

# President Chain Store Corp.

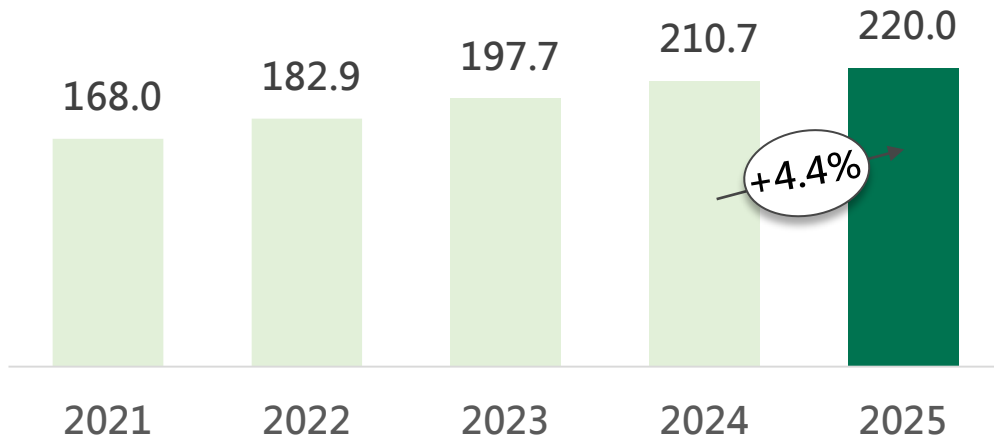
## 2912 TT

# Agenda

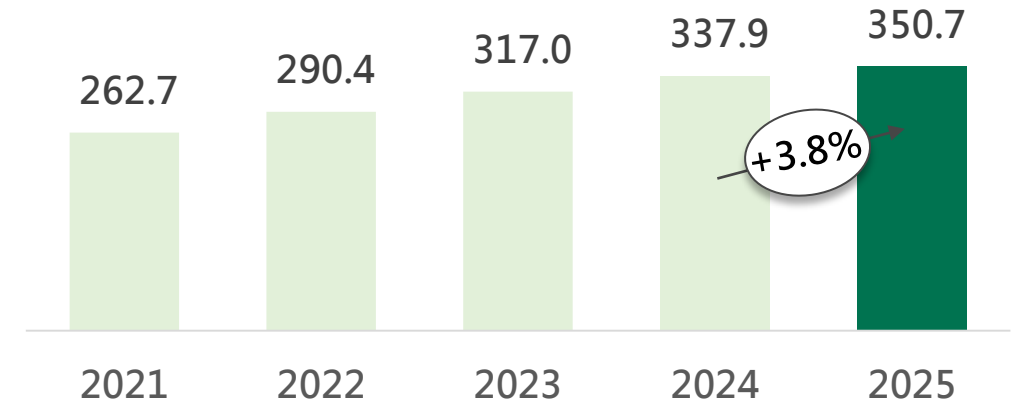
- 01 2025FY Financial Performance
- 02 Operating Highlight
- 03 Outlook

# Sales and Profitability

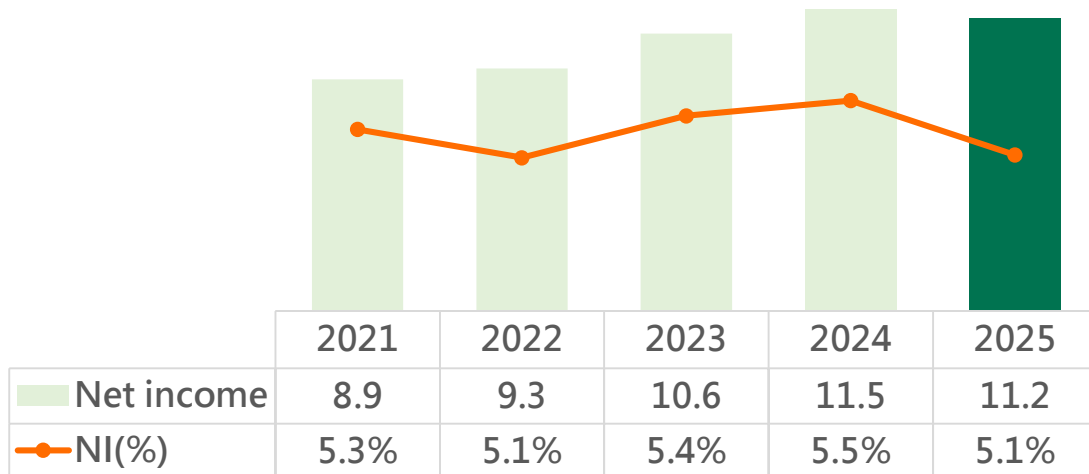
Revenue (Parent Company )



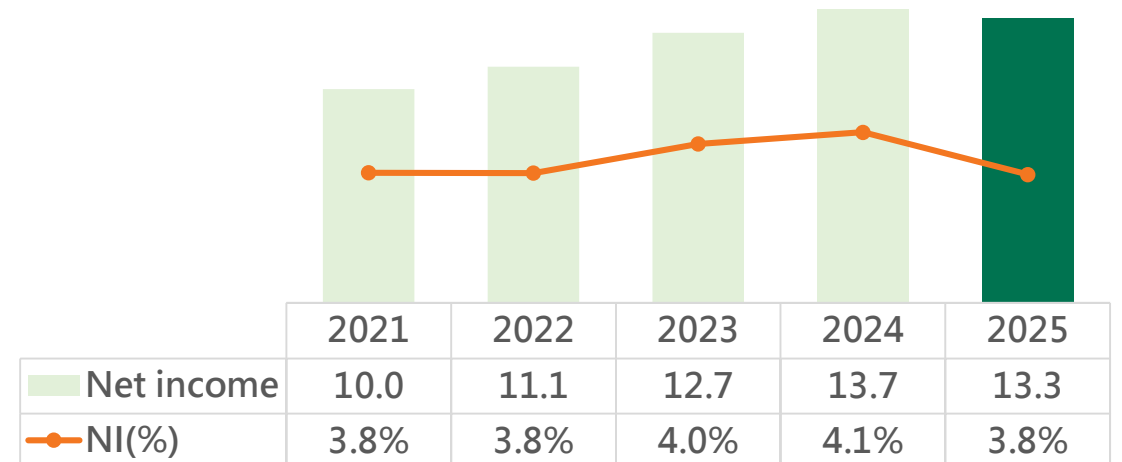
Revenue (Consolidated) (Unit : \$NT bn)



Net income (Parent Company )

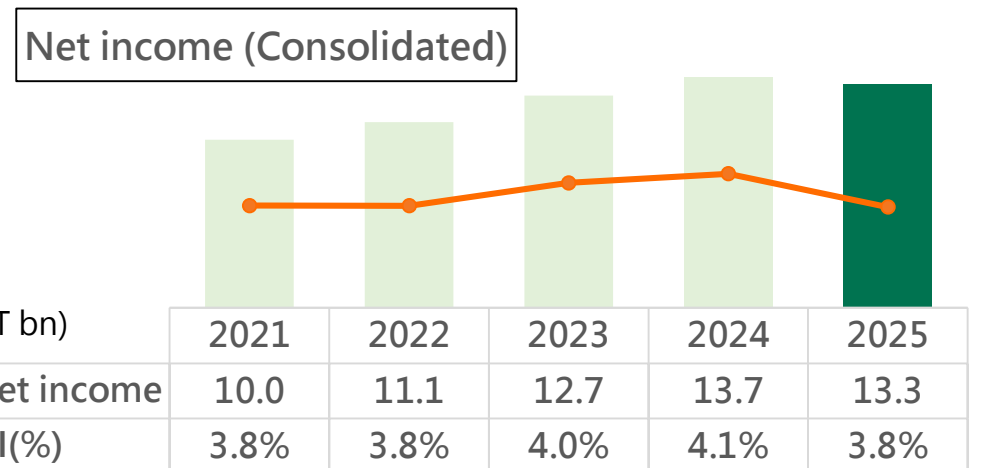
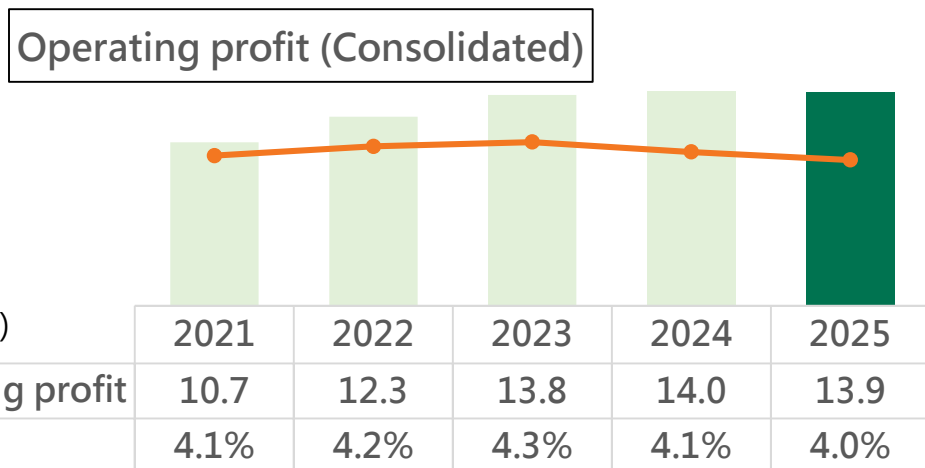
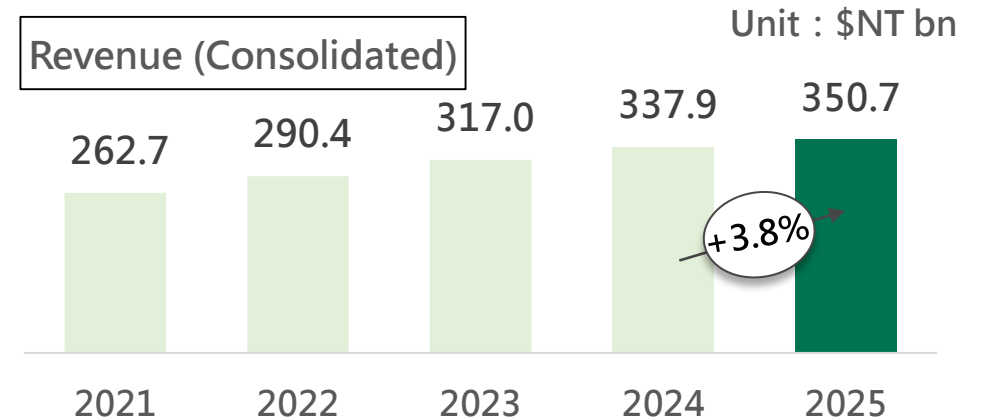
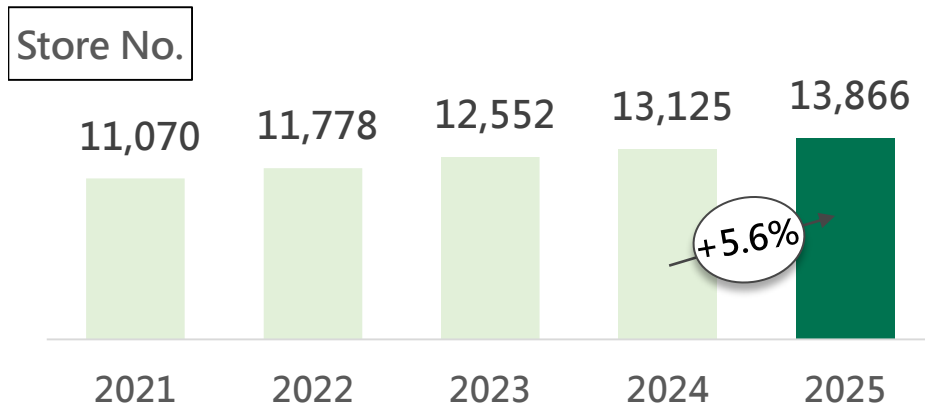


Net income (Consolidated )



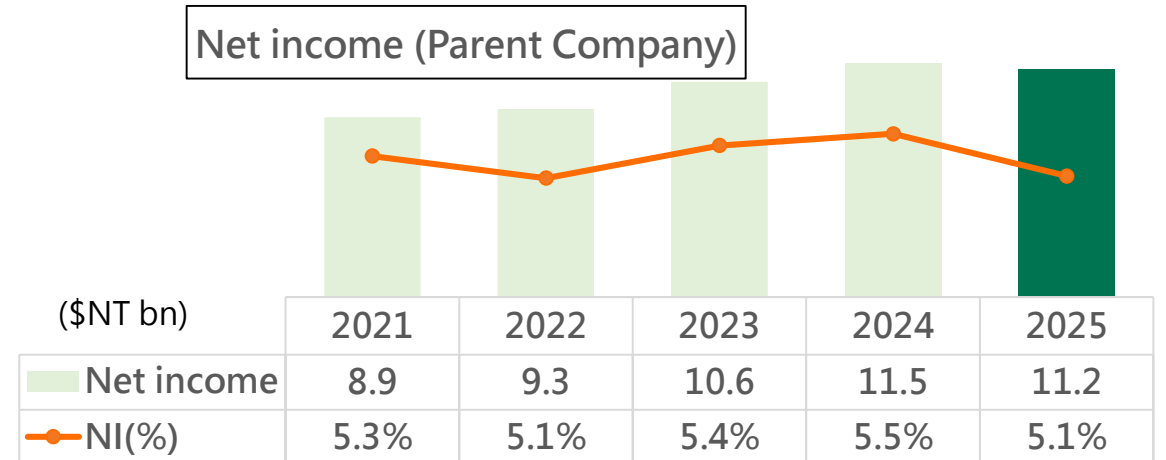
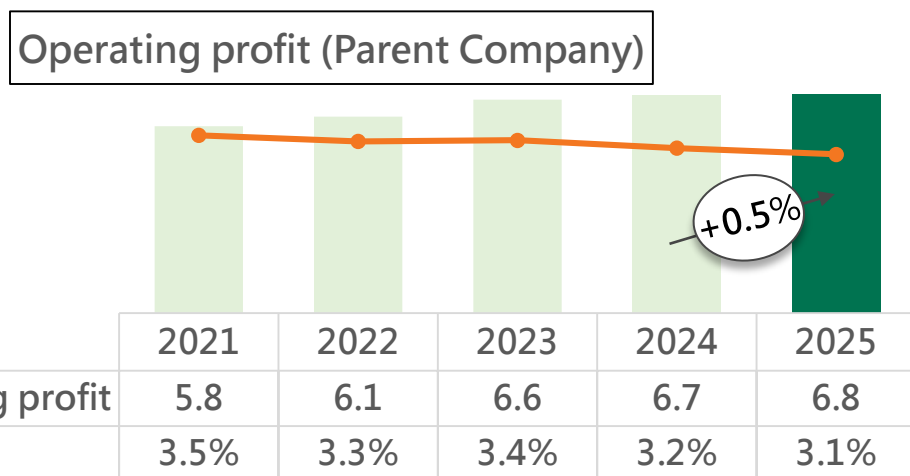
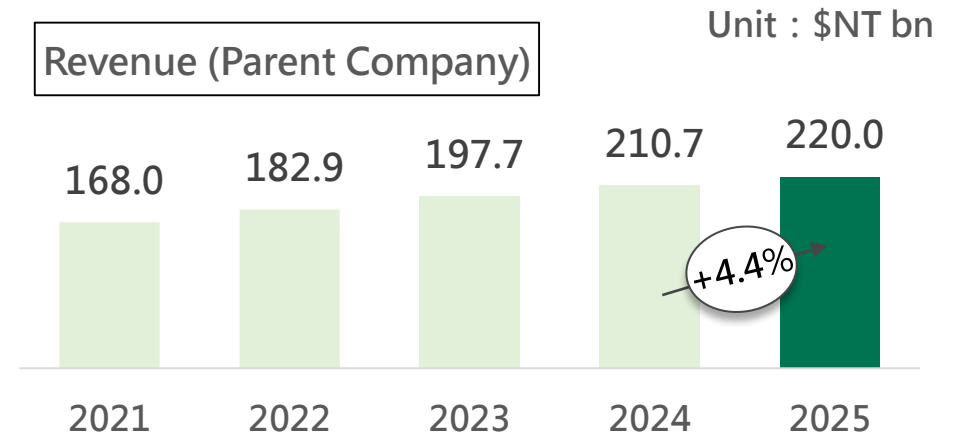
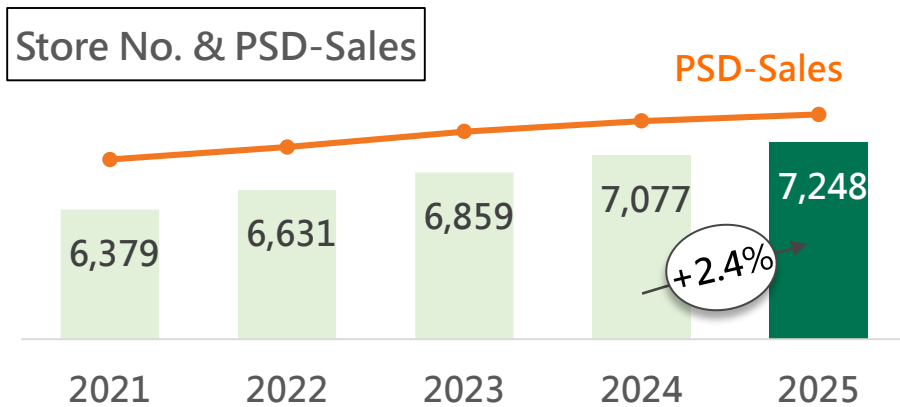
# Financial Performance (Consolidated)

- ❑ The consolidated revenue grew by 3.8% in 2025, mainly came from 7-ELEVEN Taiwan, COSMED, Starbucks Taiwan and others.
- ❑ Consolidated gross profit and margin improved on product mix optimization and economies of scale, while operating profit slightly declined due to long-term investments in in store expansion, logistics, and digital capabilities.
- ❑ Net income declined by 3.0%, excluding the one-off items recognized in 2024 (the disposal of Shan Dong President Yinzuo and tax reversal benefit), it would have grown by around 1%.



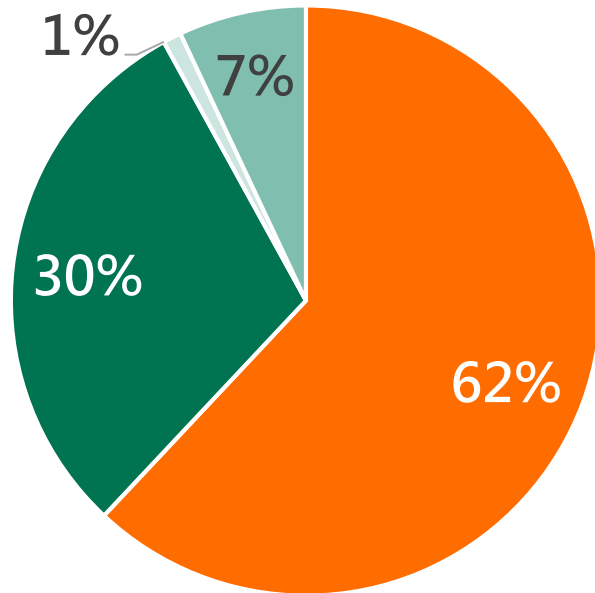
# Financial Performance (Parent Company)

- ❑ The revenue increased by 4.4% in 2025, 7-ELEVEN Taiwan continued to expand store and PSD-Sales growth driven by fresh food, CITY CAFE and beverage.
- ❑ Revenue growth led to higher gross profit, supporting continued growth in operating profit and pre-tax income. While net income declined by 2.8%, mainly due to the disposal of Shan Dong President Yinzuo and tax reversal benefit in 2024. Excluding these non-recurring items, net income would have increased by approximately 1%.

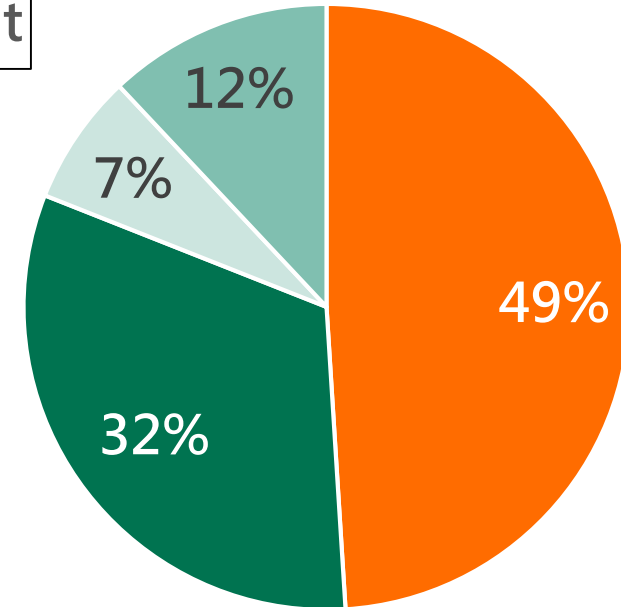


# 2025FY Segment Contribution

Sales



Pre-tax profit



■ 7-ELEVEN Taiwan ■ Retail ■ Logistics ■ Others, Adjustment and elimination

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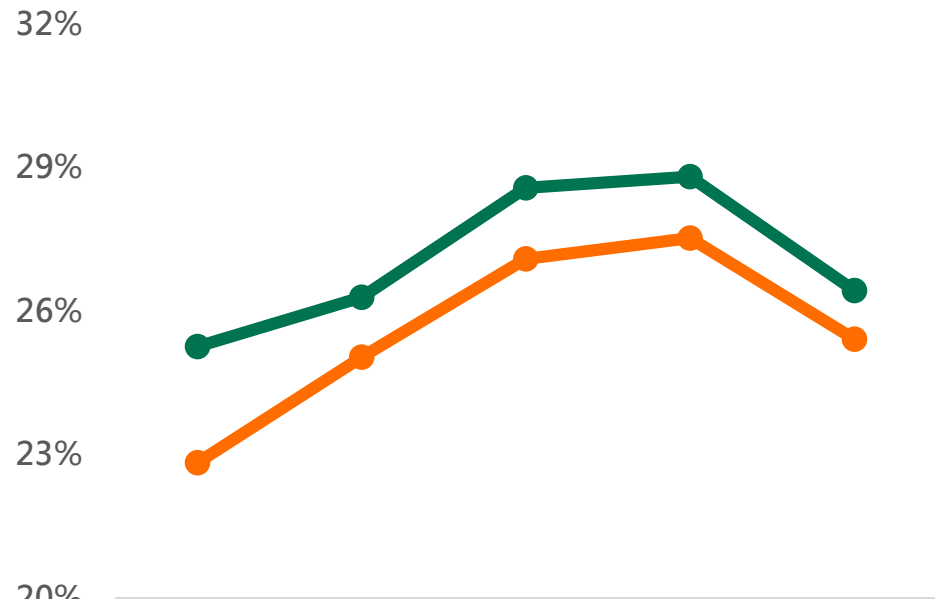
- Retail : Philippines 7-11, Cosmed, Takkyubian(Transnet), Books.com, Mech-President etc.
- Logistics : Retail support, Cold-Chain, Wisdom distribution etc.
- Others : China business, F&B business (e.g. Starbucks) and Support business.

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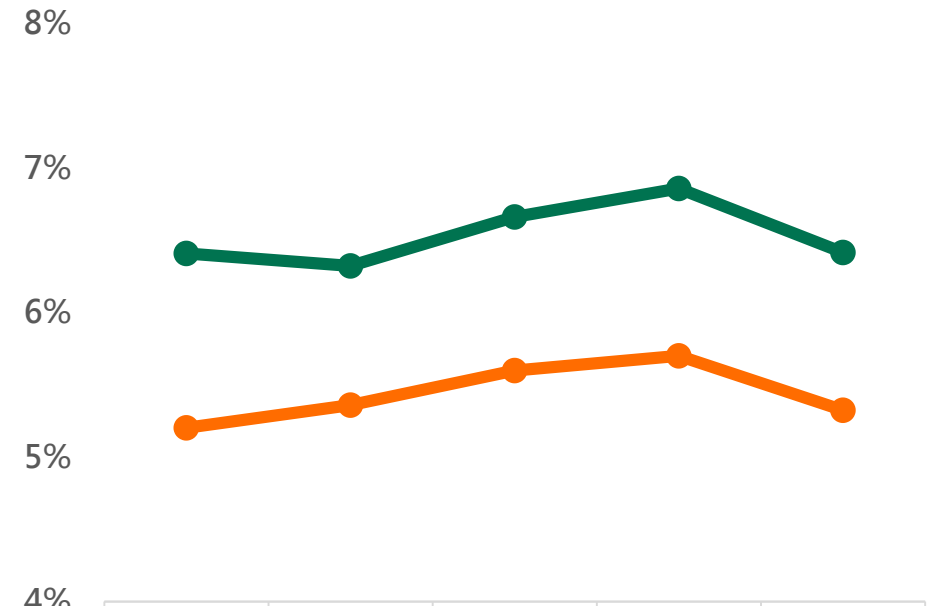
# ROE & ROA

## ROE



	2021	2022	2023	2024	2025
Company only	25.25%	26.29%	28.57%	28.80%	26.43%
Consolidated	22.83%	25.03%	27.08%	27.52%	25.41%

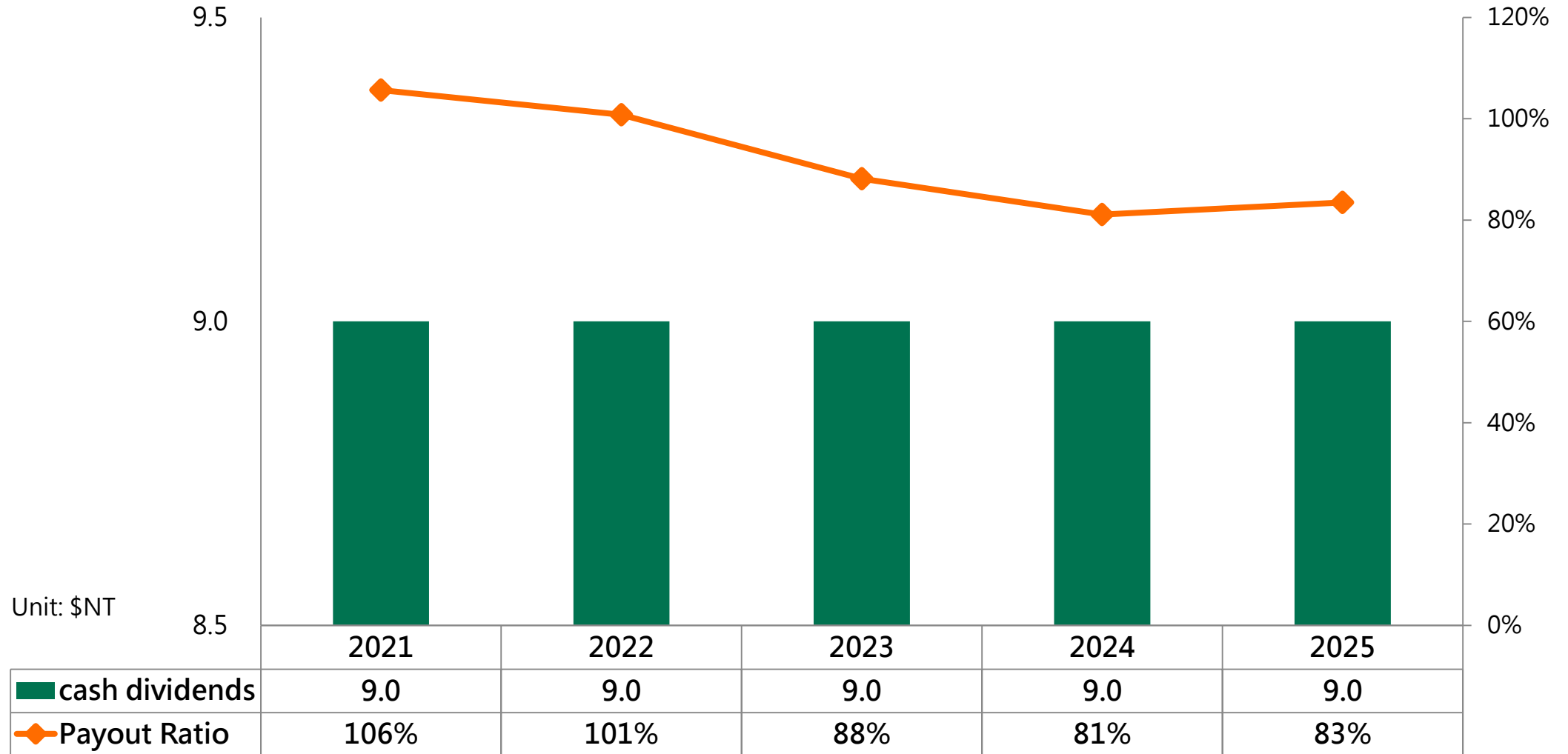
## ROA



	2021	2022	2023	2024	2025
Company only	6.41%	6.32%	6.66%	6.86%	6.41%
Consolidated	5.20%	5.36%	5.60%	5.70%	5.32%

Note : ROE and ROA mainly reflect the Company's continued investments in store expansion, digital capabilities, and long-term strategic initiatives in recent years. These investments have increased our asset base and retained earnings to support future growth, which has temporarily diluted the ratios.

# Cash dividend



Note : 2025 cash dividend has not been approved by AGM.

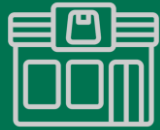
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# Medium and Long-Term Goal | Building Top Retail Ecosystem

## The Ever-Evolving PCSC

Maintaining our leadership position as the most comprehensive retail ecosystem



### Expanding Footprint, Enhancing Quality

- Scaling footprint while elevating store performance
- Expanding multi-store ownership with stable franchise growth



### High Quality Everyday Lifestyle Platform

- Differentiated structure driving continuous innovation
- Capturing trends while diversifying service offerings



### Advancing Digital Capabilities

- Driving OMO synergy to strengthen member engagement
- Unlocking new revenue streams through digital media



### Regional Growth Dynamics

- Aligning with trends to drive sustainable growth
- Focusing on core strengths while capturing opportunities



Integrating supply chains for the future



Leveraging AI to strengthen systems



Advancing talent systems for a changing era

# 2026FY Growth Target

Taiwan7-ELEVEN  
Store Count

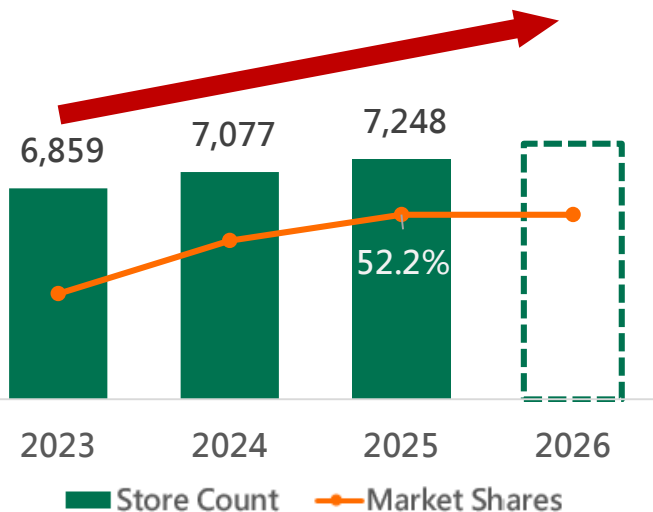
**+150~200**

As of Dec. 31, 2026

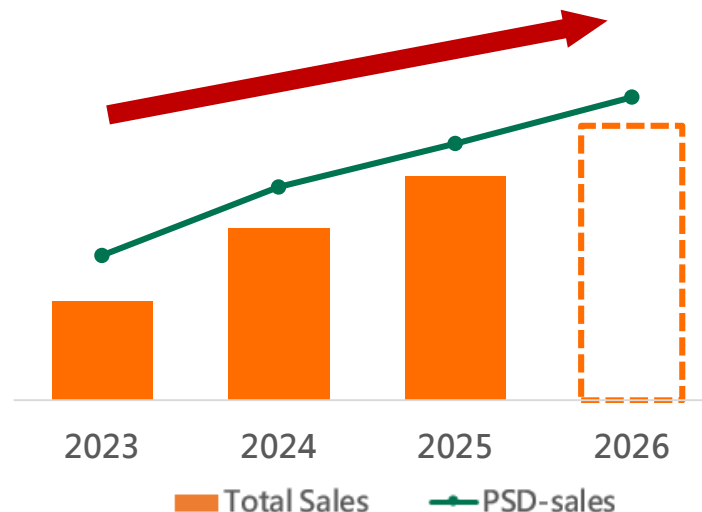
Total Sales &  
PSD-Sales  
**Maintain growth  
momentum**  
YoY

**Operating Profit**  
**Stable growth**  
YoY

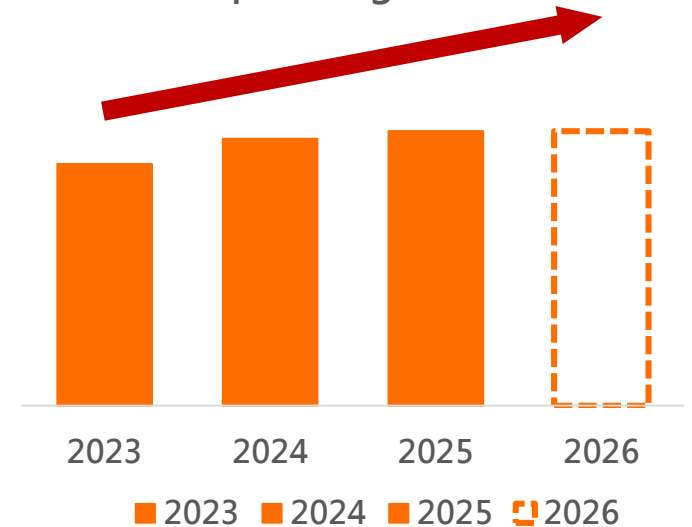
Store Count & Market Shares



Total Sales & PSD-sales



Operating Profit



# Active Expansion | Infinite Possibilities with Lifestyle Formats



## IP Flagship

7-Eleven X Sanrio

(Liyan Store)



## Entertainment

OPEN! PLAZA

(Qinghua Store)



## Brand Collaboration

7-Eleven X  
LOFT

(Dream Mall II Store)



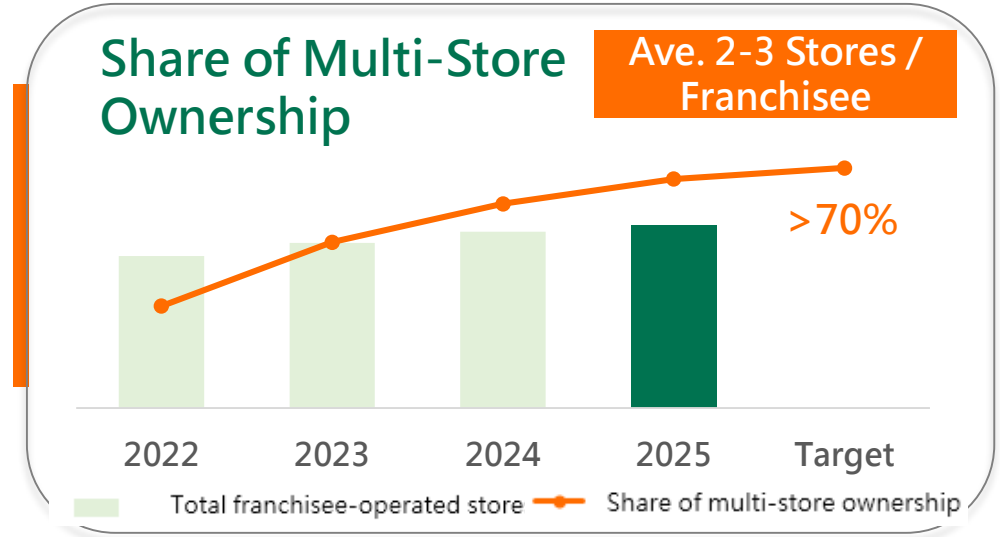
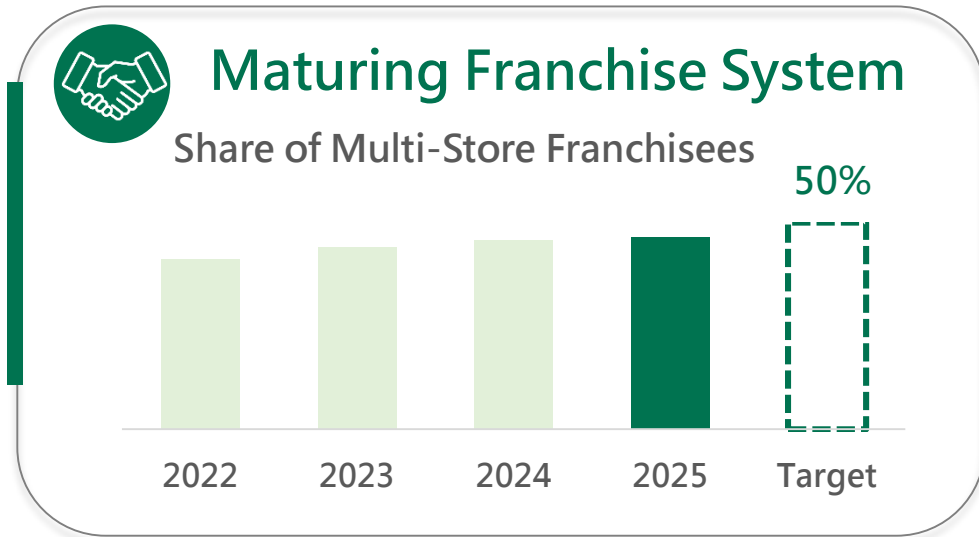
## Fresh Focused

7-Fresh

(Qiaogang Store)

Balancing Quality and Quantity for Optimized Per-Store Investment and Consistent Returns

# Franchise Stability | Multi-Store Ownership for Greater Returns

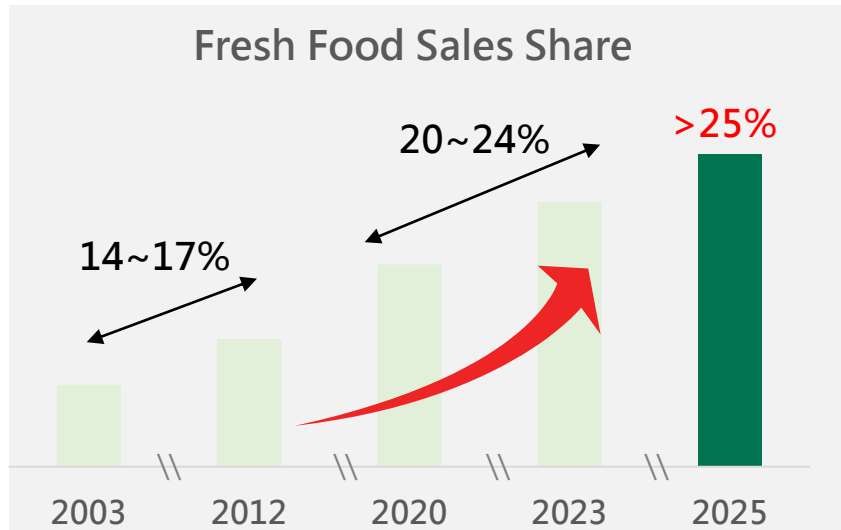
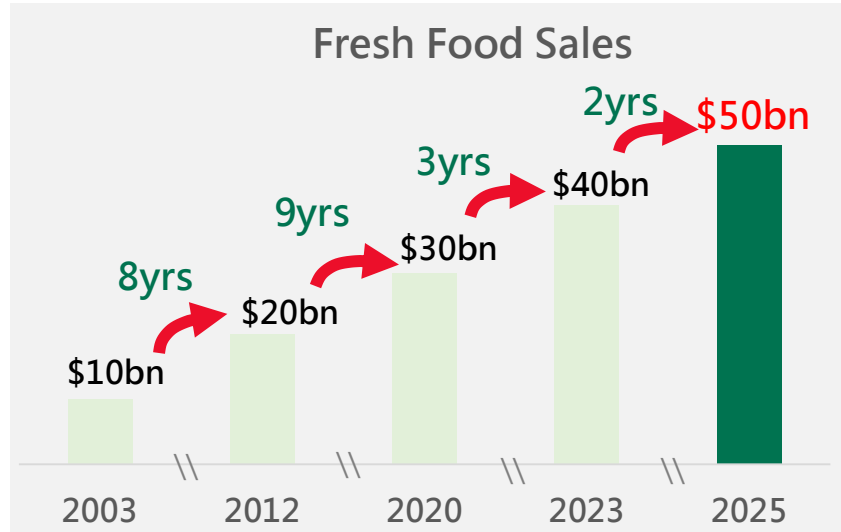


## Multi-Store Advantages

- Higher efficiency and flexibility
- Better profitability

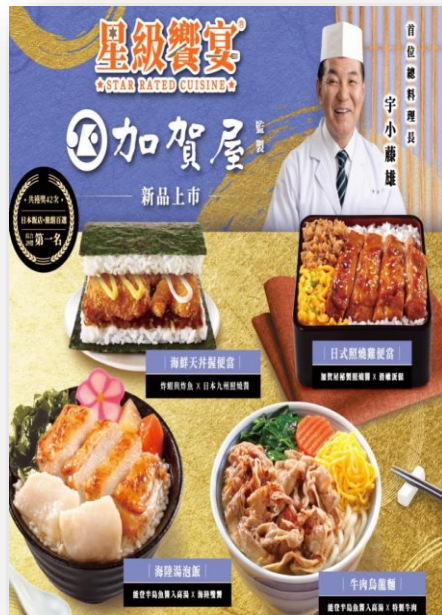
Indicator	Single Store	Multi-Store
Staffing/Store	Higher	Lower ↓
Store Operating expenses %	Higher	Lower ↓
Operational Flexibility	Average	Higher ↑
Combined Profit	1X	1.5X~2X (Combined: Two Store Total)

# A Lifestyle Platform for Foodies | On Trend & Tasty



## Premium

Elevated ingredients for elevated taste



(Star Rated Cuisine)

## Great Value

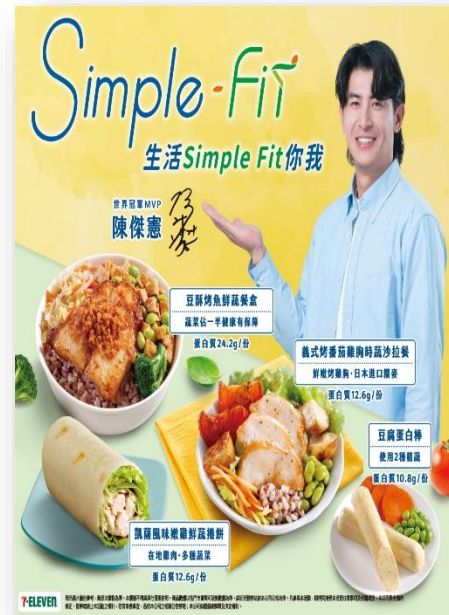
Upsized, value-driven offerings for better satisfaction



(3XL Heavy Weight Feast)

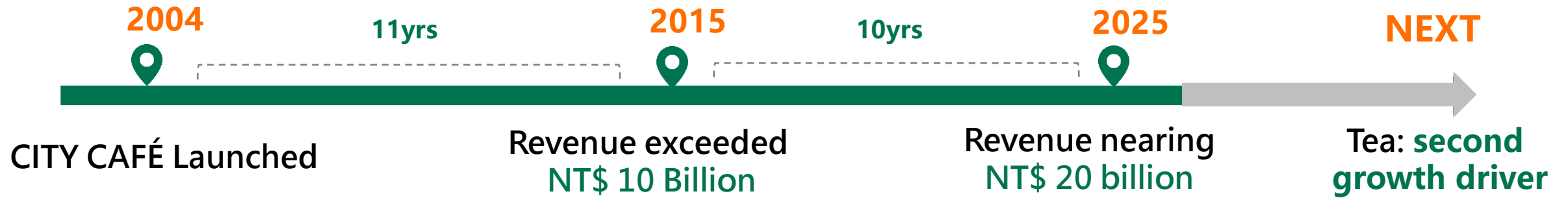
## Trending

Healthier choice for greater confidence



(Simple-Fit)

# A Lifestyle Platform for Tastemakers | Diverse Choices, Shared Good Taste



## CITY CAFE®

Diverse pricing (Selected beans) to enhance **value**  
Innovative flavors to attract **young customers**



## CITY PRIMA®

Brand **collaborations** to drive traffic  
Upgraded gift promotions for a stronger product mix



## CITY TEA®

Freshly brewed specialty tea  
Innovative Tea Bar: **customized services**  
(In-store bubble tea shop)



# A Lifestyle Platform for Services | Seizing Opportunities Through Quality Services

### Prioritize Self-Operated E-Service Platform



- No. 1 in parcels delivered & received  
Double-digit growth
- iOPEN MALL  
UI optimization & service extensions






### Expand Collaboration with E-commerce Platforms



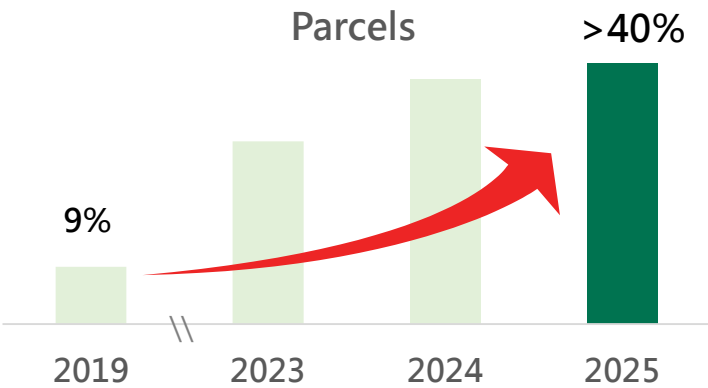
- Scaling up cross-border e-commerce services  
US, Japan, Korea, China, etc.
- Strengthening ties within Uni-President Group  
Yahoo, Ruten, etc.

### Capitalize on Market Opportunities

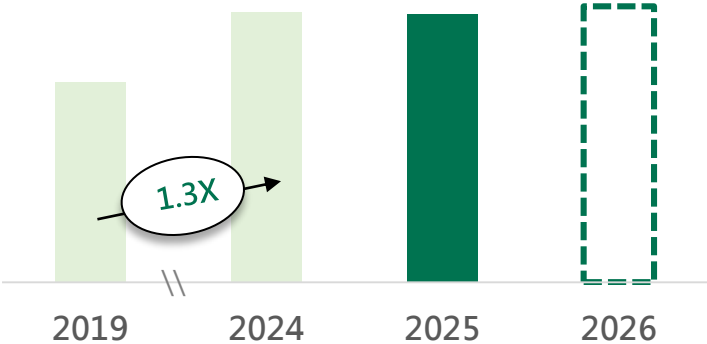


- New services and systems  
Migrant worker remittance, new billing partners
- Expanded ticketing  
Exclusive subscription benefits

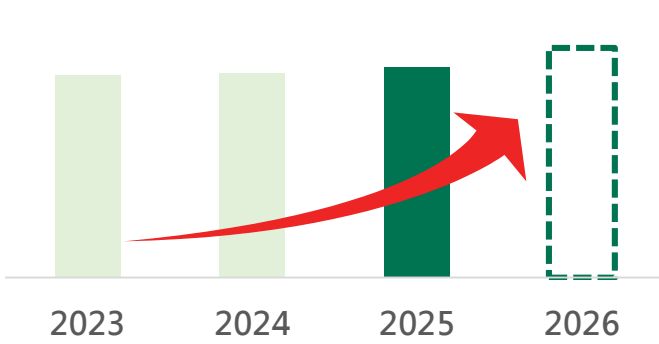
Share of Self-operated Platform



E-Service Commission Revenue



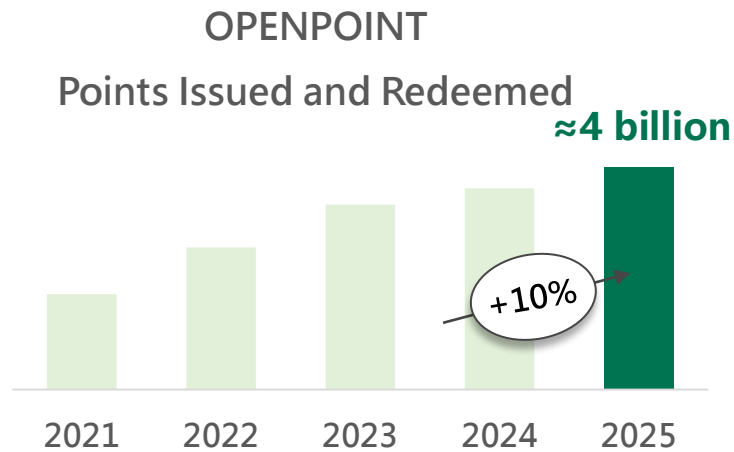
Bill Collection (incl. ibon) Commission Revenue





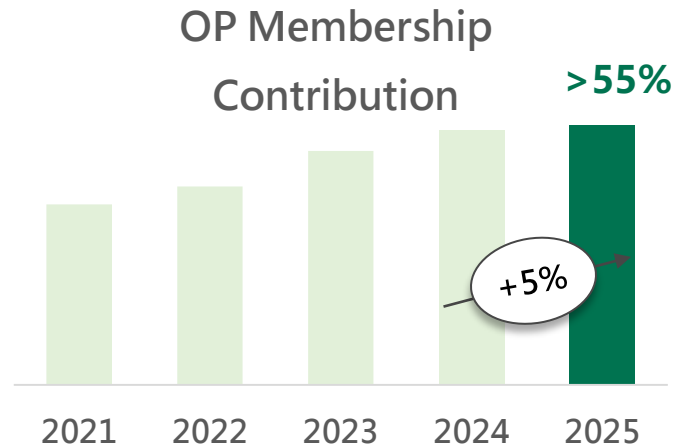
## OPENPOINT

- Growing network of partners within and outside the Group
- Around **4 billion** points issued and redeemed in 2025



## Membership Program

- Members exceeded **19 million**
- Members account for **55%** of sales



## Uniopen Co-branded Credit Card

- Exceeding credit card issuance targets
- Comprehensive data platform



- Expanding external partnerships to create a **boundary-free growth cycle** across all channels.
- 11% high rewards rate, expanding the points ecosystem

# AI Applications | Digital Transformation for Optimized Operations

## Customers

### X-9: 9<sup>th</sup> Autonomous Store



Automated micro-fulfillment for efficient, time-saving pickup.

## Stores

### Digital Management (All-store Rollout)



Streamlined operations to enhance precision

## Employees

### Hybrid POS Checkout (All-store Rollout)



Switchable self-checkout mode to reduce customer wait times.

## Digital Marketing

提貨券 兌換券 預購券 其他券

不可思議冠軍美式咖啡  
嚐鮮價35元(大杯原價8...)

兌換期間：2026/01/16 ~ 2026/02/20

專屬優惠

Including spending data analytics and automated marketing

## AI-driven Energy Saving System (Rolling Out)



Real-time monitoring with automated energy saving adjustments.

## AI Chatbot (Rolling Out)



Integrated database for better efficiency P.19

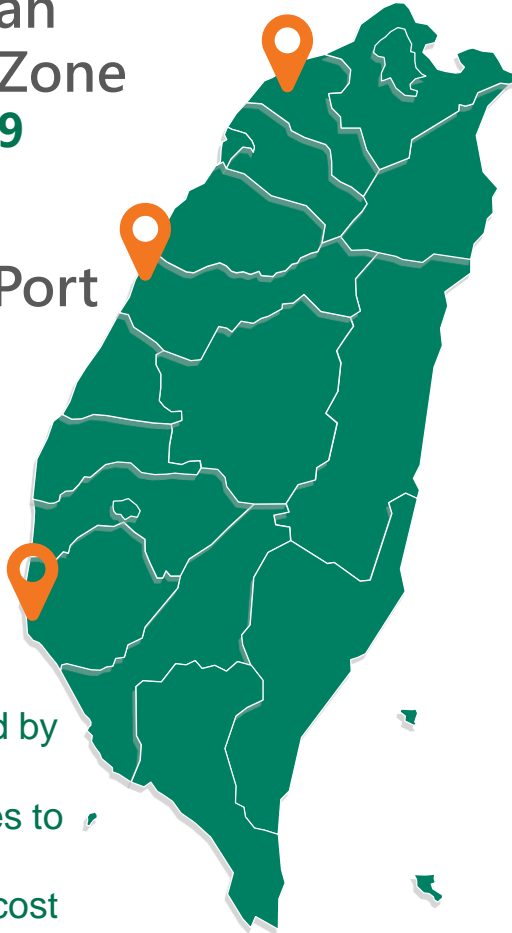
# Logistics Parks | Driving Future Growth through Prudent Investment



North: Taoyuan  
Aerotropolis Zone  
To open in 2029

Central: Taichung Port  
PI to open in 2026  
PII to open 2029

South: Xinshi  
In operation  
since 2025



- Internal capacity expanded by 1.5–2x
- Now providing 3PL services to external clients
- Effectively reducing labor cost as a percentage of sales



## Internal & External Capacity Expansion

- Supporting the Group's online and offline growth
- Scaling up to meet external logistics and warehousing demand



## Automated Equipment

- Reducing workplace injuries and improving operational efficiency
- Lowering labor costs as a percentage of sales



## Improved Efficiency

- Consolidated supply chain and warehouse management
- Usable storage space up 300%



## Green Logistics

- Solar power generation and integrated transportation
- Solar investment driving down per-unit electricity costs

## Storage



## Order Picking



## Fulfillment



# 7-ELEVEN Philippines | High Potential Growth Engine



## Aggressive Expansion

- Maintaining #1 market share while widening our lead
- Accelerating expansion into VisMin regions with a diversified location strategy

## Product Differentiation

Diversifying product mix and growing store count across fresh food (Crunch Time / 21TO GO), coffee (CITY CAFE / CITY PRIMA), and daily essentials.

## Service Expansion

- CliQQ tiered membership program
- Expanded ES pickup and delivery services (B2C/C2C)
- Cashless payment rollout across all stores in 2026

## ESG Governance

- Executive performance assessment tied to ESG
- Functional committees entirely composed of independent directors

**2025**  
Dow Jones Best-in-Class World Index

**TOP4**

Member of  
Dow Jones  
Sustainability Indices  
Powered by the S&P Global CSA

## ESG Data

- Launched ESG data gathering system, covering subsidiaries
- Addressed issues including health supplements and biodiversity

**2025**  
MSCI ESG Rating

**A**

**MSCI** 

## IFRS S1 S2

- Identifying the Group's material sustainability topics
- Assessing potential qualitative and financial impacts

**2025**  
CDP Rating

**B**

  
DISCLOSURE INSIGHT ACTION

## Focus

- Expanding renewable energy use
- Enhancing sustainable supply chain management

**2025**  
Corporate  
Governance Rating

**6-20%**

   
TIP Taiwan Index Plus FTSE4Good  
TIP Taiwan ESG Index

# The End