

President Chain Store Corp.
2912 TT

Agenda

01 2025 9M Financial Performance

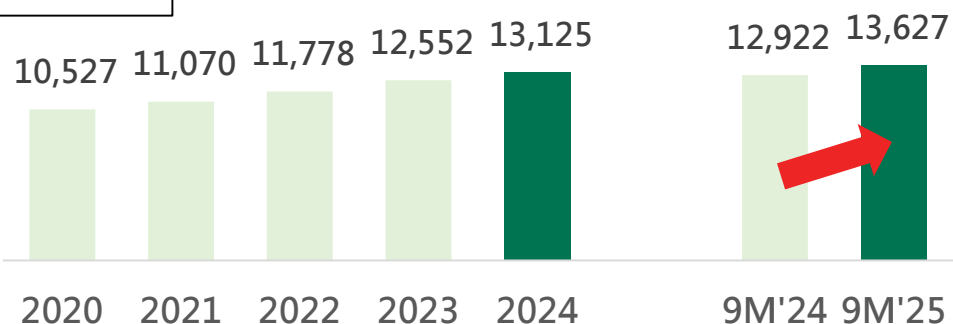
02 Operating Highlight

03 Outlook

Financial Performance (Consolidated)

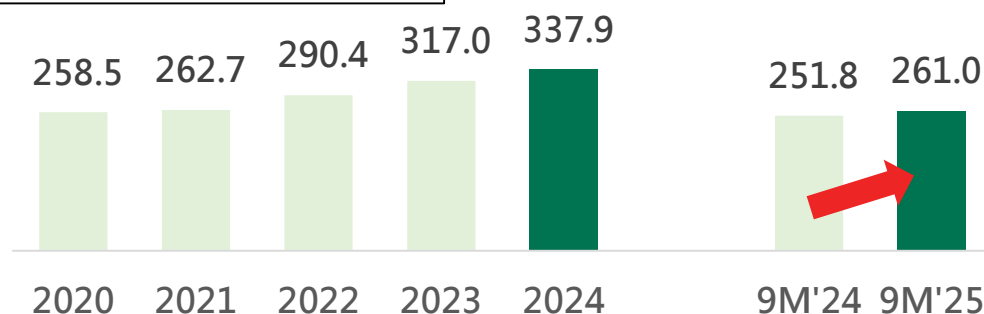
- ❑ The consolidated revenue grew by 3.6% in 9M25, mainly came from 7-ELEVEN Taiwan, COSMED, Starbucks Taiwan and others.
- ❑ The stable growth of gross profit and gross margin was raised by optimized product mix and economic scales. Despite operating expenses increased due to rising external costs (such as electricity and labor), and continued store expansion, logistics investments and digital development, consolidated operating profit still grew by 2.4%.
- ❑ Net income declined by 4.0%, excluding the one-off items in 9M24 (the disposal of Shan Dong President Yinzuo and tax reversal benefit), it would have remained flat. Operating profit grew steadily in the core business, while non-operating income was affected by continued strategic investments and the decline in US dollar interest rate.

Store No.



Revenue (Consolidated)

Unit : \$NT bn



Operating profit (Consolidated)

Net income (Consolidated)

(\$NT bn)

	2020	2021	2022	2023	2024	9M'24	9M'25
Operating profit	12.1	10.7	12.3	13.8	14.0	11.0	11.3
OPM(%)	4.7%	4.1%	4.2%	4.3%	4.1%	4.4%	4.3%

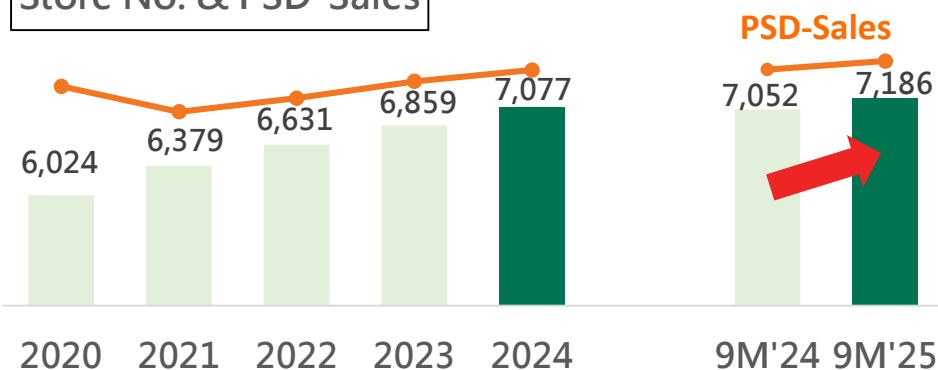
(\$NT bn)

	2020	2021	2022	2023	2024	9M'24	9M'25
Net income	11.3	10.0	11.1	12.7	13.7	10.9	10.4
NI(%)	4.4%	3.8%	3.8%	4.0%	4.1%	4.3%	4.0%

Financial Performance (Parent Company)

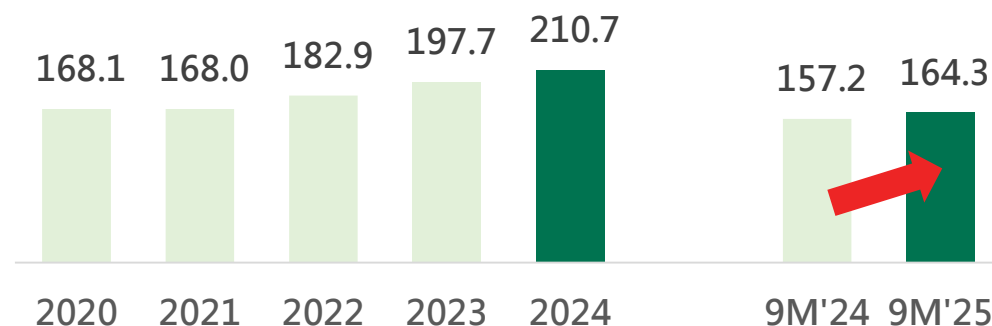
- ❑ The revenue increased by 4.5% in 9M25, 7-ELEVEN Taiwan continued to expand store, primarily driven by growth of fresh food, CITY CAFE and beverage.
- ❑ Revenue growth drove an increase in gross profit, while operating expenses rose due to higher external operating costs (such as electricity and labor), as well as strategic store expansion and long-term investments in logistics and digital aimed at driving future growth.
- ❑ Net income declined by 4.1% due to one-off items in 9M24, including the disposal of Shan Dong President Yinzuo and tax reversal benefit. Excluding these exceptional items, net income would have increased by approximately 1%.

Store No. & PSD-Sales

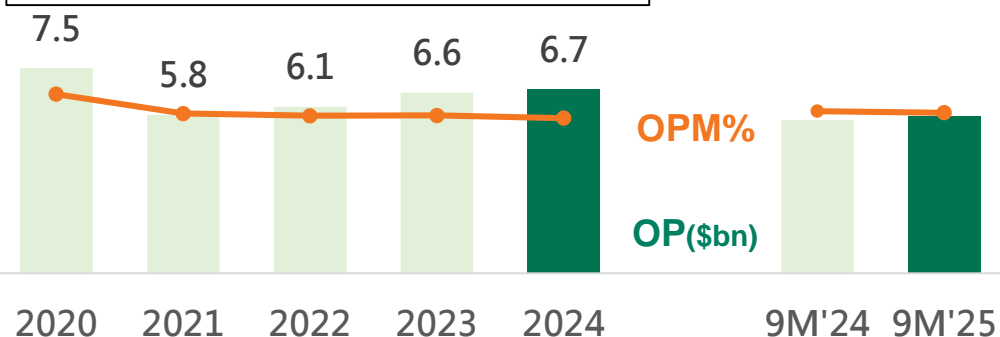


Revenue (Parent Company)

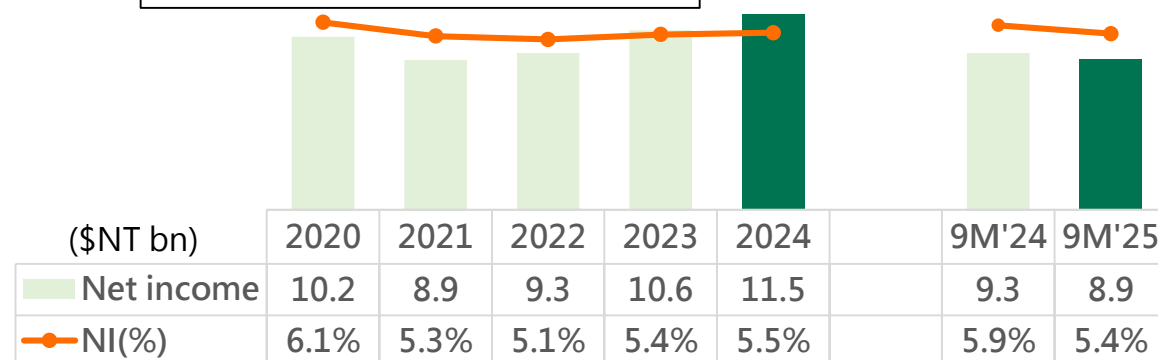
Unit : \$NT bn



Operating profit (Parent Company)

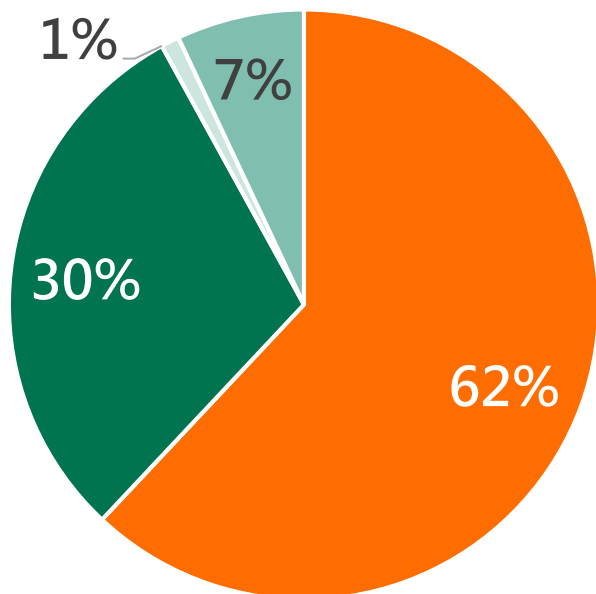


Net income (Parent Company)



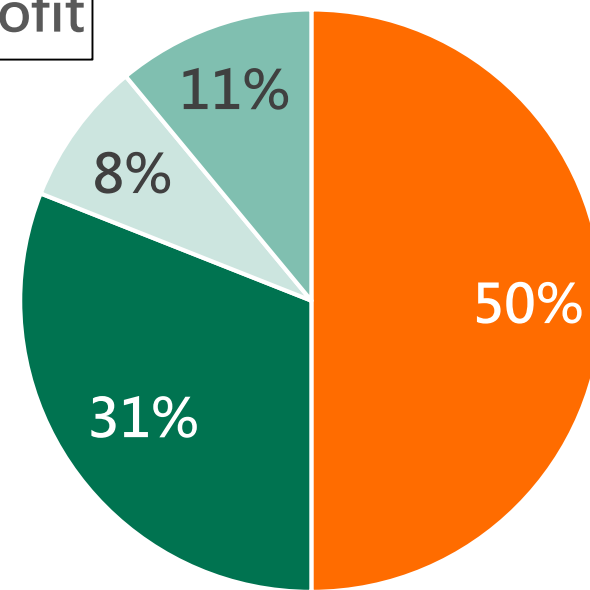
2025 9M Segment Information

Sales



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

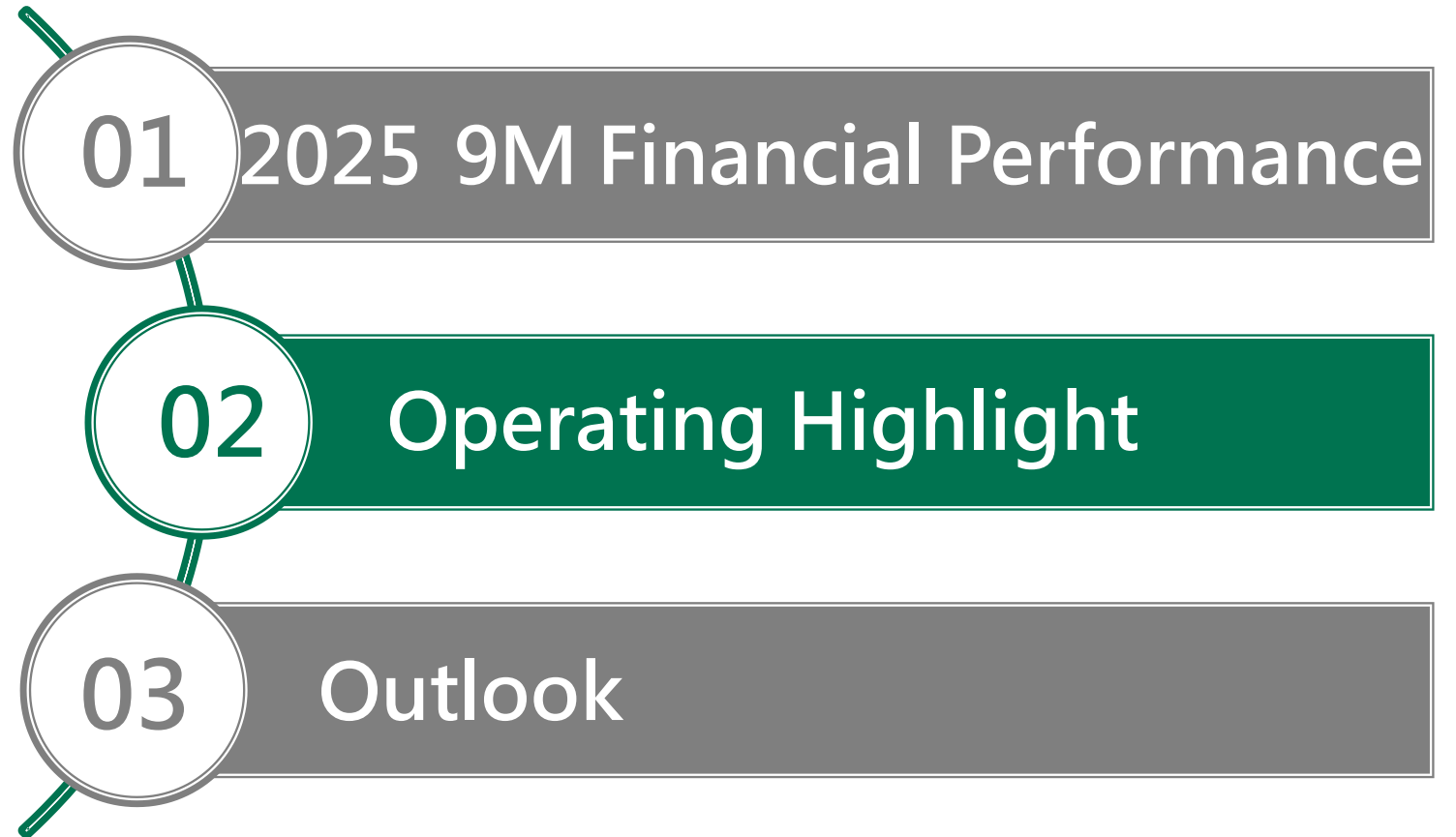
Pre-tax profit



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

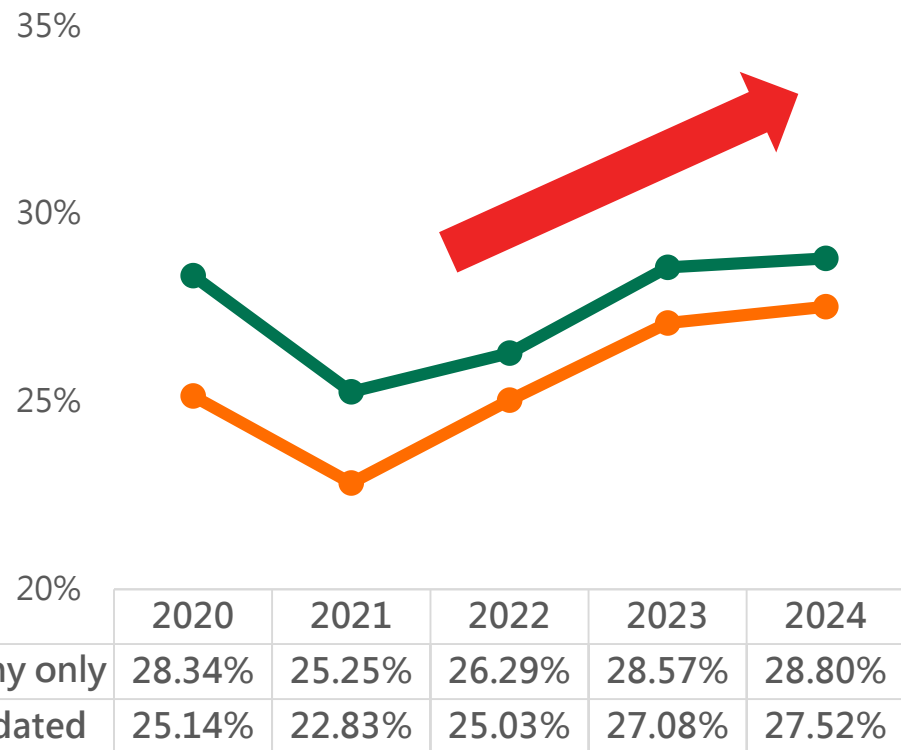
- Retail : Philippines 7-11, Cosmed, Takkyubian(Transnet), Books.com, Mech-President etc.
- Logistics : Retail support, Cold-Chain, Wisdom distribution etc.
- Others : China business, F&B business (e.g. Starbucks) and Support business.

Agenda

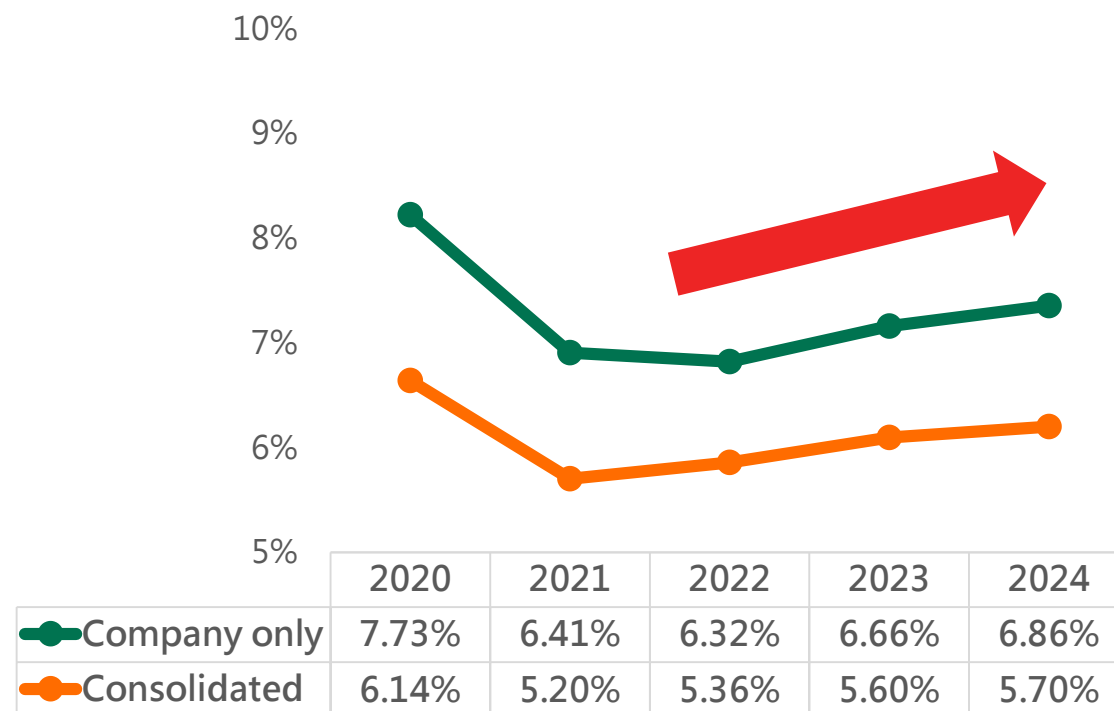


Growth in ROE & ROA

ROE

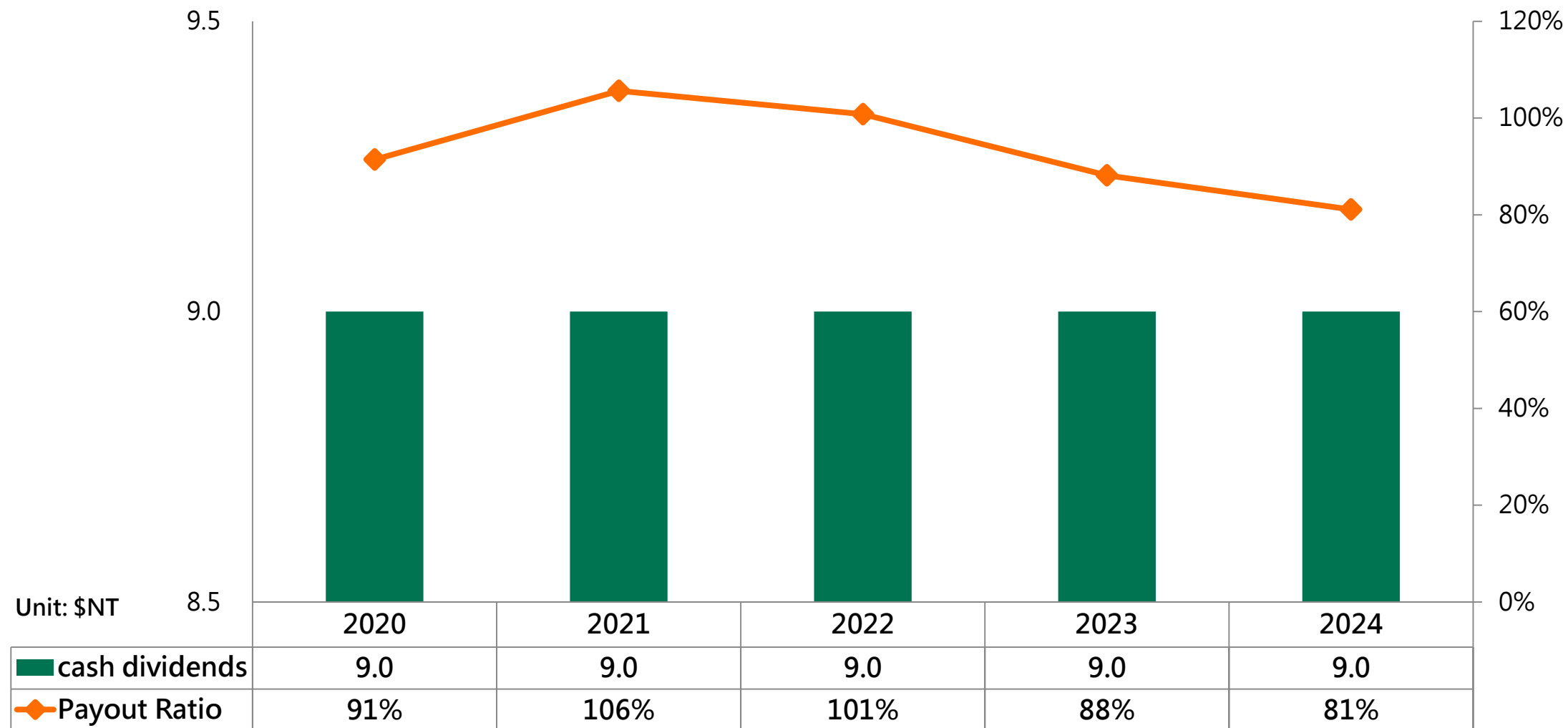


ROA



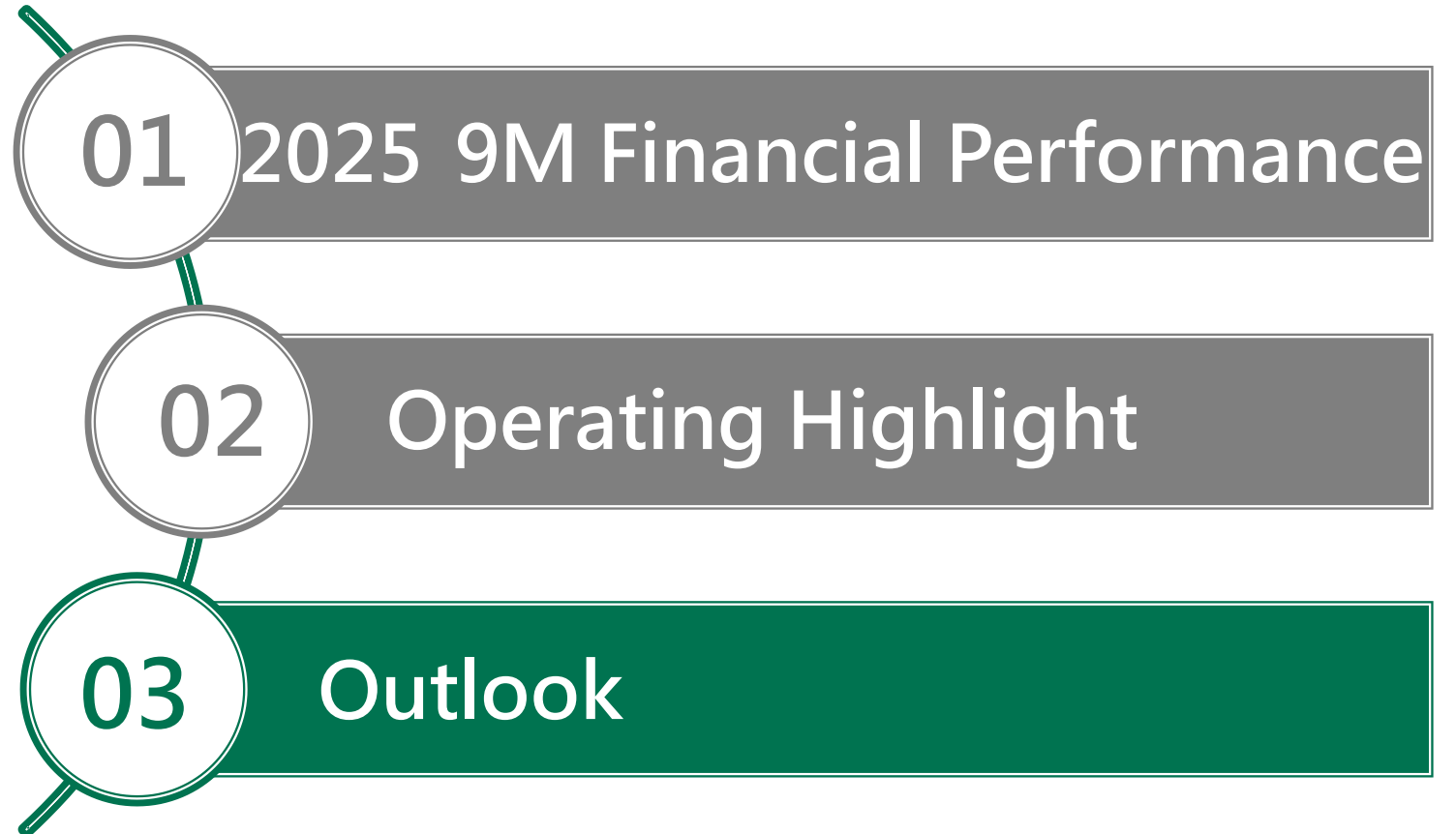
Note : ROA was influenced by the growth in total assets, driven by ongoing store expansion (leading to higher levels of fixed assets, right-of-use assets), digital investment and long-term investment, etc..

Sustainable Cash dividend



Note : 2024 cash dividend has been approved by AGM.

Agenda



2025FY Growth Target

Taiwan7-ELEVEN
Store Count

+200

As of Dec. 31, 2025

Total Sales & PSD-
Sales

Maintain growth
momentum

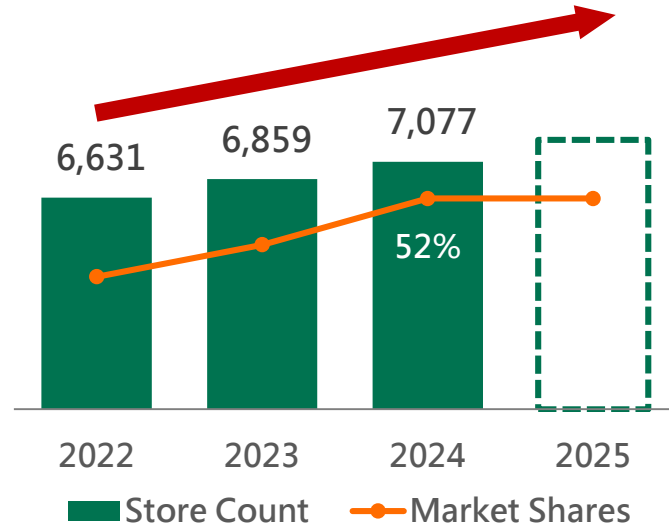
YoY

PSM-NI

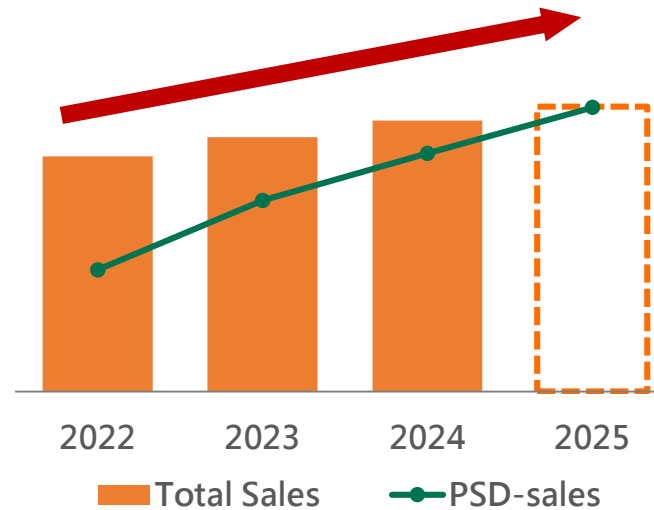
Stable growth

YoY

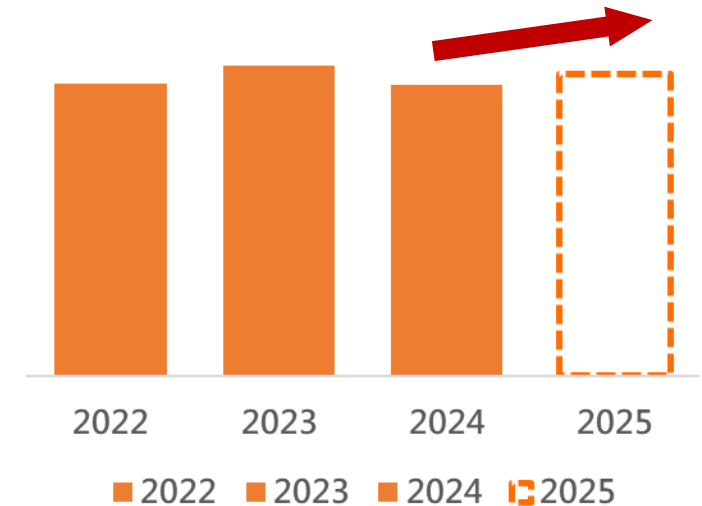
Store Count & Market Shares



Total Sales & PSD-sales



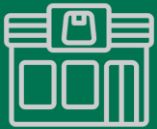
Per Store Monthly-NI



Medium and Long-Term Goal

President Chain Store Is Evolving

Maintaining our leadership position as the most comprehensive retail ecosystem



Quantity and Quality of Locations

- Increase the number and quality of stores
- Operating multiple stores provides stability for franchise owners



A Quality Lifestyle Platform

- Structural differentiation and continuous innovation
- Offering varied services to stay ahead of the latest trends



Strengthening Digital Efforts

- Online-offline integration for shared benefits
- Loyalty points program



Regional Economic Developments

- Adapt to trends for continued growth
- Focus on core businesses and seize opportunities



Integrate supply chains for the future



Leverage AI to strengthen systems

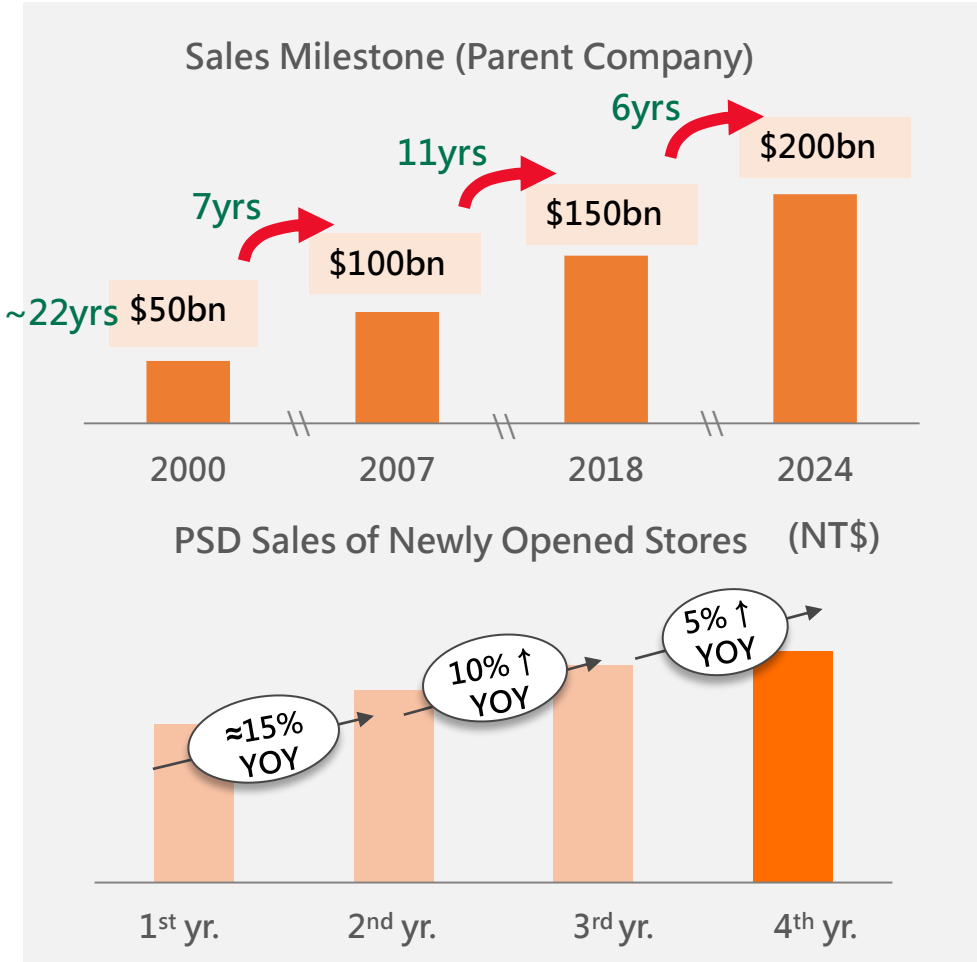


Improve our talent system

Active Expansion | Balancing Quality and Quantity for Steady Profits

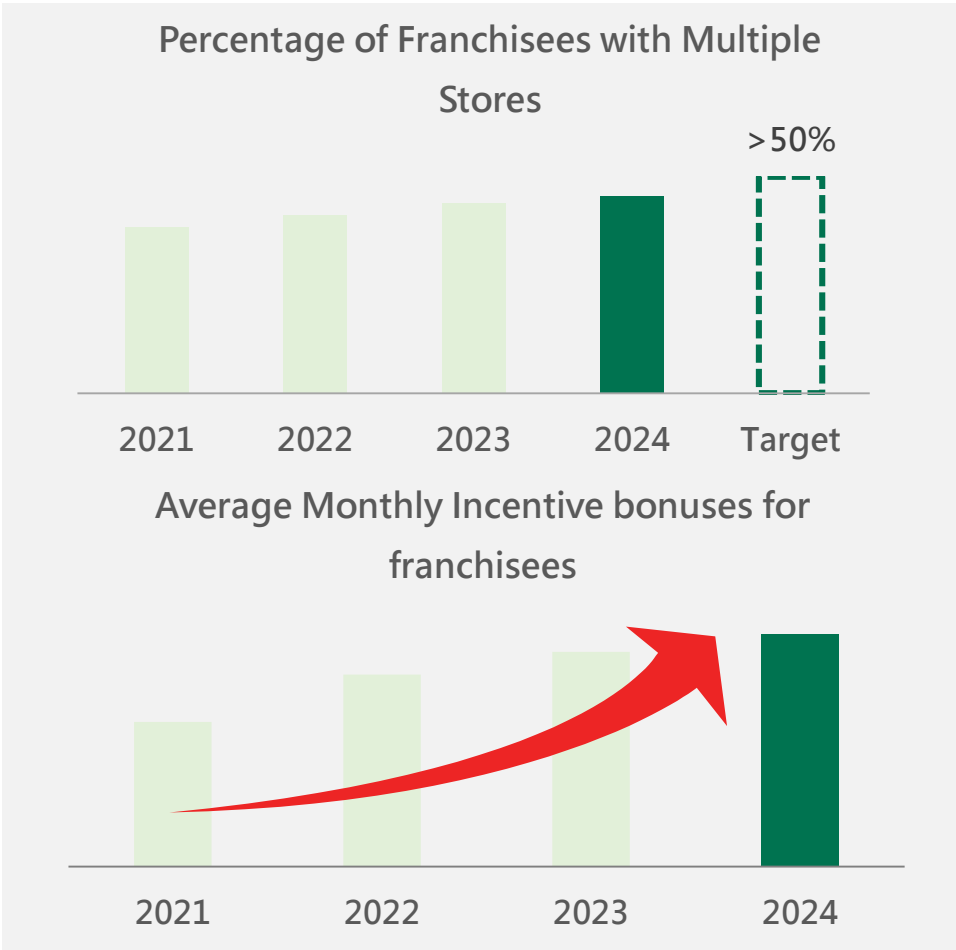
Market share growth efforts to maintain leadership position

“Optimal scale” approach showing benefits for new stores

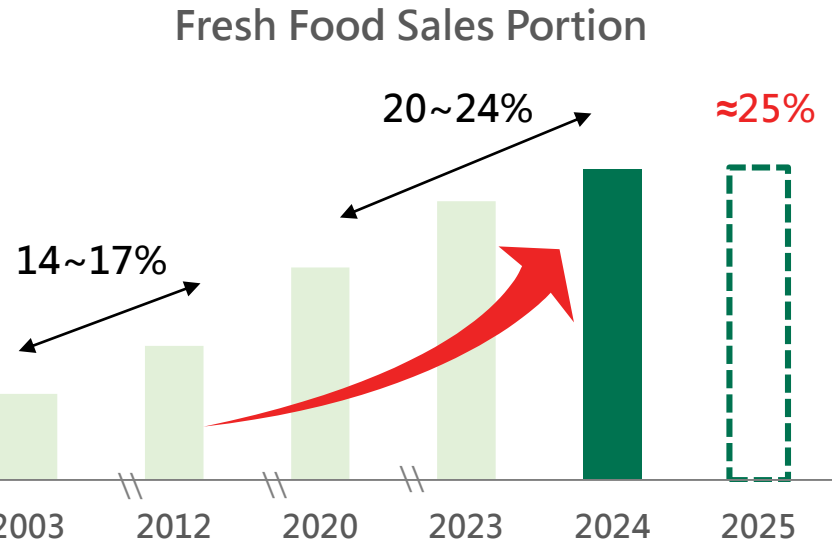
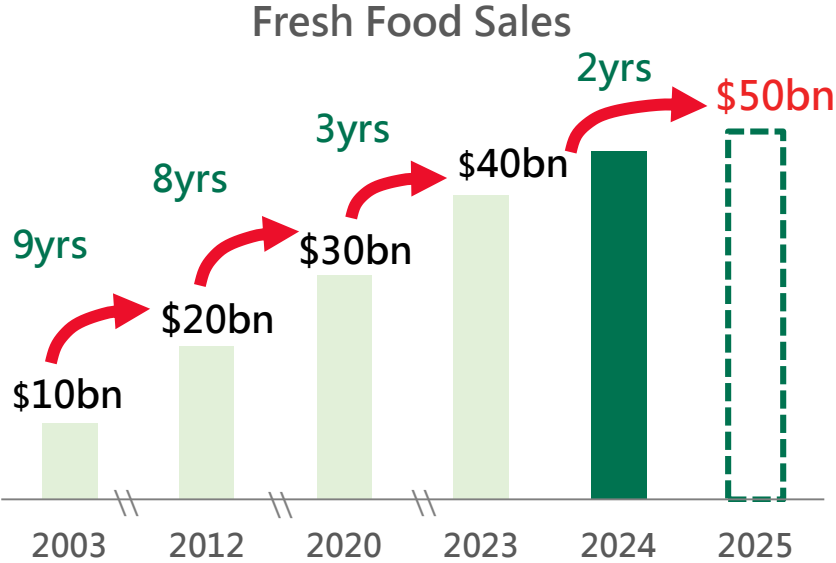


Stability for Franchisees to Create Win-win Partnerships

Multiple-store operations improves franchisee profits



A Lifestyle Platform for Foodies | All the Trendiest Great Tastes



Premium

(Star Rated Cuisine)

(Finest Rice Ball)

(Salad Mood)

Good value

(Ultimate Full Meal)

(Cold Noodles)

(Tea Eggs)

Trending

(Veggie Selection)

(Hotpot series)

(Dessert _ LADEARS)

A Lifestyle Platform for Tastemakers | More Choices to Share



Achieving New Highs

2024: Sales exceed NT\$18bn



2015: Sales exceed NT\$10bn



2004: CITY CAFE introduced

CITY CAFE® | CITY PRIMA® | CITY TEA® | ! +? CAFE+TEA

Improved Quality

- » Coffee bean upgrades
- » Variety of flavors

Shaping Brand Value

- » CQI certification
- » Improved taste

*CQI: Coffee Quality Institution

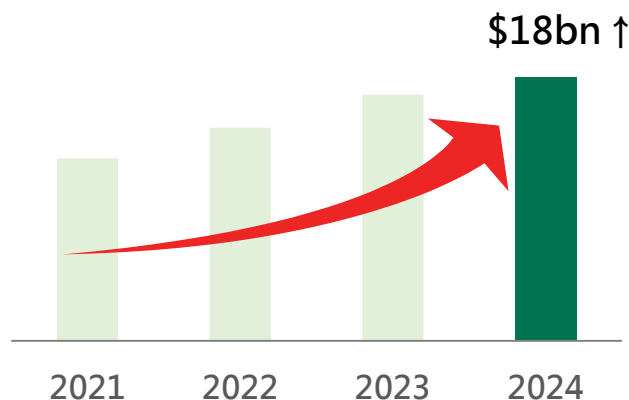
Expanding Market share

- » HQ pure tea
- » Popularizing single-cup tea infusers

Broadening Customer Base

- » Top-end coffee market
- » Tea Bar structural innovation (Tea shop within a store)

CITY Product Line Sales



A Lifestyle Platform for Innovation | New Ideas Launching New Trends

Immigrant Business (Southeast Asian Imports)



Fun and Entertainment (Claw Machines)



Fresh Products (Fresh)



Pet Products (OPEN! PETS)



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

Self-Operated Platform Growth



- No. 1 in parcels delivered & received
Double-digit growth
- iOPEN MALL expansion
Strengthening C2C platform
Interface optimization and new features

賣貨便

交貨便



More Collaboration with EC Platforms



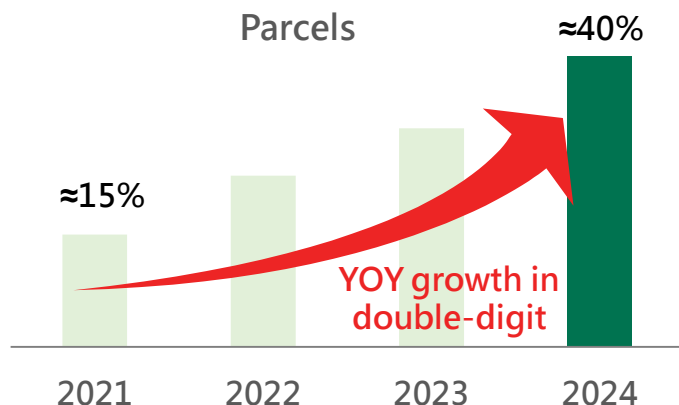
- Adding external and cross-border EC services
US/JP/KR/CN etc.
- Strengthening EC collaborations within Group
- Cross-sell benefits

Other Services

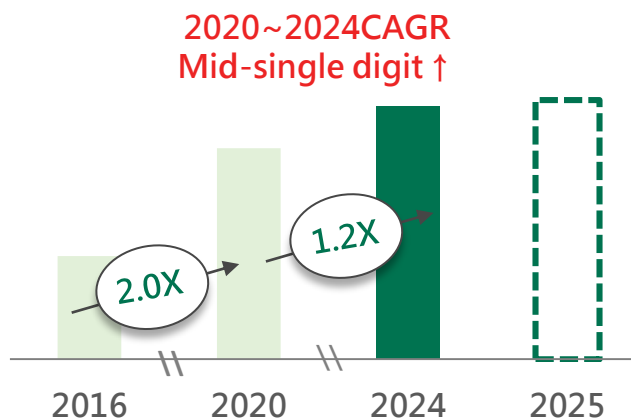


- New services and systems
Migrant worker remittances
- ibon Improvements
Multi-language support, hardware upgrades

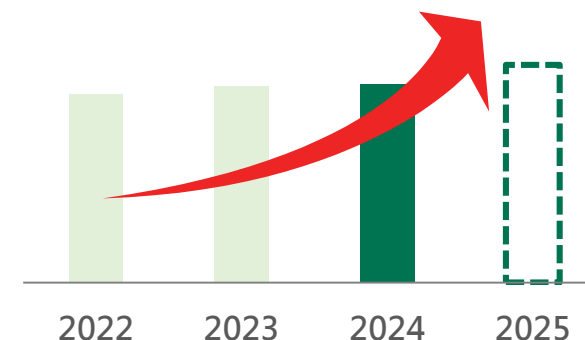
Share of Self-operated Platform



E-Service Commission Revenue



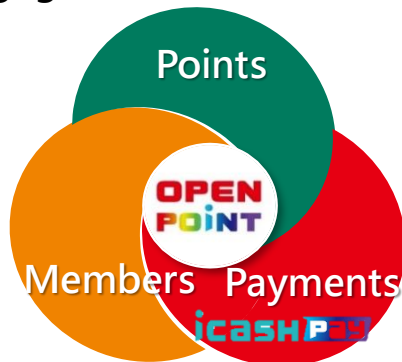
Bill Collection (incl. ibon)
Commission Revenue



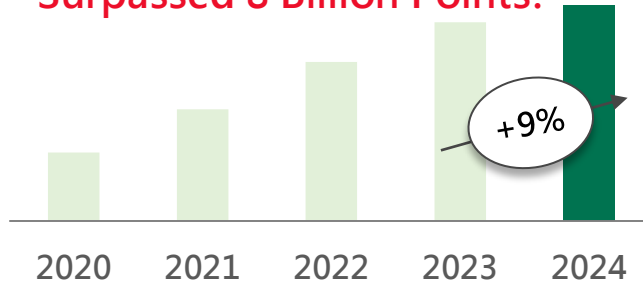
Digital Platform | OMO Benefits and a Comprehensive Ecosystem

Expanding the Ecosystem

- Uni-President Group OP co-branded credit card
- New member subscription services
- Carefully crafted social media engagement



OPENPOINT Award points
Surpassed 8 Billion Points!

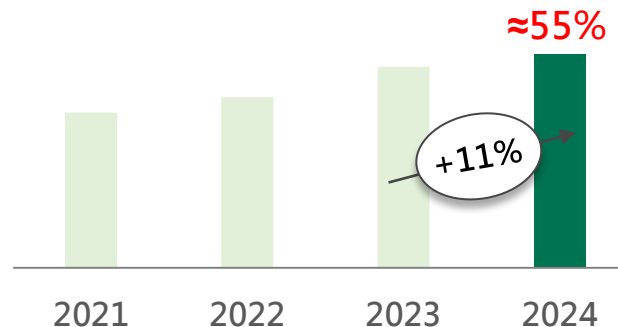


Making Points Useful

- New ways to spend points online and offline, in and out of the Group
- Cross-border point spending (Japan, the Philippines, etc.)
- Better value than cash



OP Membership Contribution

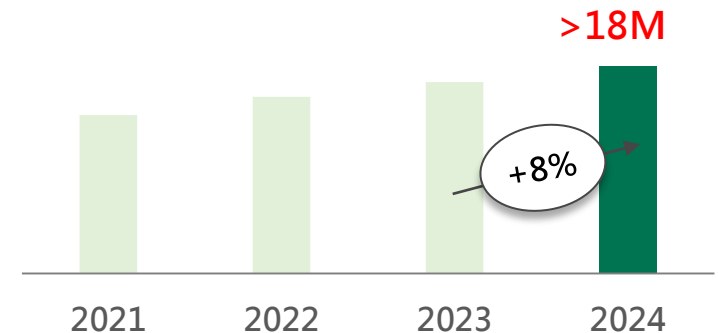


Improving Digital APP

- Data analysis for cross-channel referrals
- Precision marketing to increase customer contribution
- Data-driven consumer trend insights



No. of OP Members



Improving customer stickiness to build a comprehensive retail ecosystem

Logistics Blueprint | Planning for the Future

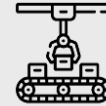


Internal & External Capacity Expansion



Support Group's online and offline developments
Improve external logistics and warehouse demand

Automation



Reduce manual labor and improve operational efficiency

Improved Efficiency



Streamline warehouses to improve space efficiency

Green Logistics



Solar PV, integrated transportation



Wisdom
Distribution
Service Corp.



Retail
Support
International
Corp



Uni-
President
Cold-Chain
Corp.



President
Transnet
Corp.



AI Efforts | Digital Transformation to Optimize Operations

External: Discover
consumer trends
Internal: Improve
operational efficiency

X-8: 8th Unmanned Store



New all-digital “grab and go”
shopping experience

Digital Marketing and Transition (in progress)



Data modeling, online and offline member
and product analysis, ad ecosystems, robot
applications, etc.

Hybrid POS checkout (all stores)



Switch to self-checkout mode to
mitigate peak staff crunch

AI Ordering/Store Management (all stores)



Continue to saving labor and
improving precision

AI Energy Monitoring System (in progress)



Real-time AI energy consumption tracking
and automatic adjustments for energy saving

Investments | Seizing Opportunities for Steady Growth

Integrate Group Resources

- Shared procurement and integrated logistics
- Group-wide digital platform
- Strengthen infrastructure and share operational know-how

Growth Momentum in Existing Businesses

- Continue to open new Cosmed and Starbucks locations, improve products and services, digital development
- Expand Transnet capacity in line with business trends



Strengthen Overseas 7-ELEVEN Operations

- Accelerate expansion for economies of scale in the Philippines
- Open new stores in Shanghai and Zhejiang, aim for healthier operations in each individual store



Investment Opportunities in Taiwan and Abroad

- Proactive assess appropriate investment opportunities
- Focus on core business: Lifestyle industry in Asia

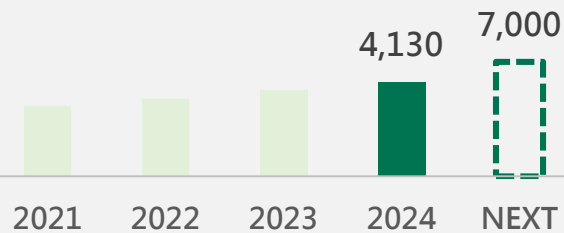
7-ELEVEn Philippines | Growth Engine to Look Forward To



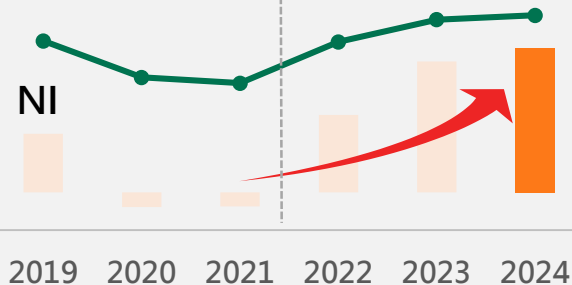
Accelerate Expansion

- » Maintained No. 1 market share for 2024
- » 2025 expansion will cover more islands (Visayas, Mindanao)
- » New highs for PSD-Sales and NI

Store Count



PSD-Sales



Improve Products & Services

- » Improve fresh foods (fried foods/brand collaborations/ regional exclusives), coffee, and daily goods
- » Expand collection services
- » Improve infrastructure (logistics, systems, fresh food) for long-term growth



Step Up Digital Efforts

- » Strengthen digital ecosystem
 - CLiQQShop
 - E-Wallet & E-Payment
- » Continue to develop EC parcel pick-up service
- » AI applications (optimal product structure for each store)



Sustainable Operations | Advancing Our Ideals



Environmental

- 2050 net zero carbon emissions commitment
- Continue to meet and improve standards in food waste reduction, plastics reduction, sustainable procurement, etc.

Domestic and Int'l Recognition

- DJSI : Top 3 in global food & staples retailing industry
- CDP : A- rating
- TSE Corporate Governance Evaluation : TOP5%
- MSCI : BBB rating
- Asia Responsible Enterprise Awards and Asia-Pacific Sustainability Action Awards



Social

- Health, nutrition, and safety initiatives
- Human rights and DEI policies
- Expanded charitable events and donations

Preparations for Future Compliance

- Set consolidated/individual carbon reduction targets
- Apply IFRS sustainability disclosure standards S1, S2, and ESG scopes to subsidiaries

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



Governance

- 1/3 board members are independent directors
- Executive performance assessment tied to ESG
- Risk and cybersecurity committee established

Long-Term Risk Management

- Expand use of green energy in preparation for electricity costs and carbon tax/fee costs
- Sustainable supply chain management

The End