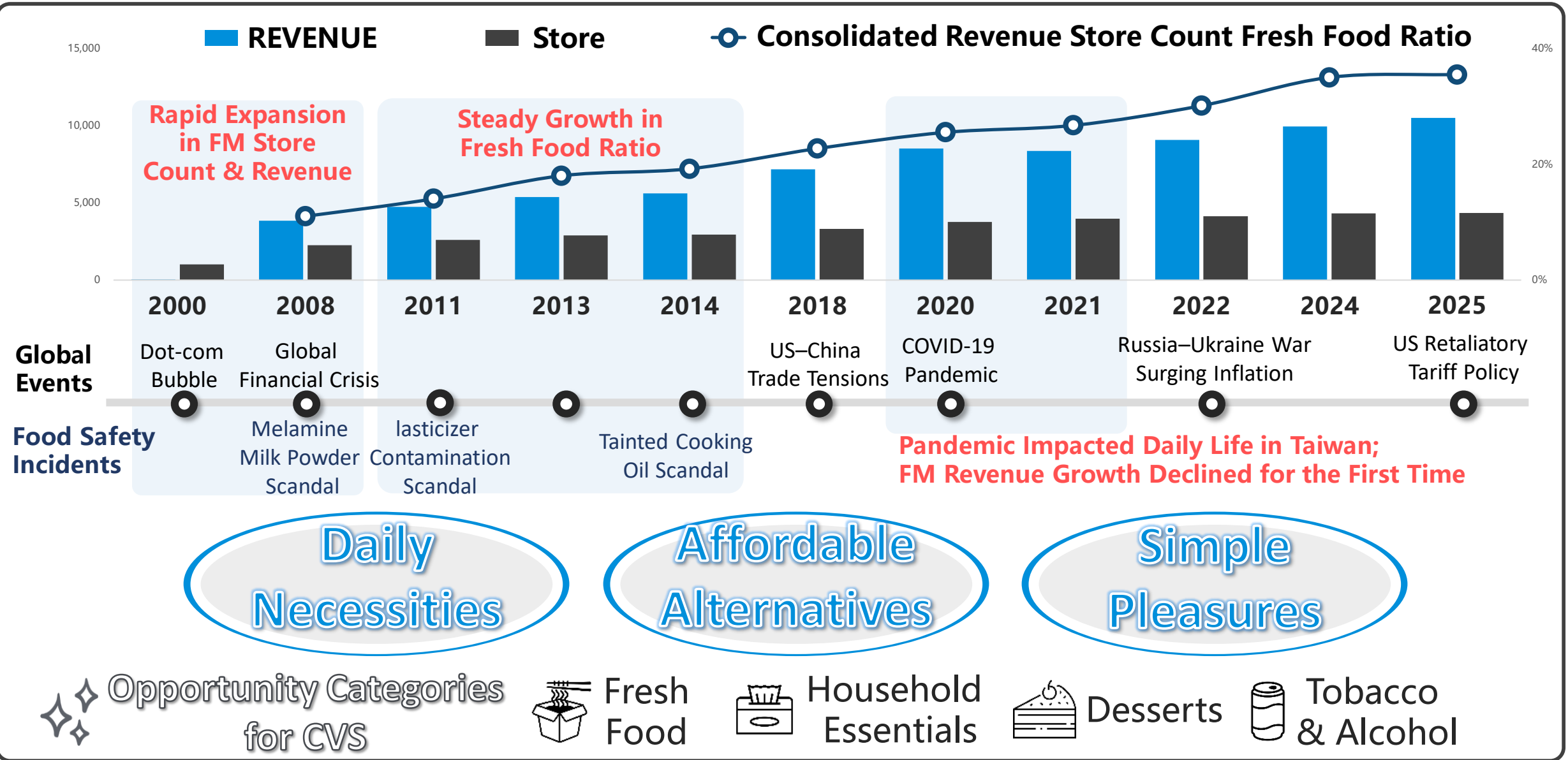


## Rising Customer Traffic

Customer Traffic



# External Environment & Trend Overview





# Growth Momentum – Fresh Food: Strategic Brand Focus

## Let's Café



## Let's TEA



## Fami!ce



## Uno Pasta



## Bakery-匠.極.滿



## minimore





# Growth Momentum – Fresh Food: Strategic Brand Focus



Health-Oriented Choices



Premium Restaurant Collaborations



Plant-Based Lifestyle



Freshly Prepared Delicacies

# Growth Momentum – Differentiated Product Strength

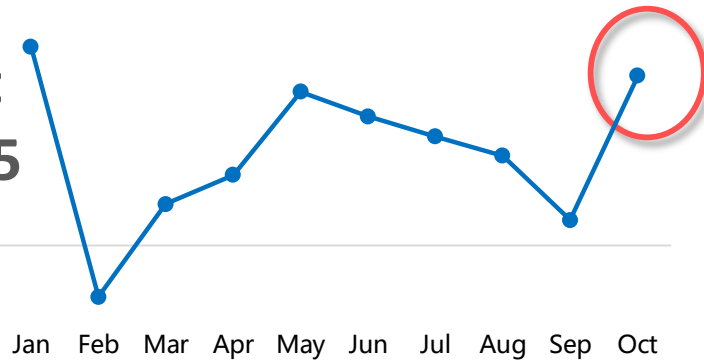
Exclusive  
Product Offering

Cross-Selling  
Uplift

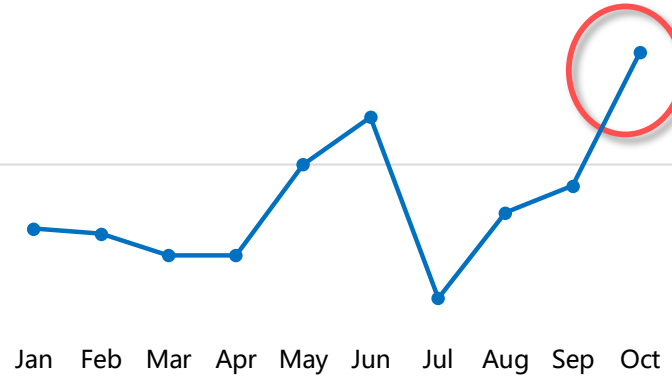
Customer Traffic  
Growth Drivers

SSSG **+5.3%**

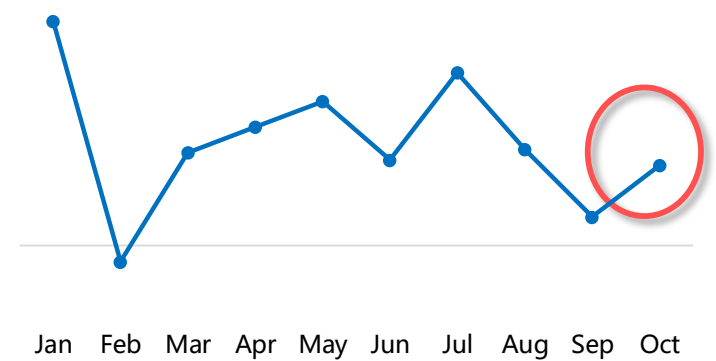
Oct  
2025



Customer Traffic **+2.1%**



Average Ticket **+2.5%**





# Growth Momentum – OMO Ecosystem

## APP Optimization & Member Value Strategy

**18.5million**

Number of members

**1million+**

Daily trading members

**2million+**

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



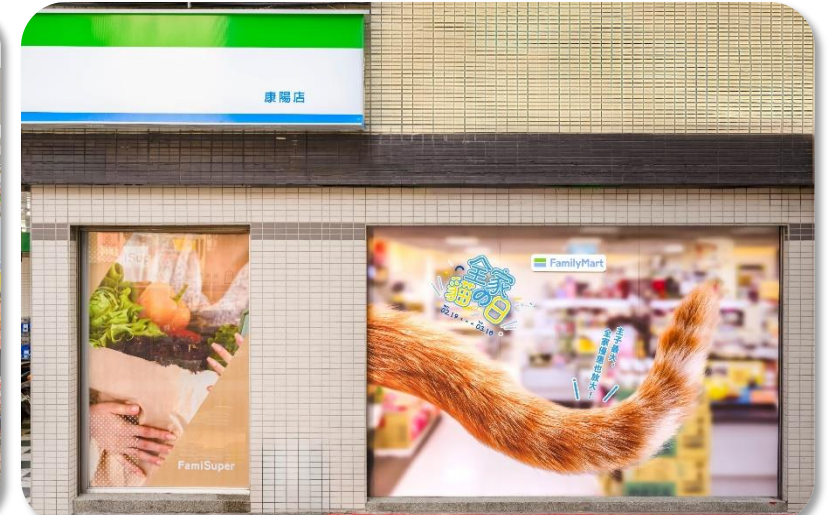
# Growth Momentum – Diversified Business Models



Fami Super



Southeast Asian Products



FamiPets





# Growth Momentum – Group Empowerment

**familynet**

全網行銷 | AnythingForYou

**Familynet Co., Ltd.**

100%



日映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 CORP.**

100%



**FOPI BAKERY  
CO., LTD.**

93.5%

**Accudata** It Total Solution

**ACCUDATA RESEARCH  
INSTITUTE INC.**

70%



**Family International  
Gourmet Co., Ltd**

61.96%

2024/11  
OTC Listed



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

**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%

**PRF**

**PING ROUN FOOD  
CO., LTD.**

38.2%

**CHANGQING  
LOGISTICS GLOBAL  
CO., LTD.**

30%

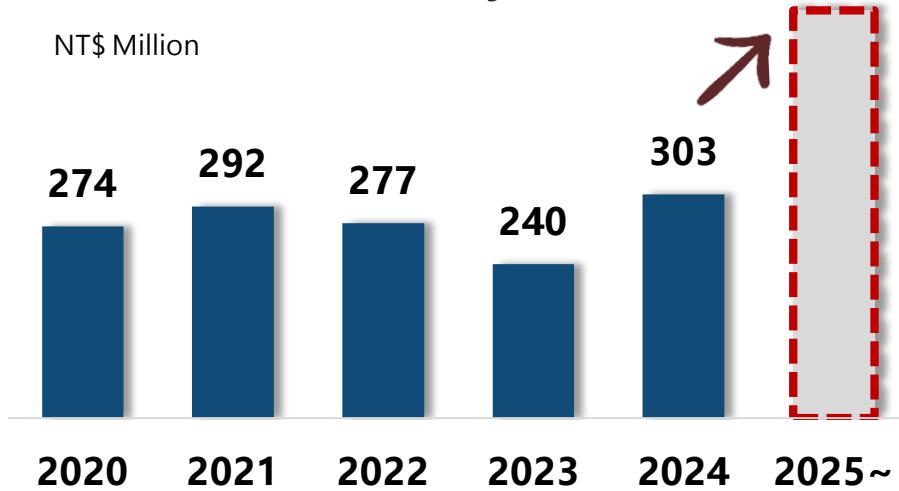
**CHIEN KANG  
INTERNATIONAL  
FOODS CO., LTD.**

30%

# Growth Momentum – Group Empowerment

## TFM Investment Profit Contribution

NT\$ Million



## Fresh Food Factory Capacity Support

JIN SHIN

fresh food production capacity

PRF

EVERFAMILY

uno pasta

Fopi

Bread

CHIEN KANG

Ice cubes

CHANGQING

Fresh produce ingredients



## Logistics Center Efficiency Support

- Intelligent supply chain
- Multi-temperature distribution



TAIWAN DISTRIBUTION  
CENTER CO., LTD.



RE-YI Distribution  
Service Co., Ltd



# Growth Momentum – 3N Growth Strategy



## *Diversified Expansion for Growth*

- Expanding beyond convenience stores to drive diversified growth.



## *Agile Innovation to Meet Evolving Consumer Needs*

- Innovating store formats to meet shifting consumer needs.



## *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 20<sup>th</sup> Global Views ESG Awards
- 4 awards at the Taiwan Sustainable Action Awards
- Corporate Social Responsibility Awards – Large Enterprises:  
2024 (13th) → 2025 (8th)
- 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**