

President Chain Store Corp.

2912 TT

2021 Highlights and Results

Historical Financial Results

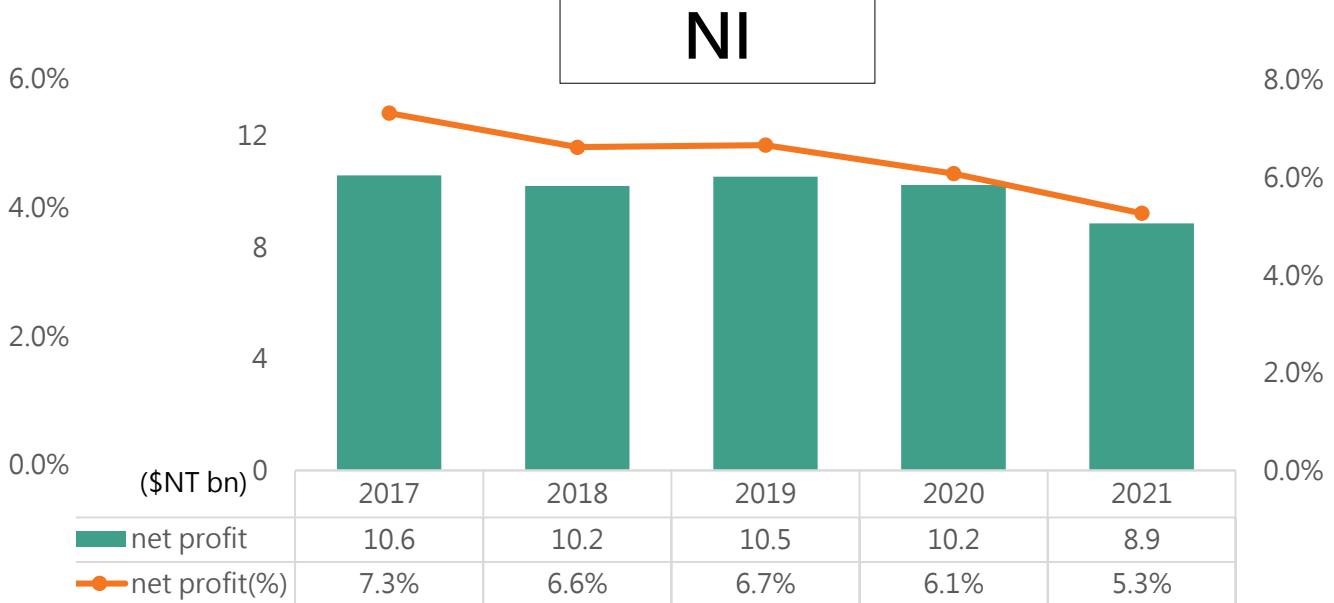
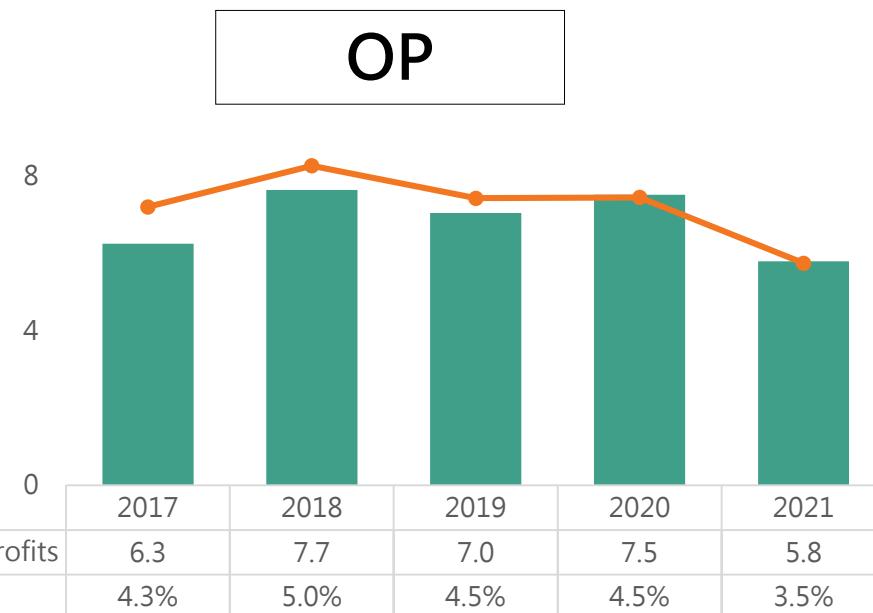
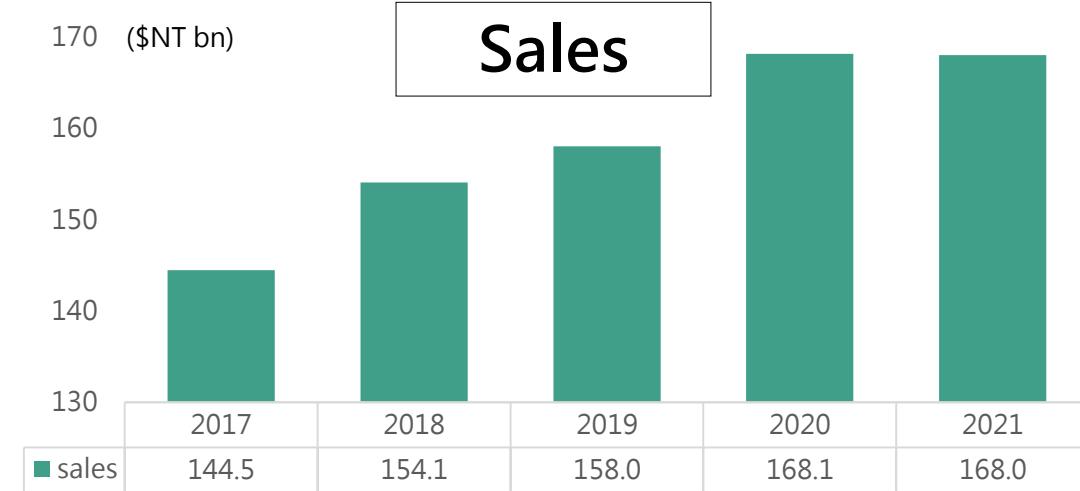
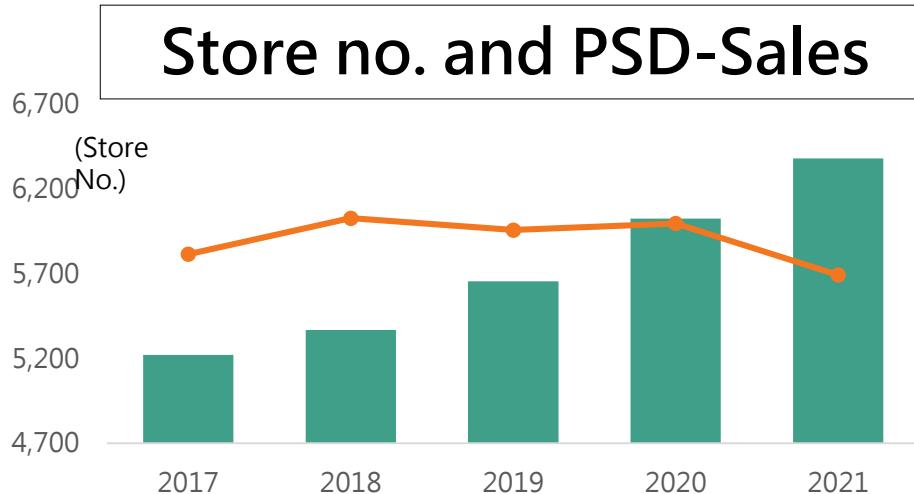
Unit: NTD billion	2017	2018	2019	2020	2021	YOY
Revenue (Company Only)	144.5	154.1	158.0	168.1	168.0	-0.1%
Revenue (Consolidated)	221.1	244.9	256.1	258.5	262.7	1.6%
Net Profit	31.0	10.2	10.5	10.2	8.9	-13.4%
One-off gain from Starbucks deal	20.4	-	-	-	-	-
EPS (NT\$)	29.83	9.82	10.14	9.85	8.52	-13.4%

Note 1 : In 2017, the one-off gain from Starbucks deal includes disposal gain of Shanghai Starbucks, re-measurement gain of Taiwan Starbucks and relative expenses.

Note 2 : The profit of 2021 declined due to the impact of COVID-19 in Q2 and Q3. However, as the pandemic slowdown, it has been recovering quarter by quarter.

Historical Financial Results (Parent)

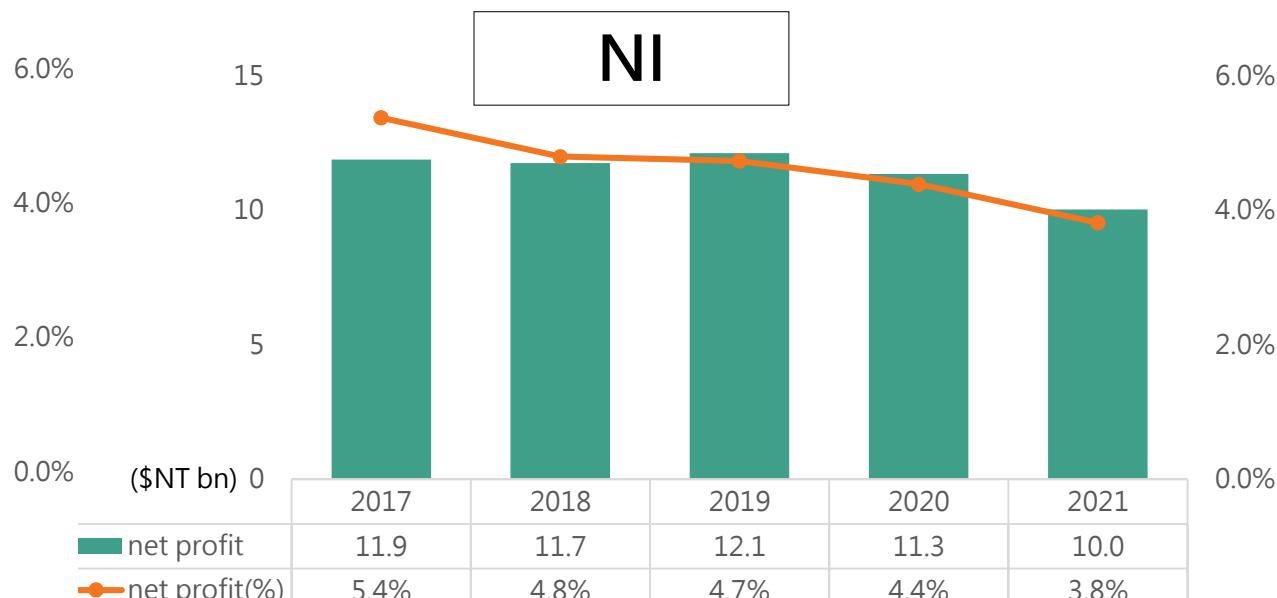
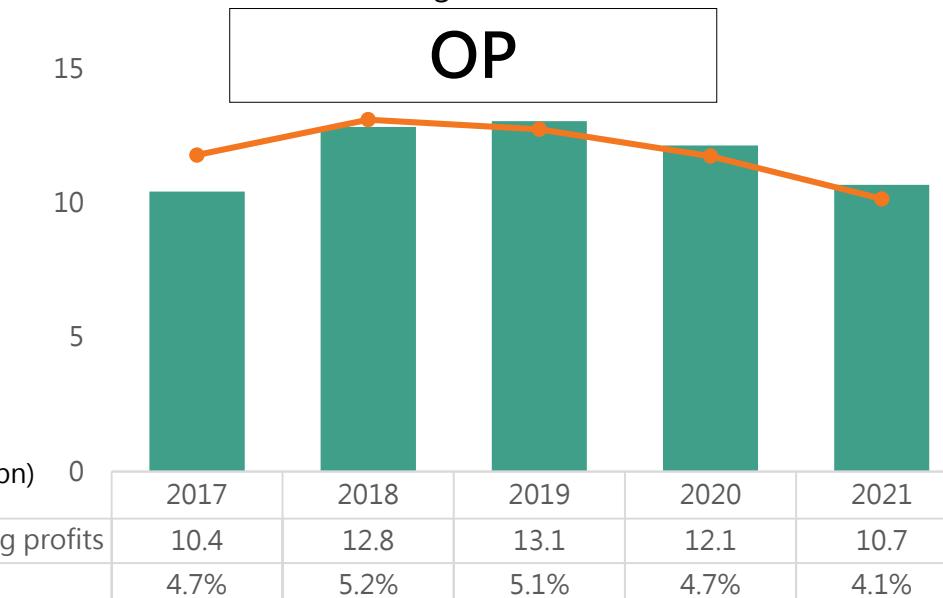
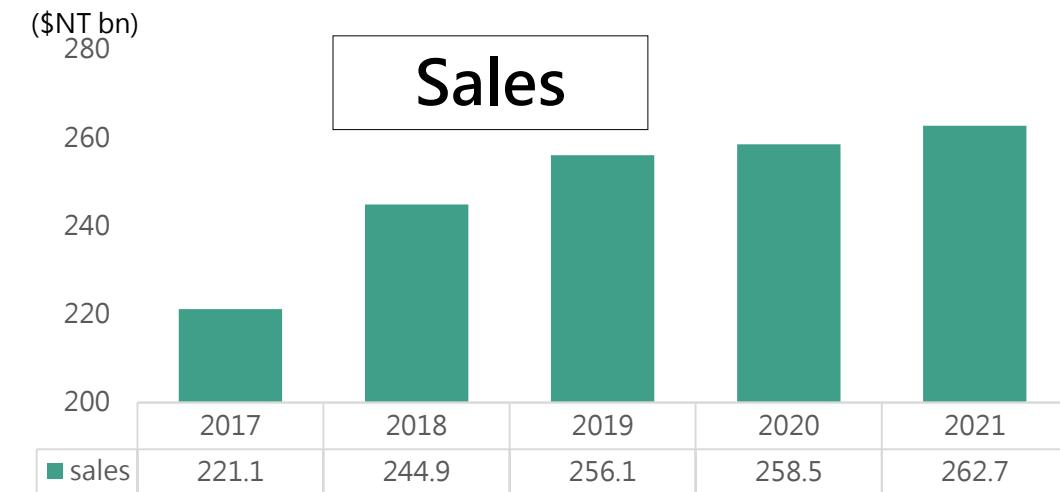
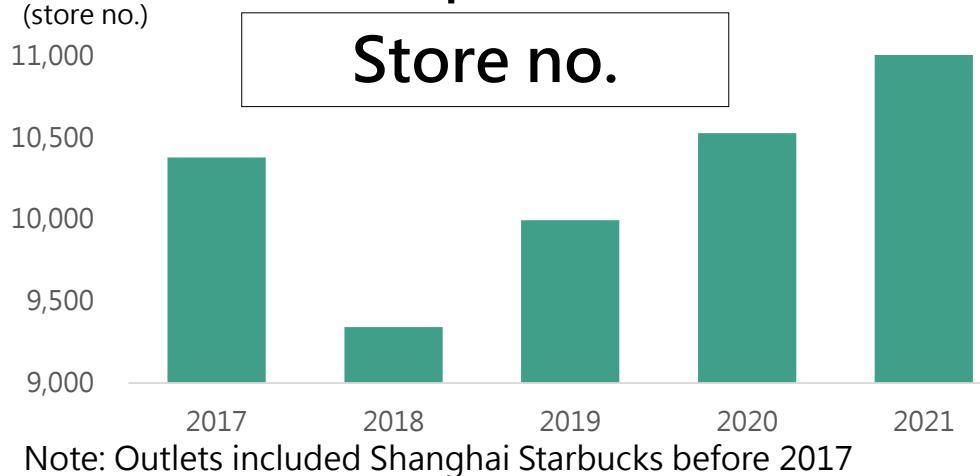
The profit in 2021 decreased due to the impact of COVID-19.



Note: Figures in 2017 excluded Shanghai Starbucks disposal gain.

Historical Financial Results (Consolidated)

The profit of 2021 declined mainly because 7-11 Taiwan, Starbucks and some Taiwan businesses had impact of COVID-19 .



Note: Figures in 2017 excluded Shanghai Starbucks disposal gain.

2021 - Capture Trends and Continue Transformation

Offline

6,379 Stores

Generate Additional Revenues

- Aggressive expansion; diverse range of lifestyle stores
- Expansions of Intelligent Vending Machine and Coffee Machine



Online



members



- Spanning across 18 channels within and outside the Group
- Membership exceeds 14 million
- Members contribute nearly 50% of revenues



Stores

Food safety assurance

Grasp domestic demands spurred from Covid travel ban

Change in food consumption habit

New digital sales channel

- Lab-controlled quality; pre-packaged self-service fresh food
- Collaboration with popular overseas brands and 5-star hotels
- Expansion of E-service



i划算
(iGroup-buying)

Multi-channel consumer reach

icash Pay OPEN 錢包

2021 Quarterly Financial Results

Unit: NTD billion	Q1	Q2	Q3	Q4
Revenue (Consolidated)	65.1	63.6	65.4	68.6
Net Profit	2.7	1.8	2.1	2.3
EPS(NT\$)	2.61	1.70	1.98	2.23

YoY	Q1	Q2	Q3	Q4
Revenue (Consolidated)	3.2%	3.4%	-3.5%	3.8%
Net Profit	6.1%	-30.3%	-28.3%	2.2%
EPS(NT\$)	6.1%	-30.3%	-28.3%	2.2%

The profit of 2021 declined due to the impact of COVID-19 in Q2 and Q3. However, as the pandemic slowdown, it has been recovering quarter by quarter.

2021 Quarterly Financial Results (Parent)

COVID-19 outbreak since Mid-May, so profit declined in Q2 and Q3. However, as the pandemic slowdown, it has been recovering quarter by quarter.

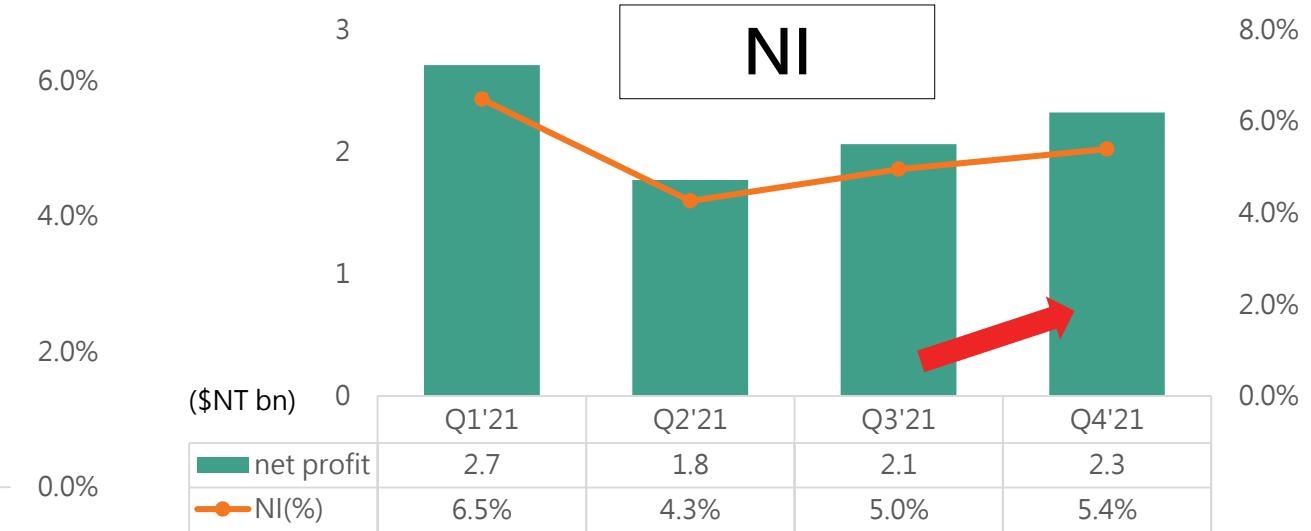
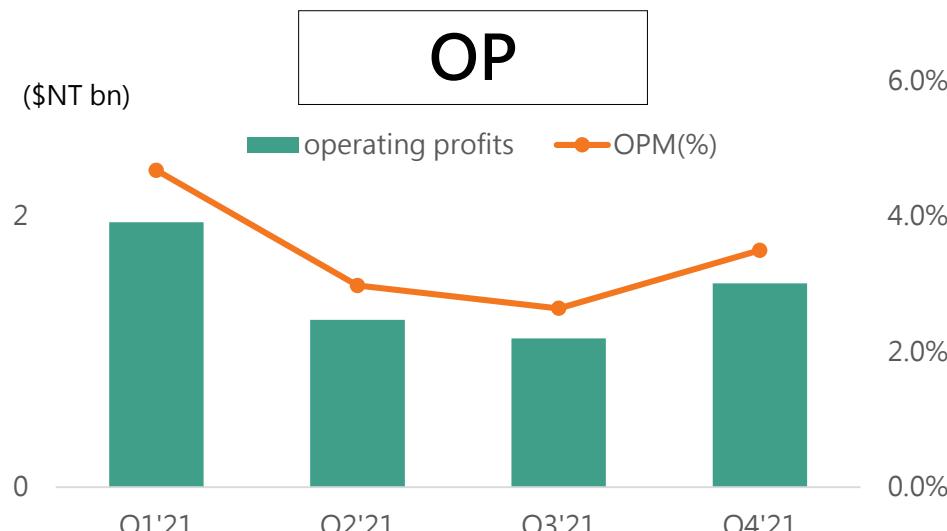
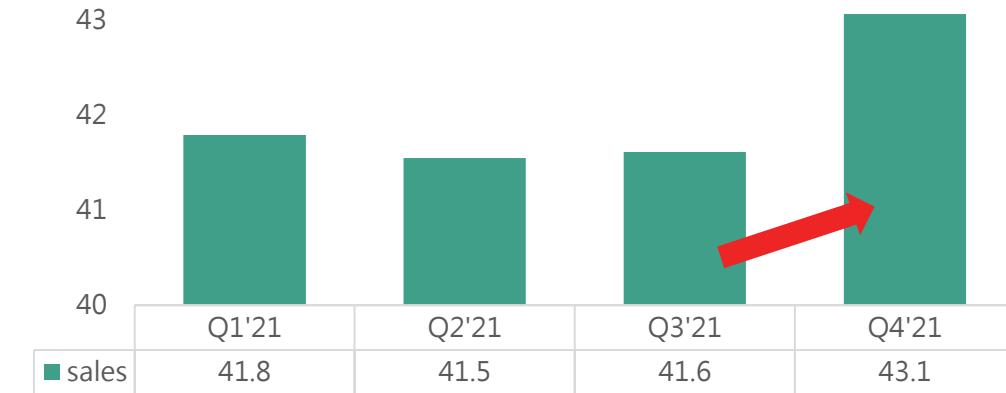
(store no.)
6,700

Store no. and PSD-Sales



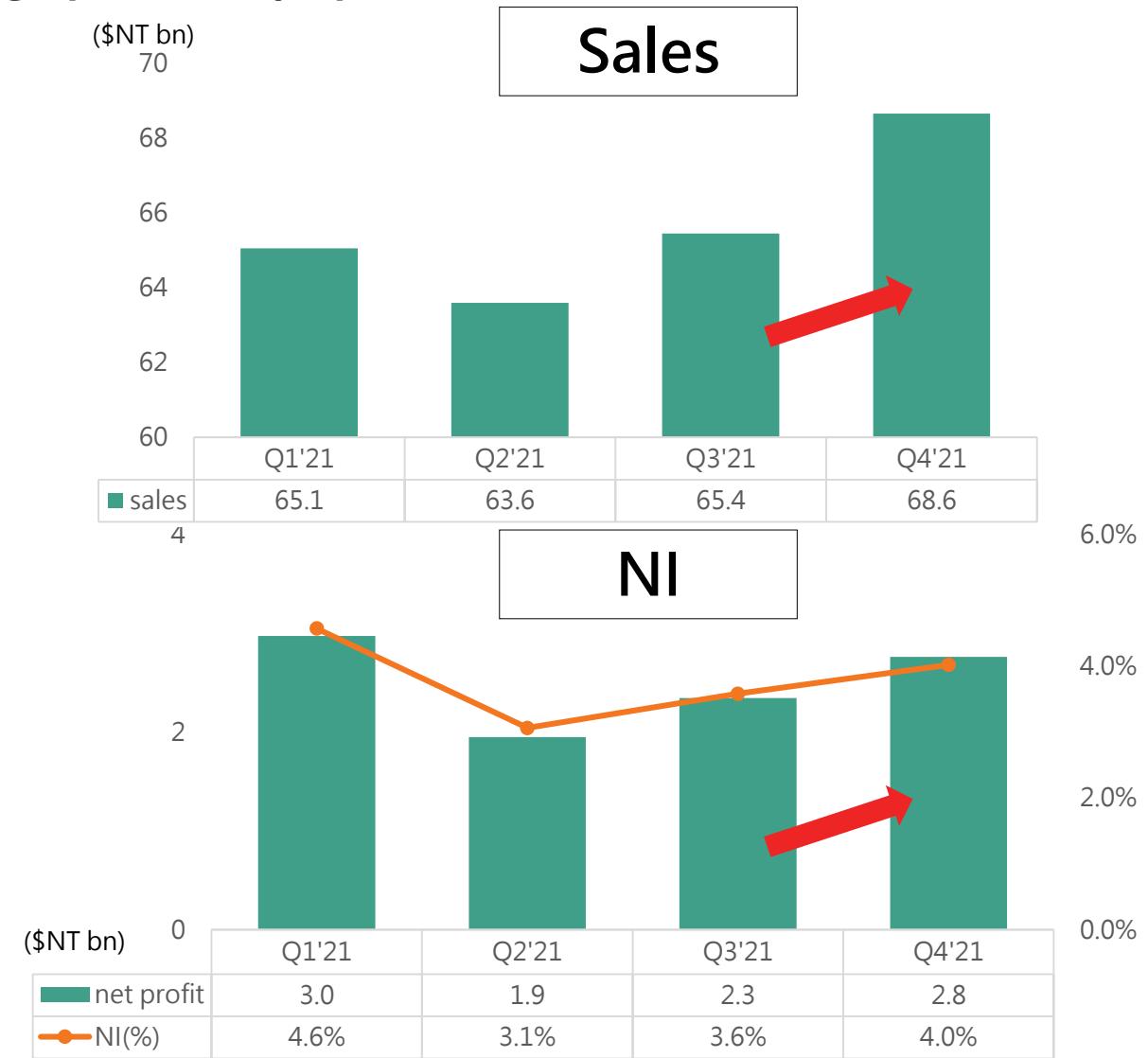
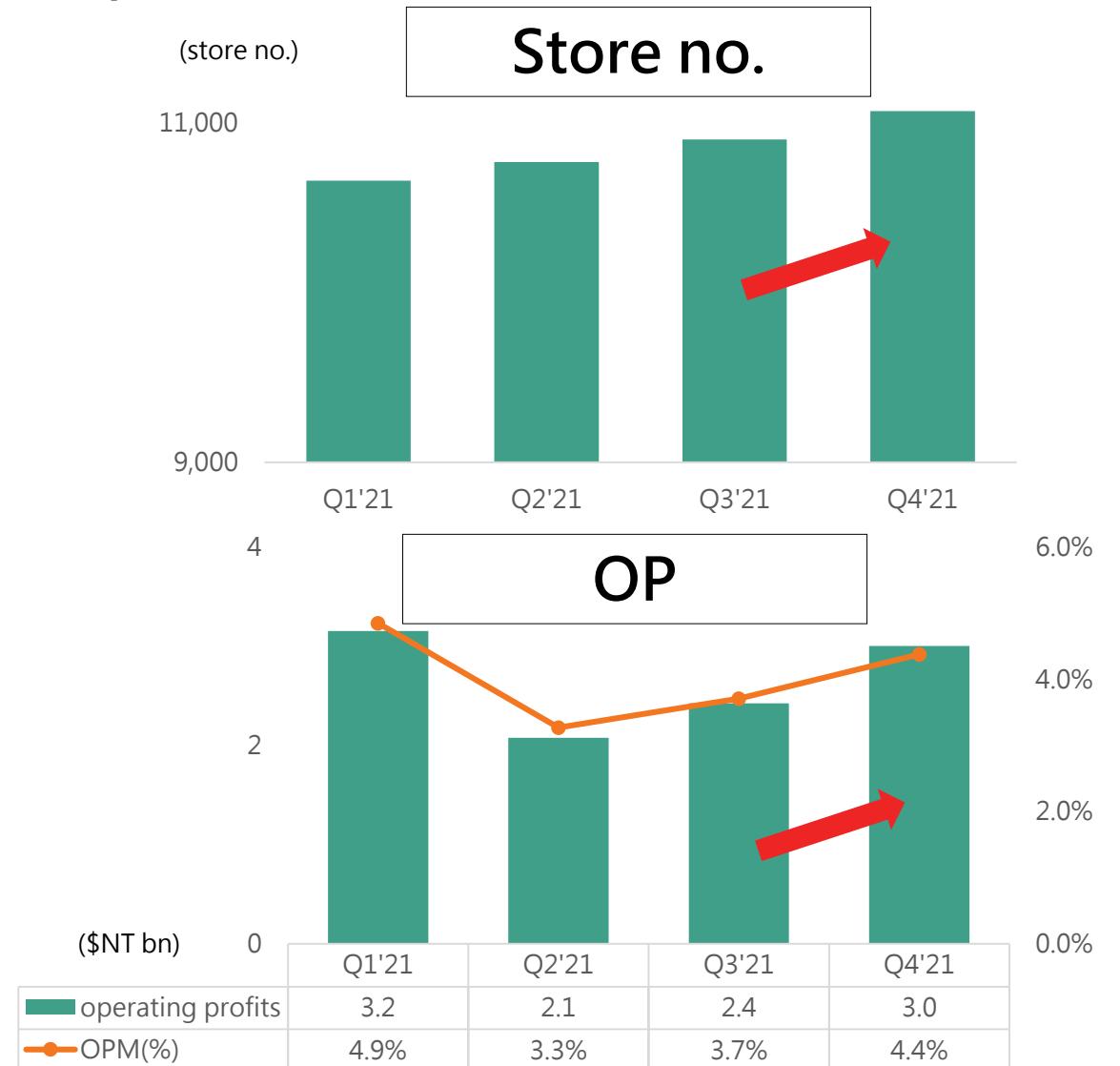
(\$NT bn)
44

Sales



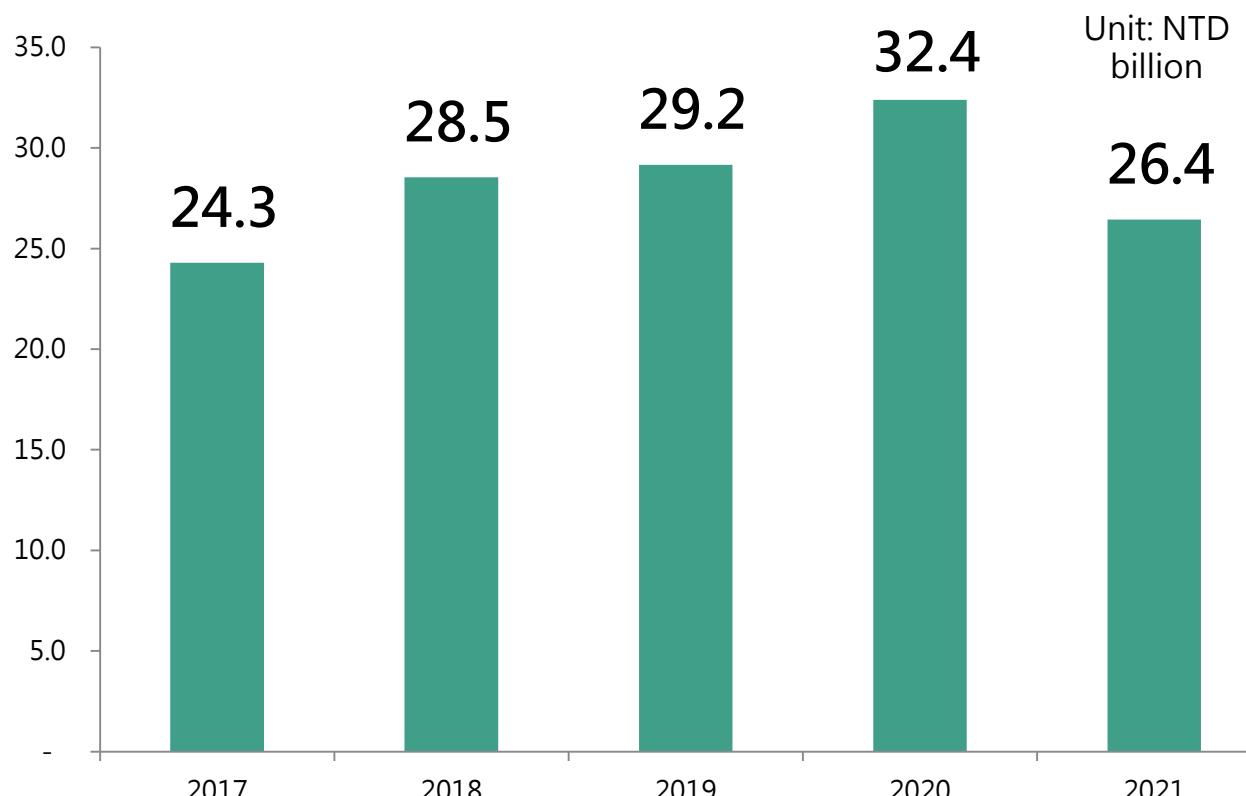
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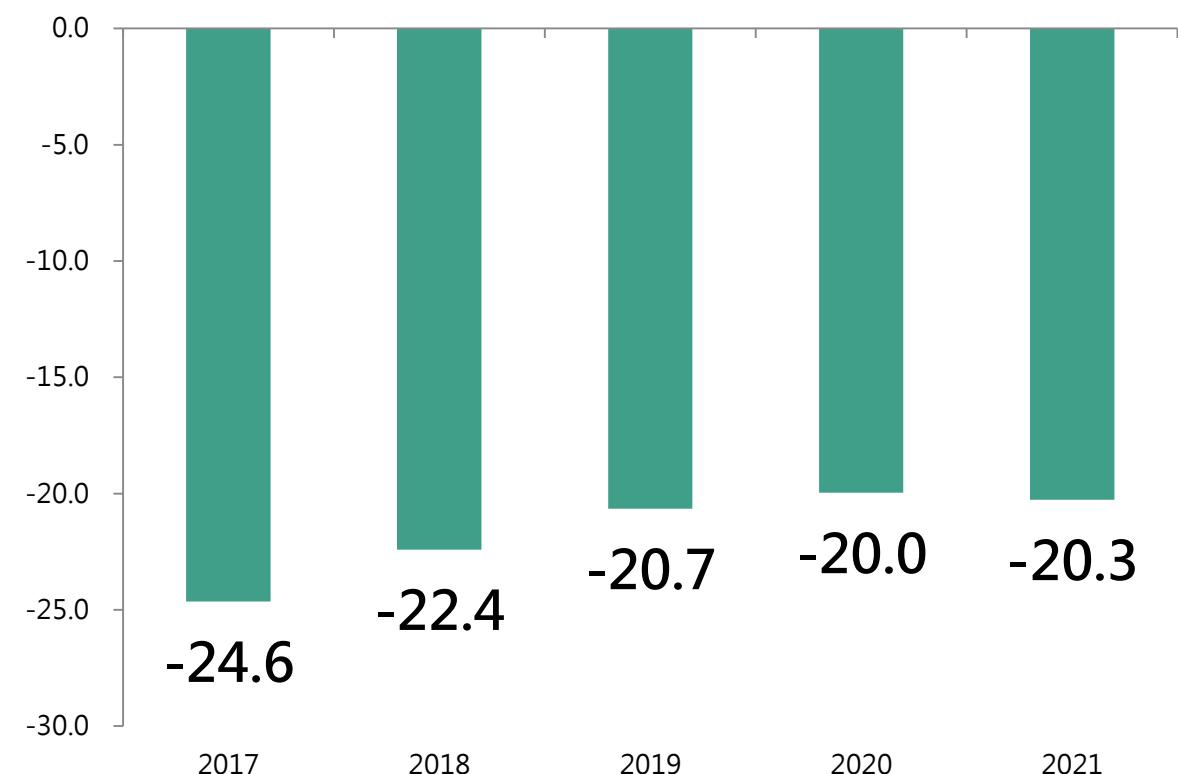


Steady cash flow during pandemic

Net Cash
(Consolidated)

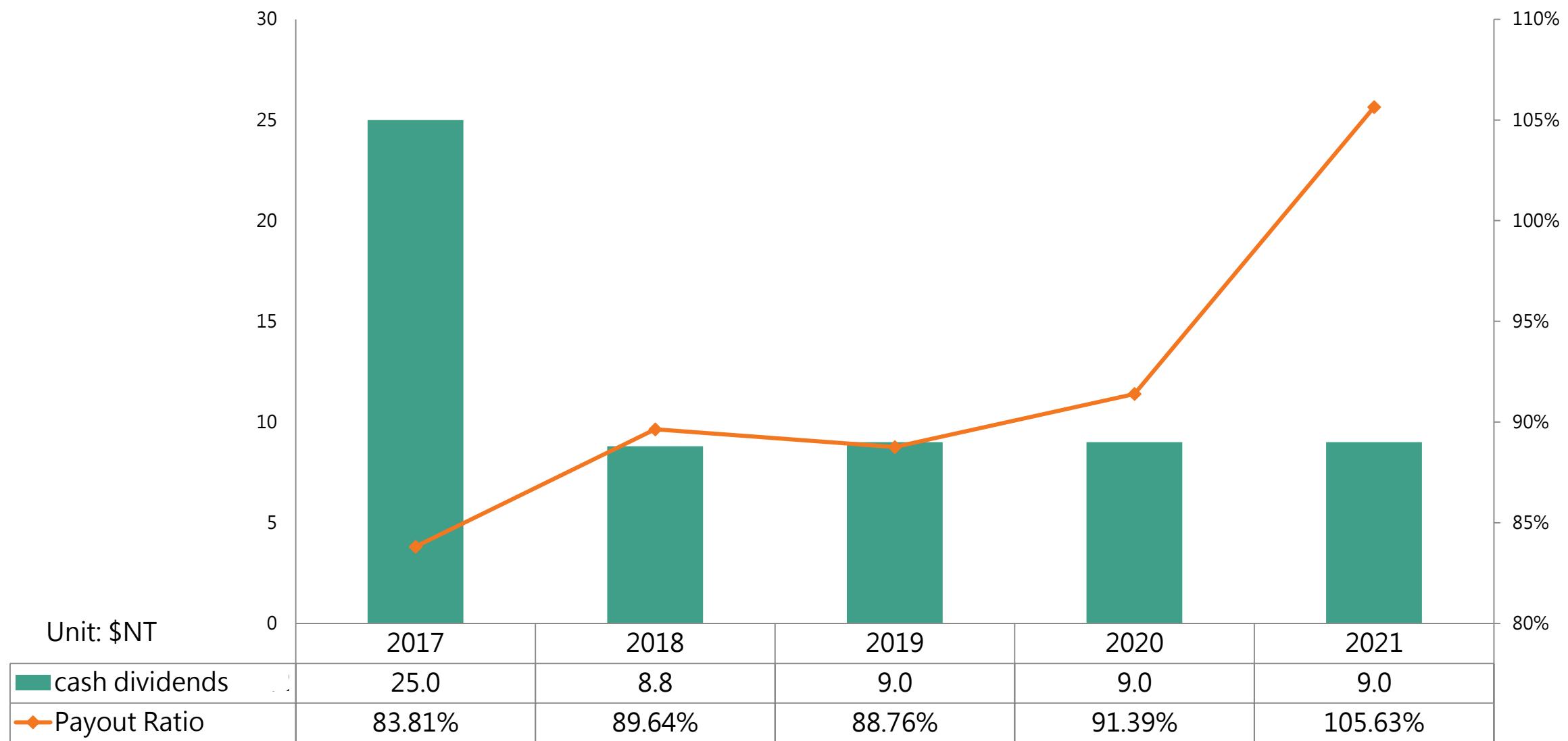


Cash Conversion Day
(Consolidated)



Note: Average collection days is not applicable, as PCSC is a retail business.

Sustainable cash dividend



Outlook

O2O Benefit Maximization; Market Redistribution

Reliance-Based Service Platform That Exceeds Customer Expectations

Satellite 7-11 Stores
Generate Extra Revenues

Intelligent Vending
Machine



Delivery



Innovation and Integration
Attract Consumers to the
Stores

Digital
Platform



i預購

i划算



Aggressive Expansion; Strengthen the Franchise

- Aggressive expansion focusing on both quality and quantity to ensure economies of scale
- Providing full support to franchisees during Covid-19, maintaining an approximately 90% franchisee ratio to total store, solidifying the franchise system and long-term foundation

7-ELEVEN Taiwan Market Share by No. of Stores

competitors' store count 711 store count 711 market shares

Taiwan 7-11 Market Share



Revenue Growth in Recent Years

Store Count Sales

Store Count & Sales



7-ELEVEN Taiwan Franchisee Overview

Net Increase of store count Franchise Ratio

Franchisee Ratio & Net Increase of Store Count



Build Diverse Lifestyle Platforms

- Pooling internal and external resources to create group synergy
- Create opportunities for customers to look around the stores and provide 4E experience
- Provide diverse products mix to satisfy customer demands
- Introduce elements appropriate to the location and size of the stores

Experience

Education

Entertainment

Exploration



Create Space for Unlimited Imagination

Special Feature Store



Co-brand Store



Lifestyle Store



Diverse Lifestyle Mall



Community Service Center



Paid Business Private Room



STARLUX Airlines



Cold Stone



Veggie Selection



Diverse Lifestyle Mall



OPEN NOW
(Expanding the scope of fresh and frozen products)



American Diner Style



Detective Conan



K.Seren



Bakery

To be continued...

Expanding Out-of-Store Services

Delivery



Intelligent Vending Machine



Become a Reliable Fresh Food Platform

Increase Value

- Co-branding with Michelin-star restaurants
- Optimizing taste to shake the food market
- Using local ingredients to create delicious dishes



Qualify controlled by labs



CAS Certification
Professional Vegetarian
Production Facility

Grasp Trends

- Healthy Vegetables - Veggie Selection; Simple Fit
- Frozen Fresh-Ready to Cook
- Exotic cuisine - Scratch the itch to travel

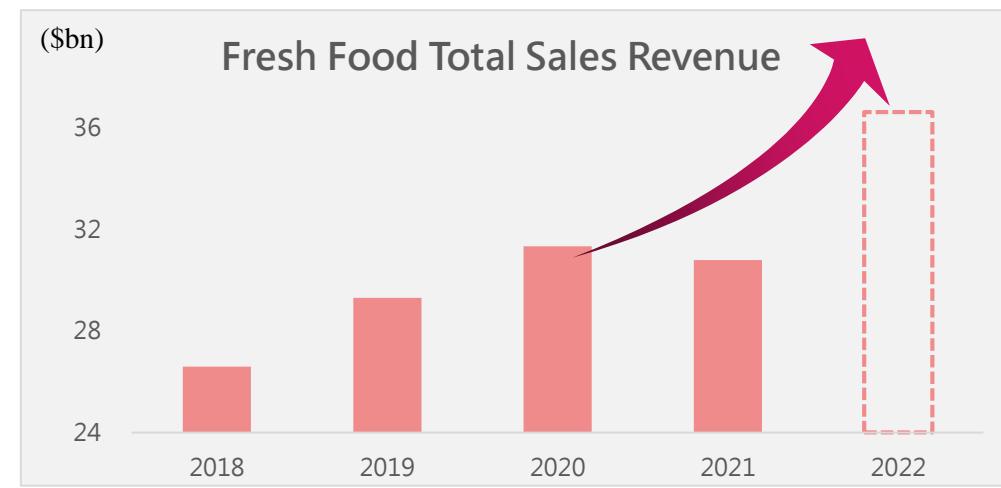


Diversify

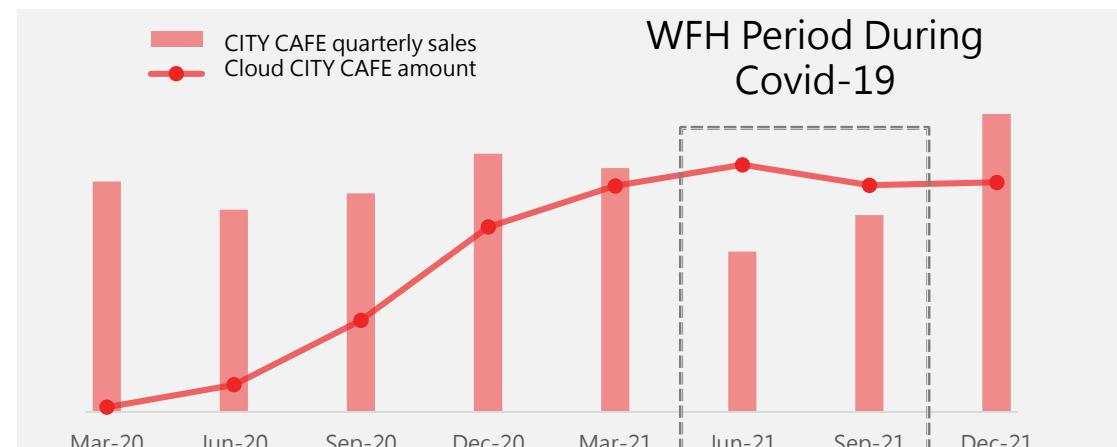
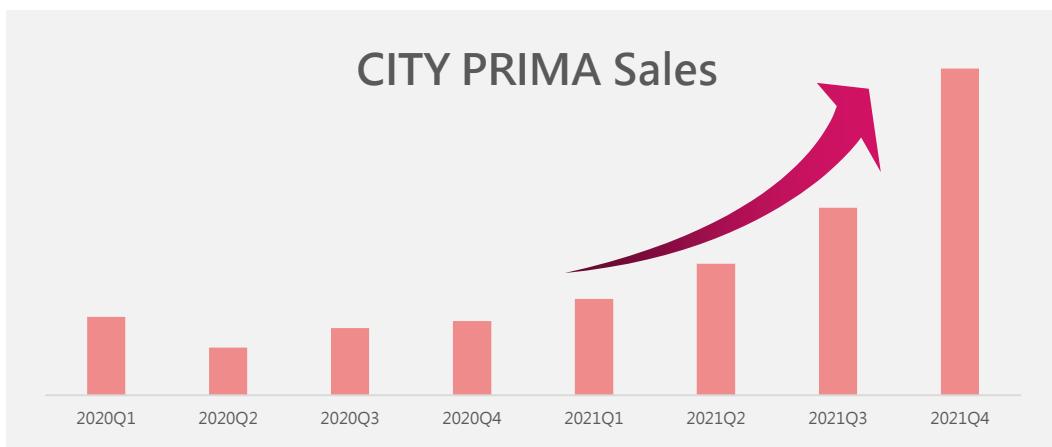
- Mobile ordering and pickup APP - Digital Marketing Tools
- iPre-order & iGroup-buying - Extending the reach of physical store shelves
- Delivery - Expanding the range of fresh food sales



Safe and Delicious Social Kitchen



Shape CITY CAFE Brand Culture



New Businesses Expansion; New Highs of Commission

ES Transaction
per year

300-400
million

Collection Transaction
per year

300-400
million

Further Dedication in Core Businesses

- ✓ Upgrade of self-operated platform services (MyShip)
 - Ranked No. 2 in all parcels
 - International shipment
 - Fast delivery and quick collection service
- ✓ Cold-chain in-store pickup service (B2C, C2C)
 - The second growth curve



Expand the Scope

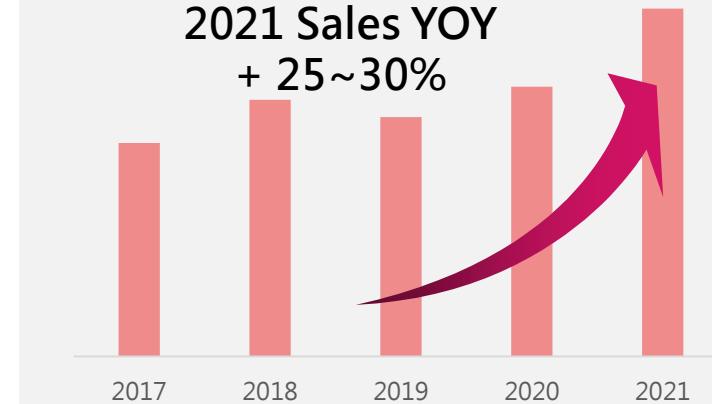
- ✓ Markets of migrant workers
 - Remittance, payment and other integrated services
- ✓ Epidemic New Life Movement
 - Vaccine Appointment
 - Stimulus vouchers; extra-bonus vouchers

Resource Integration

- ✓ Logistics integration, transportation capacity enhancement
- ✓ Home-to-store delivery service by Transnet
- ✓ Systematized data analysis

E-Service Commission Revenue

2021 Sales YOY
+ 25~30%



Note: Shopee started to cancel free-shipping in 2018.

Digital Evolution; Innovation Breakthroughs



The first X-Store
Unmanned store

Number of
Members
6.4mn

Start of Group
Membership
Integration

Number of
Members
Exceeding12mn



Integrating Group
Members from 14
Channels

Number of
Members
Exceeding14mn

The fifth
X-Store
Unmanned store

2006

2018

2019

2020

2021

2022

ibon kiosk



Self Checkout Machine



Intelligent Vending
Machine



icash PAY



OPEN POINT
行動隨時取
(Mobile ordering
and pickup APP)

OPEN 錢包
(E-Wallet)

i預購
(iPre-order)

Intelligent Coffee
Machine
(iGroup-buying)



iScan X iPay



To be continued...

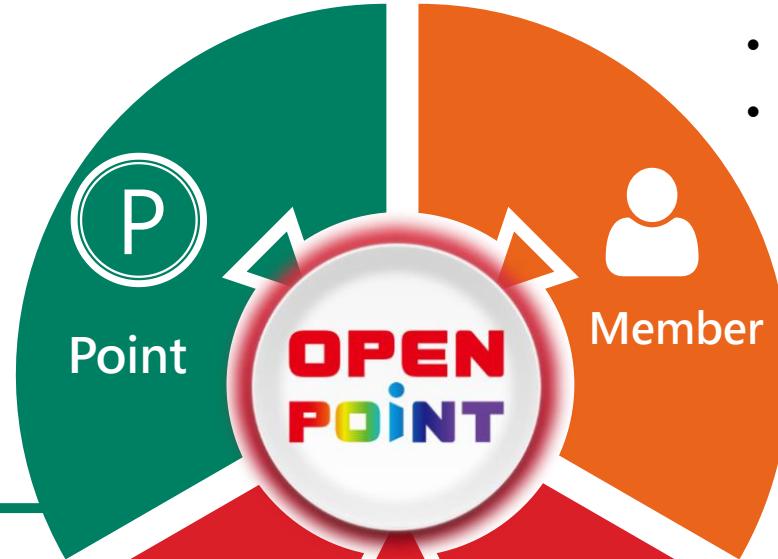
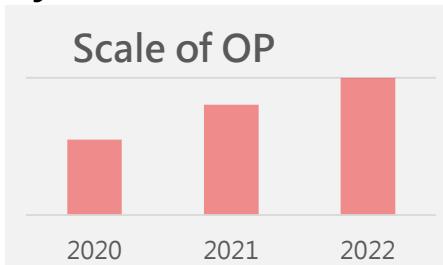
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Create Comprehensive Digital Service Platform

OPENPOINT Ecosphere

Member Contribution UP

- Expand external partnerships to boost traffic
- Point monetization, circular economy circle



OPEN POINT
行動隨時取
(Mobile ordering and pickup APP)

- Product development
- Subscription plan

i預購
(iPre-order)

- CVS in EC
- Store shelf extension
(Lunar New Year's dishes, home appliances, consumer electronics, etc.)

i划算 +1
(iGroup-buying)

- Group buy +1
- Remote area shopping service

Precision marketing

2021 Member Contribution

50% ↑

- Member segment label
- Operation of customer data center to create value



2021 Active Member%

40~45%

Pre-order + community platform

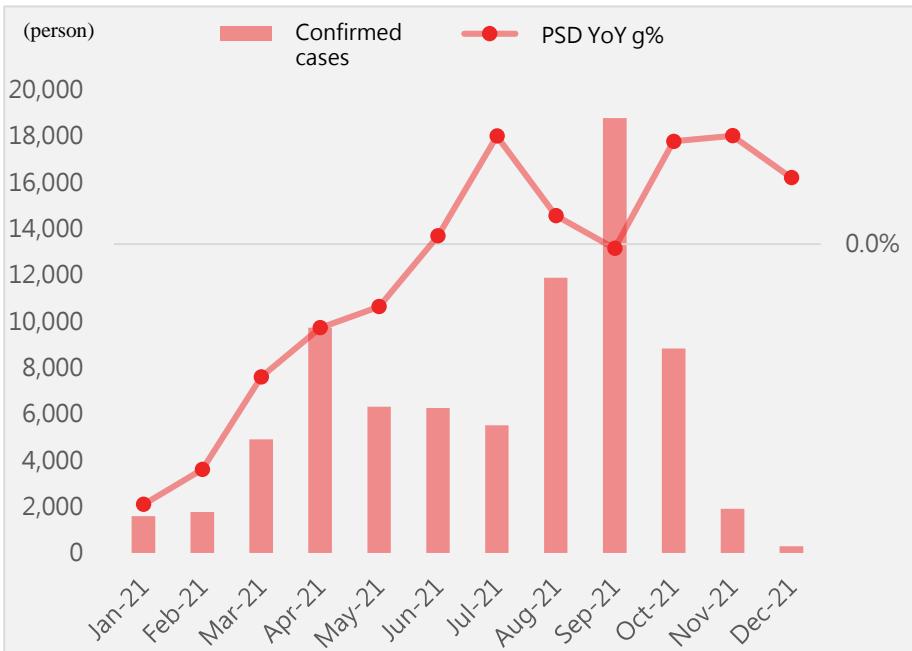
- Boost usage through digital tools
- Continues to develop new features and optimize the experience



7-ELEVEN Philippines Recovers Steadily in Post-Pandemic Era

Store adjustment tailored to business district

- 3,073 stores in 2021, with 60% ↑ market share and holding at No. 1; continue to roll out stores in 2022
- PSD-sales resumed positive growth in 2H2021 through operating structure adjustment under Covid-19



Diversify products to optimize portfolio

- Focus on fresh food, coffee, grocery categories
- Expand ATM services to provide convenience
- Capitalize on the business opportunities from presidential election
- Expand logistics and warehousing to build a complete supply chain



Mastering digital tools and creating digital ecosystem

- Continuous optimization of APP features
- Expansion of CLIQQ grocery platform
- Delivery partnership to create out-of-store performance
- Increase in both number of E-Wallet users and their usage



ESG: Sustainable Earth + Inclusive Society + Happy Corporation

2021: Start of the Sustainability Era at PCSC, Incorporating Sustainability into Our Daily Operations

Decrease the use of plastics

- Disposable plastic accounts for <20%
- 2023: Package material reduction, Reusable Cups/Rental Cups
- 2028: Disposable plastic accounted for <10%
- 2050: Complete elimination of disposable plastics



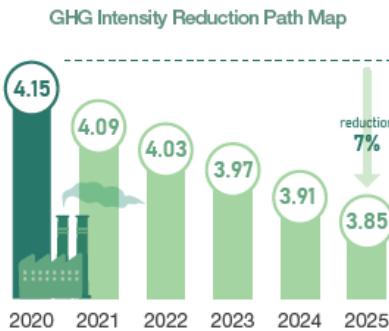
Strengthen food waste management

- Launch Leftover iLove Food Map
- Reduce waste; recycling of food waste



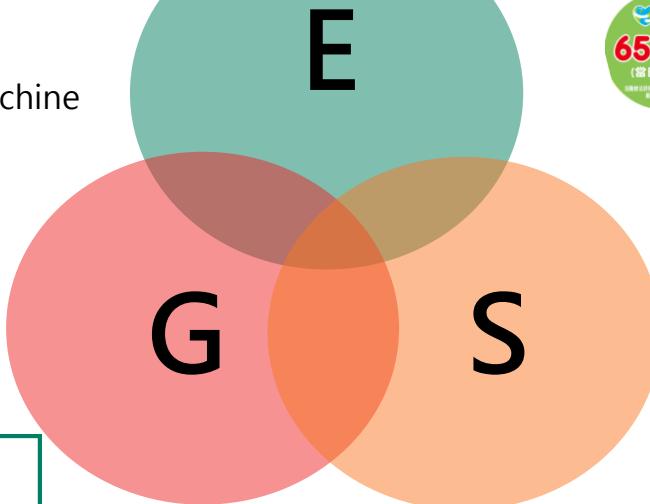
Reduce carbon emissions

- Launch TCFD and CDP surveys
- ISO 50001, ISO 14064 certification



Focus on community issues

- Selected as a constituent of DJSI Index for the third consecutive year
- Ranked in the top 5% for the seventh consecutive year in Taiwan Corporate Governance Evaluations System
- FTSE4Good, MSCI ESG Leaders Indexes, etc.



The End
