



 FamilyMart

Company Profile

Established: August 18, 1988

Capital: 2.23 Billion (NTD)

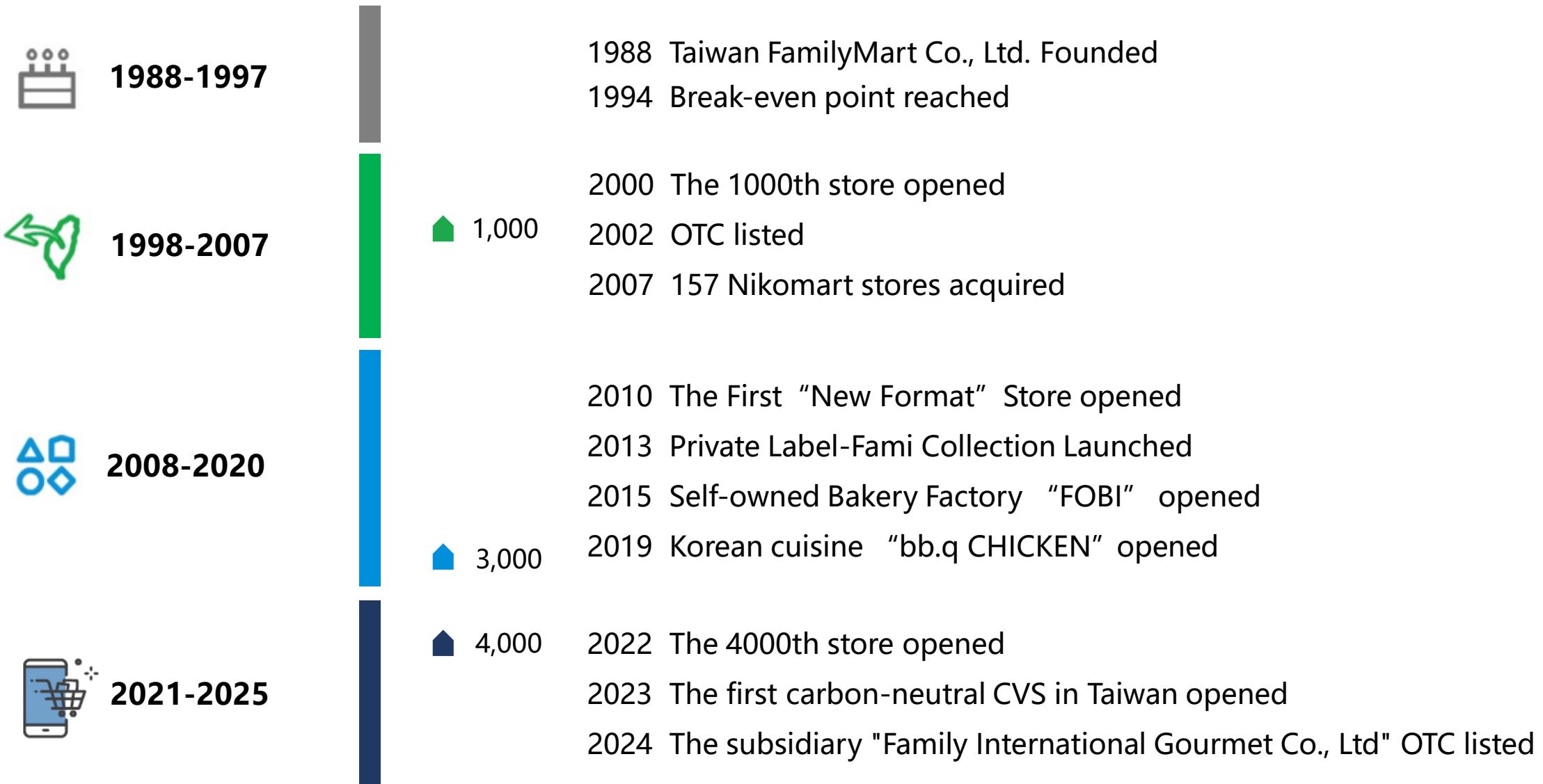
Core Business: Operation of convenience

store chain, under the name of "FamilyMart"

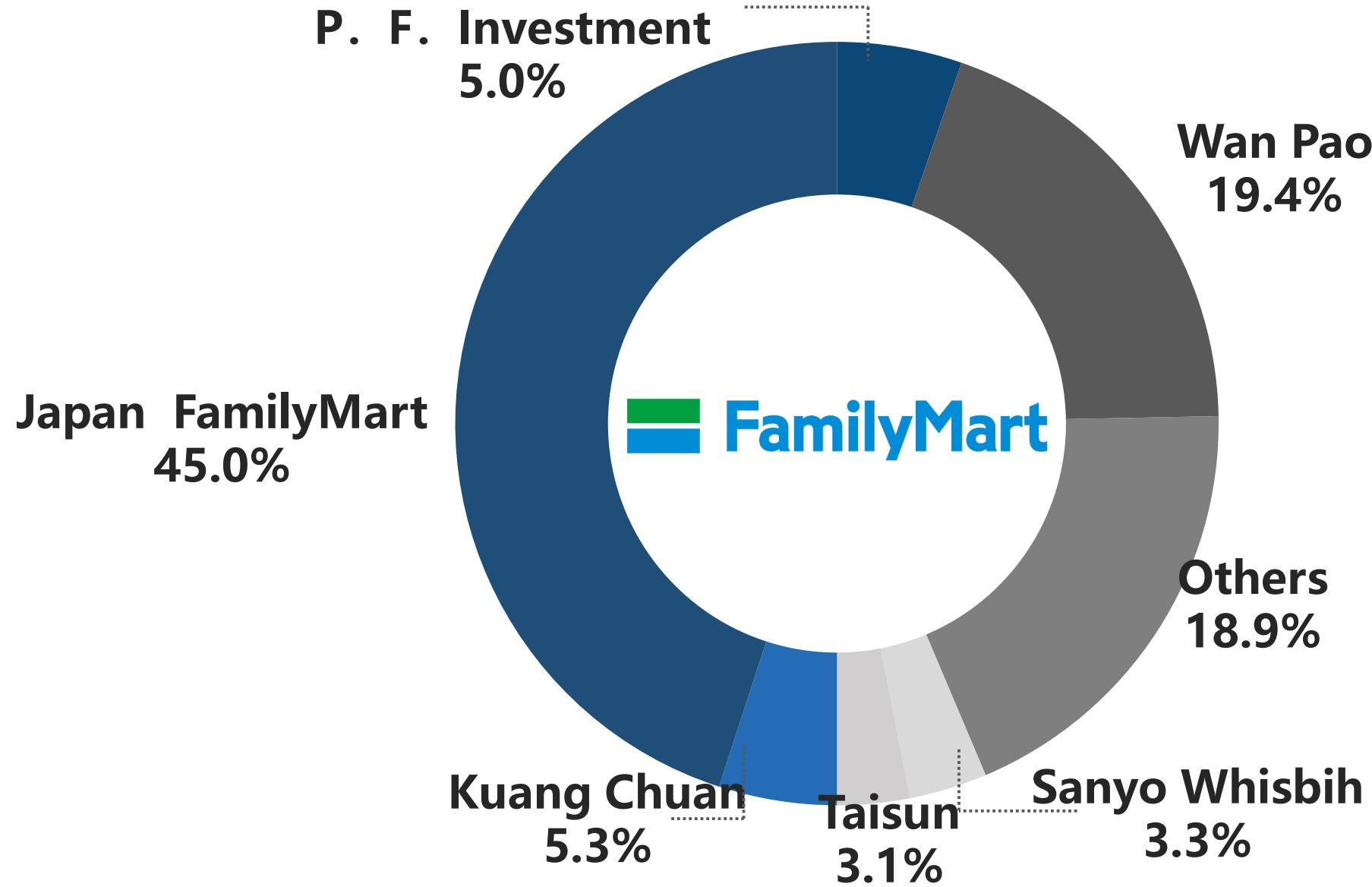
Chairman: Yeh, Jung-ting

Number of Stores (2025, Sep): 4,411

Key Milestones



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

93%

92%

91%

90%

89%

2021

2022

2023

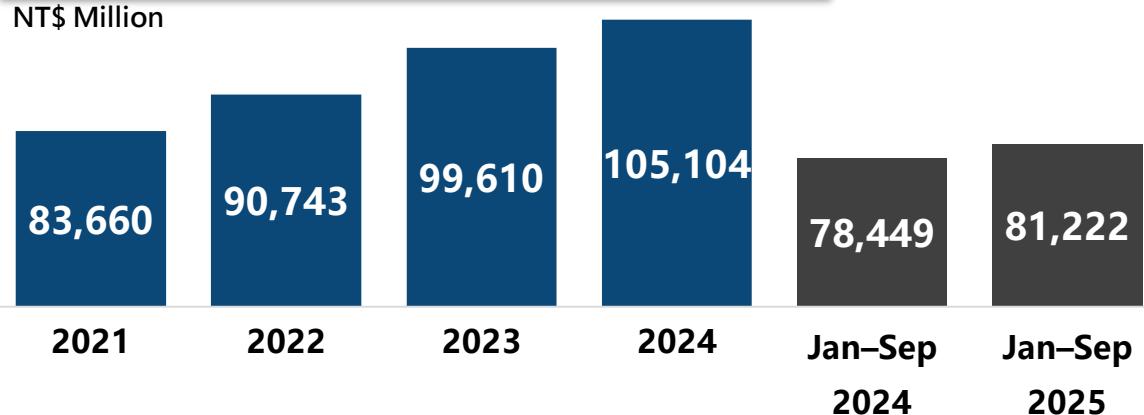
2024

2025/09

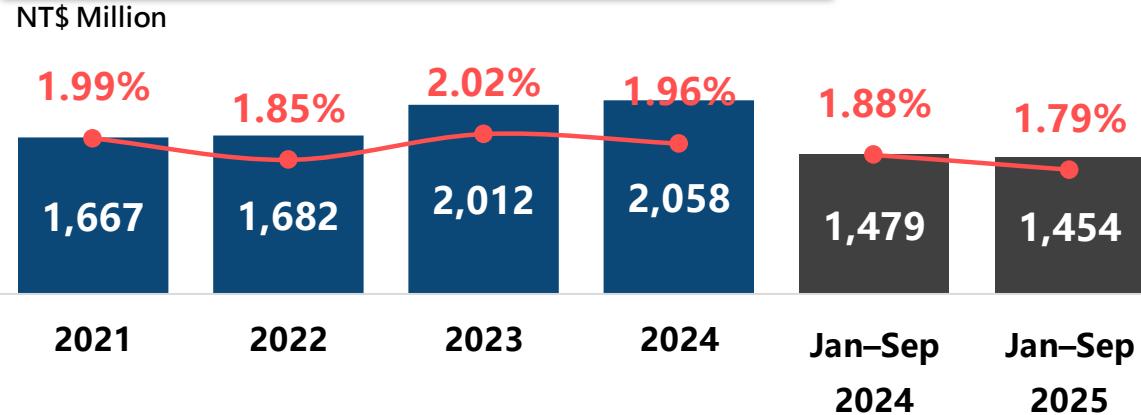
Consolidated Profitability Trend

- 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.

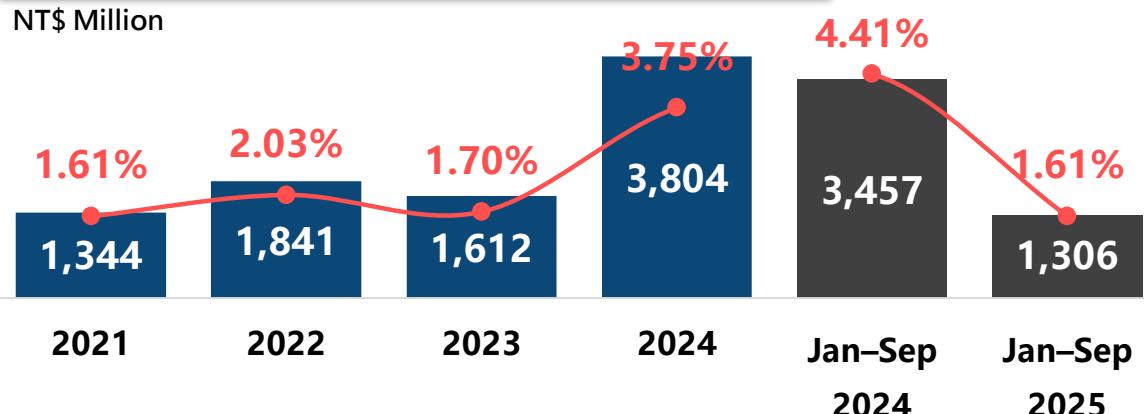
REVENUE



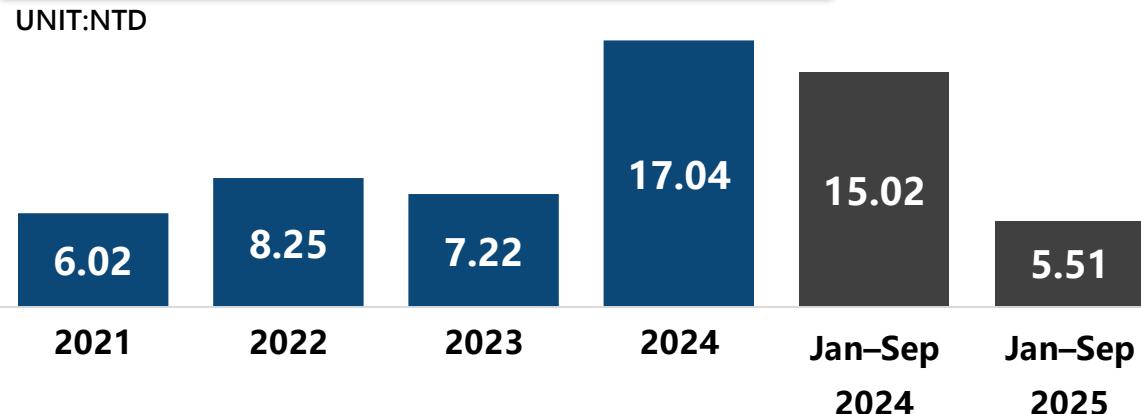
Operating Profit & OPM



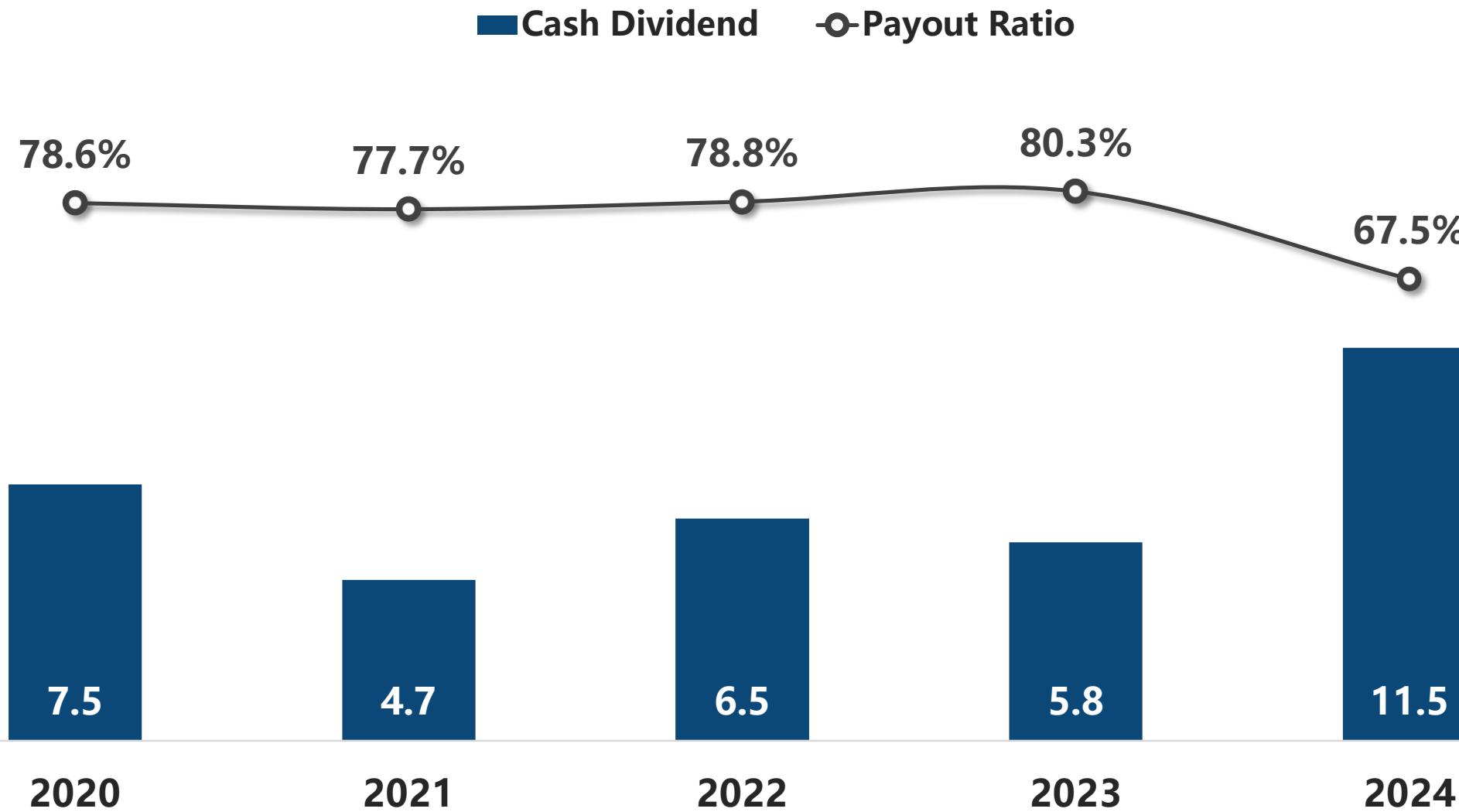
NET INCOME & NPM



EPS



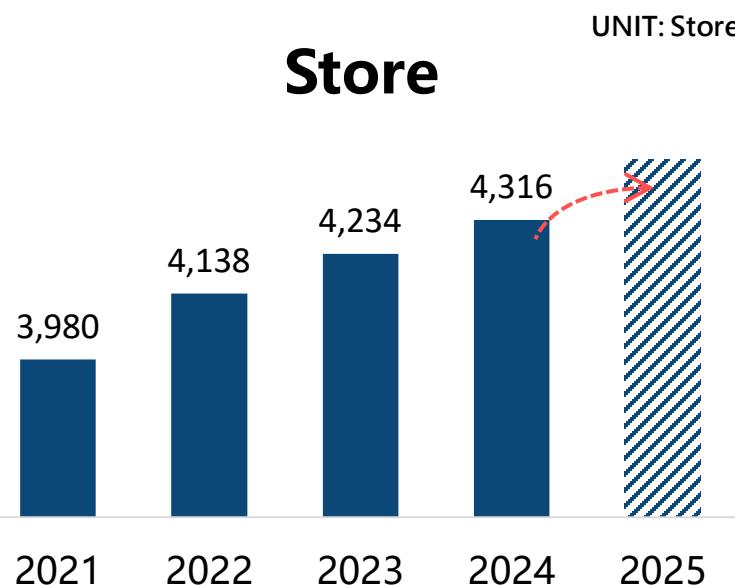
Dividend Policy – Stable Cash Dividend Distribution



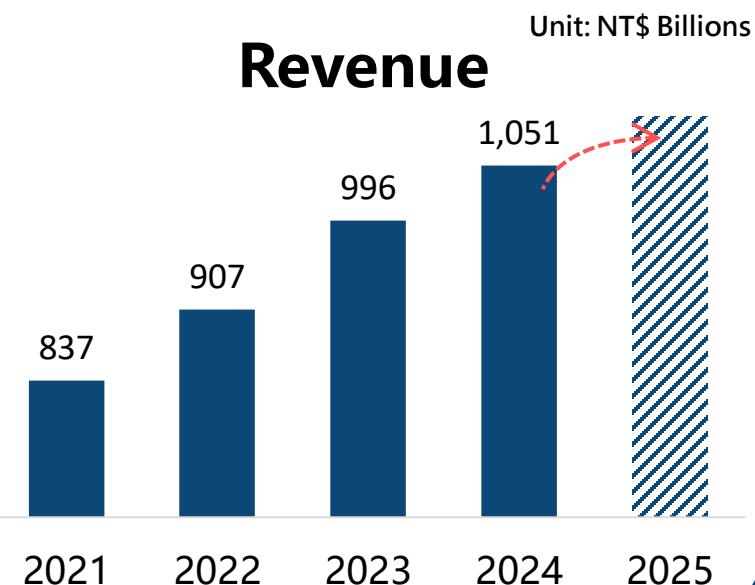
Future Outlook

Strategic Pillars for Business Growth

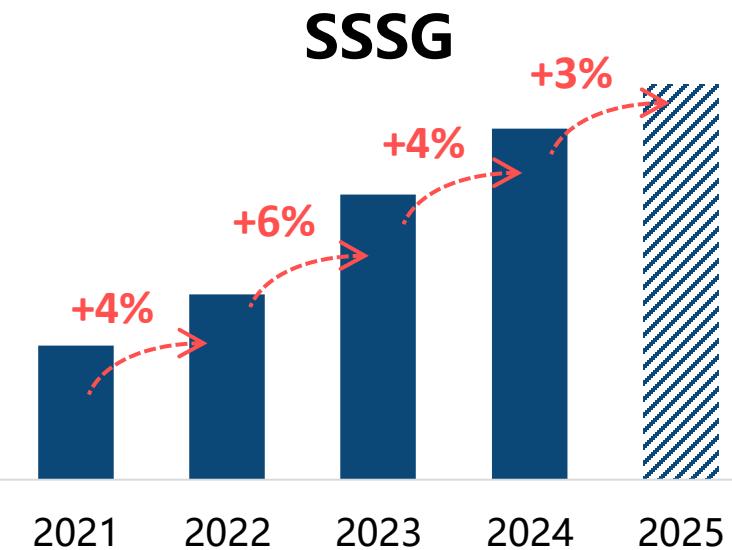
Store Expansion Momentum Remains Solid



New Highs in Consolidated Revenue



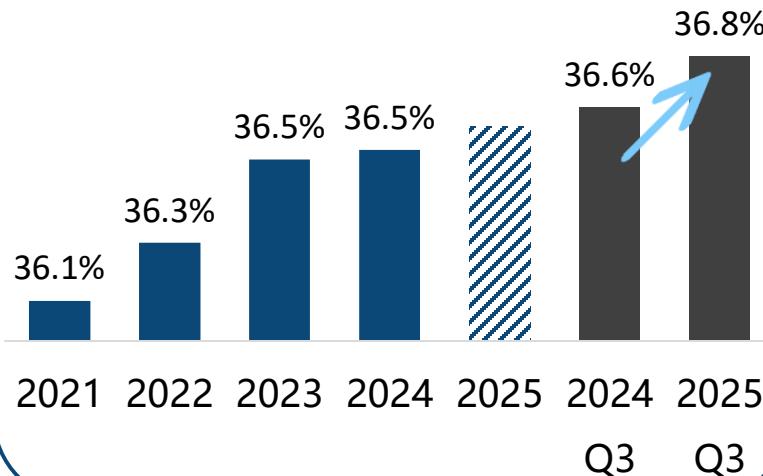
Steady Same-Store Growth



Strategic Pillars for Business Growth

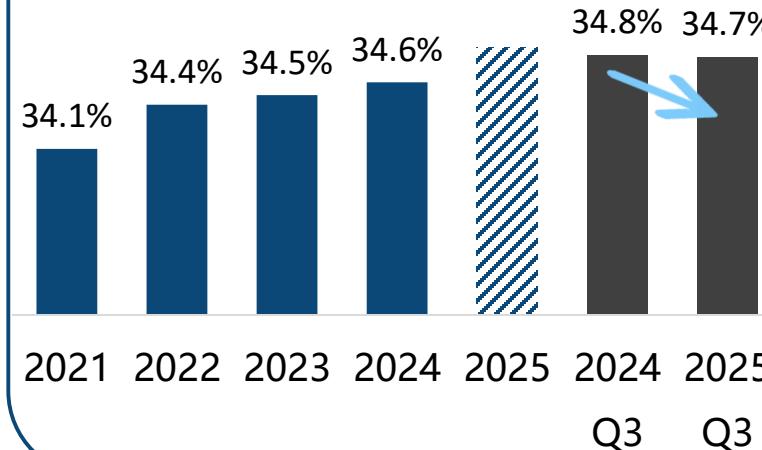
Gross Profit Maximization

Gross Margin



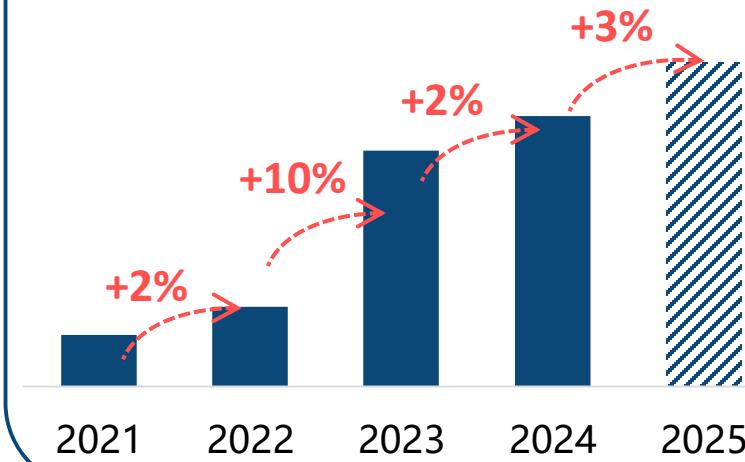
Precise Control of Operating Expenses

Operating Expense Ratio

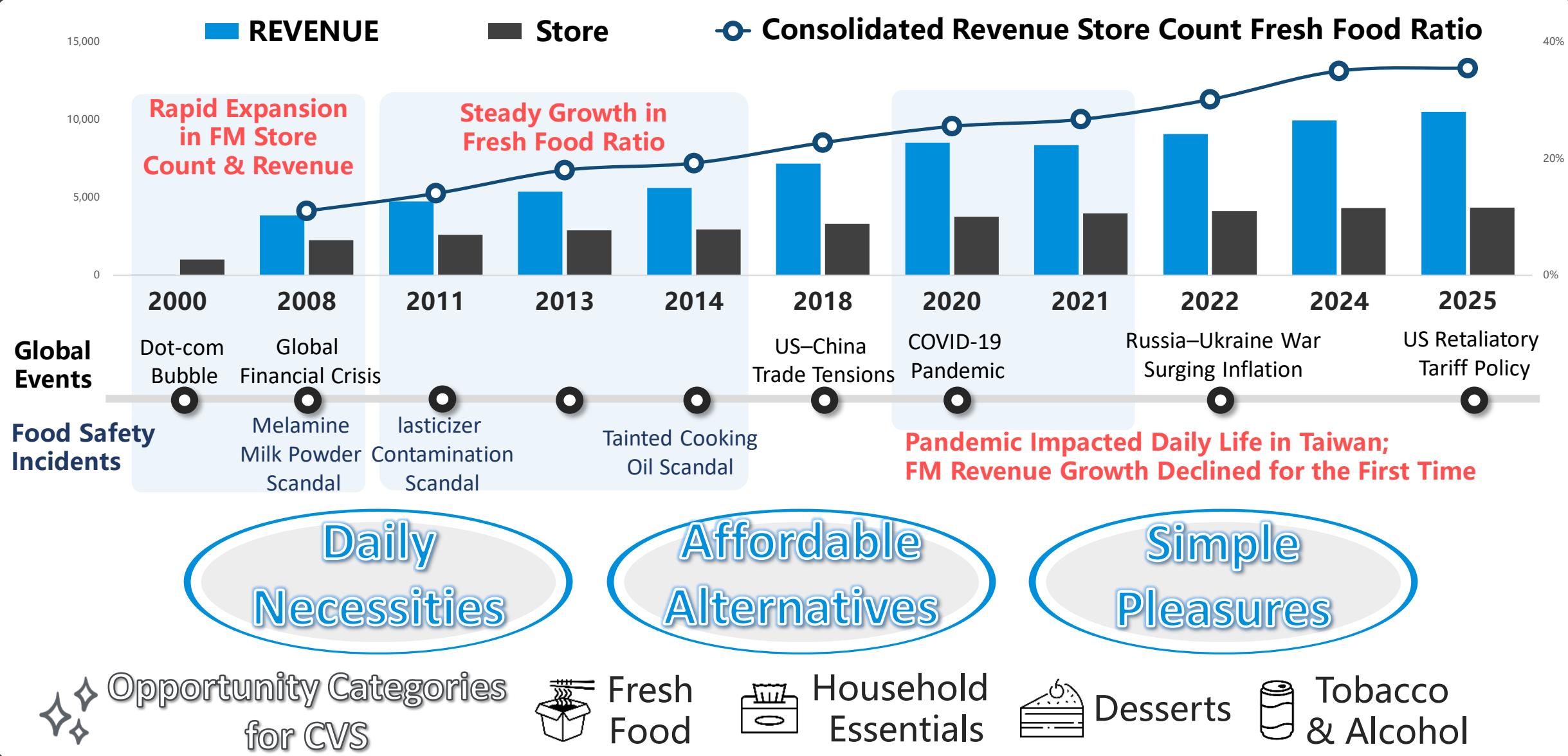


Rising Customer Traffic

Customer Traffic



External Environment & Trend Overview



Growth Momentum – Fresh Food: Strategic Brand Focus

Let's Café



Uno Pasta



Let's TEA



Bakery-匠.極.滿



Fami!ce



minimore



Growth Momentum – Fresh Food: Strategic Brand Focus



Health-Oriented Choices



Plant-Based Lifestyle



Premium Restaurant Collaborations



Freshly Prepared Delicacies

Growth Momentum – Differentiated Product Strength

Exclusive
Product Offering

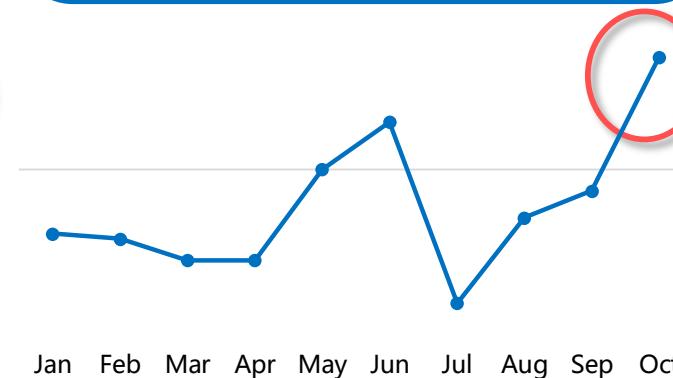
Cross-Selling
Uplift

Customer Traffic
Growth Drivers

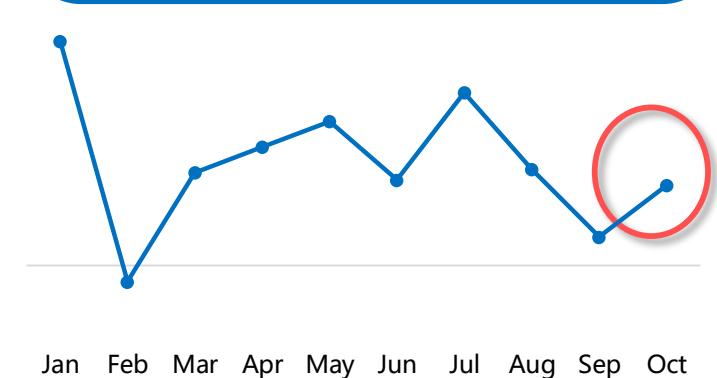
SSSG **+5.3%**



Customer Traffic **+2.1%**



Average Ticket **+2.5%**



Growth Momentum – OMO 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 – Diversified Business Models



Fami Super



Southeast Asian Products



FamiPets



Growth Momentum – Group Empowerment



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 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%



All Win Fintech Company Limited

51%

EVERFAMILY INTERNATIONAL FOODS CORP.

45%



PING ROUN FOOD CO., LTD.

38.2%

CHANGQING LOGISTICS GLOBAL CO., LTD.

30%

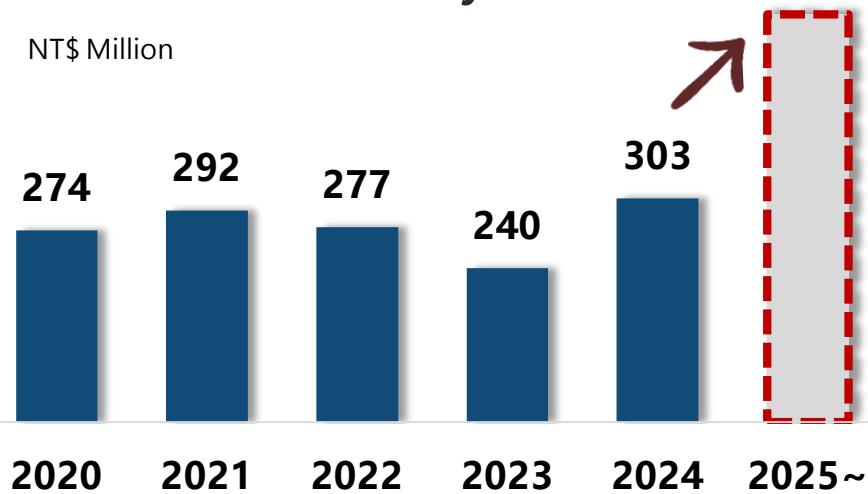
CHIEN KANG INTERNATIONAL FOODS CO., LTD.

30%

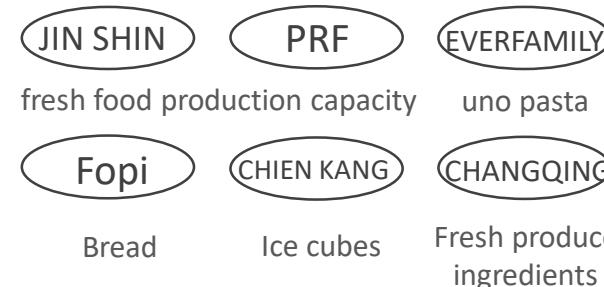
Growth Momentum – Group Empowerment

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 – 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

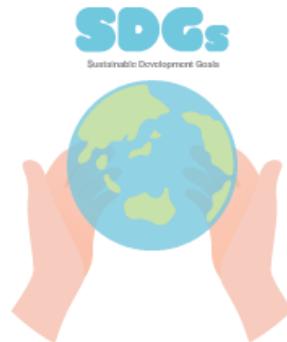
High-Potential Market Focus

- 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
- 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



The End