President Chain Store Corp.
2912 TT

Agenda

01 2026 9M Financial Performance

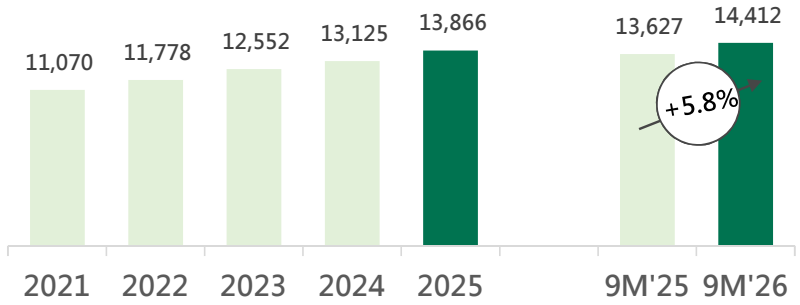
02 Operating Highlight

03 Outlook

Financial Performance (Consolidated)

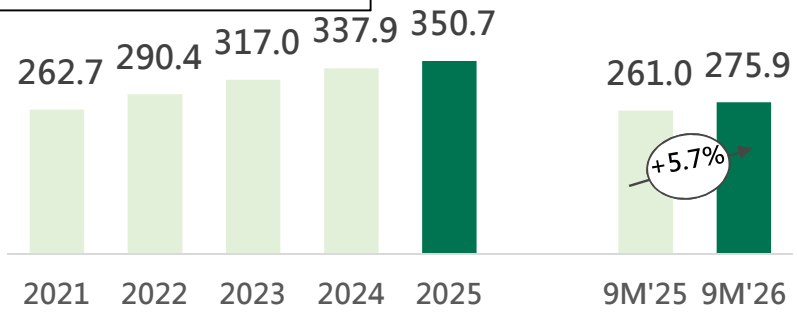
- The consolidated revenue grew by 5.7% in 9M26, mainly came from 7-ELEVEN Taiwan, 7-ELEVEN Philippines, Cosmed and others.
- Product mix optimization and economies of scale drove margin expansion and profit growth, with consolidated revenue reaching a record high for the same period.

Store No.

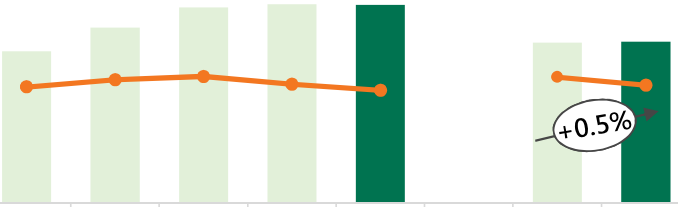


Revenue (Consolidated)

Unit：$NT bn

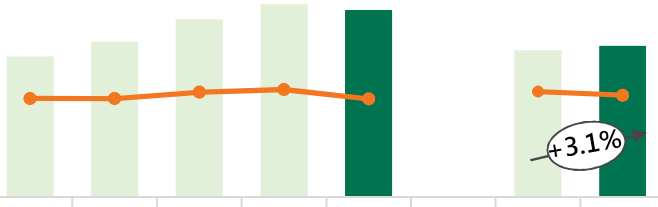


Operating profit (Consolidated)



($NT bn)	2021	2022	2023	2024	2025		9M'25	9M'26
Operating profit	10.7	12.3	13.8	14.0	13.9		11.3	11.3
OPM(%)	4.1%	4.2%	4.3%	4.1%	4.0%		4.3%	4.1%

Net income (Consolidated)

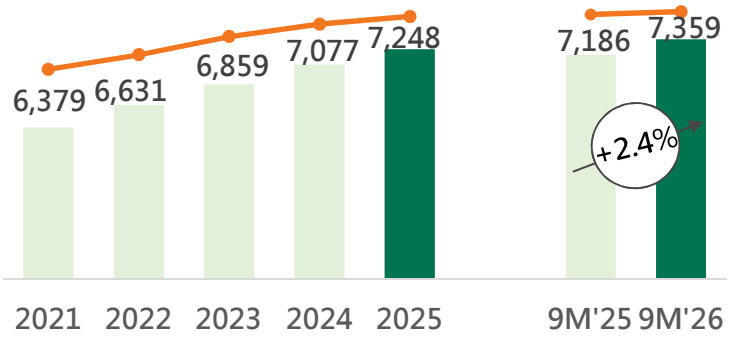


($NT bn)	2021	2022	2023	2024	2025		9M'25	9M'26
Net income	10.0	11.1	12.7	13.7	13.3		10.4	10.8
NI(%)	3.8%	3.8%	4.0%	4.1%	3.8%		4.0%	3.9%

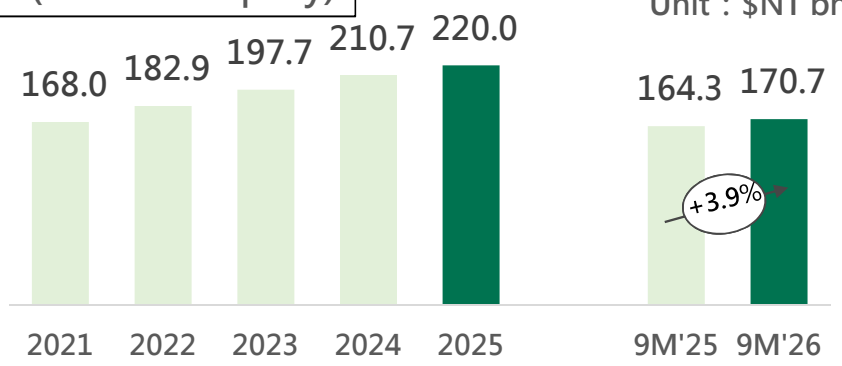
Financial Performance (Parent Company)

- Revenue increased by 3.9% in 9M26. 7-ELEVEN Taiwan continued to expand its store network, while PSD sales growth was driven by fresh food, CITY CAFE, and beverages.
- Driven by continued growth in revenue and gross profit, operating income and net profit increased steadily. EPS grew by 4.4%, with revenue and EPS reaching a record high for the same period.

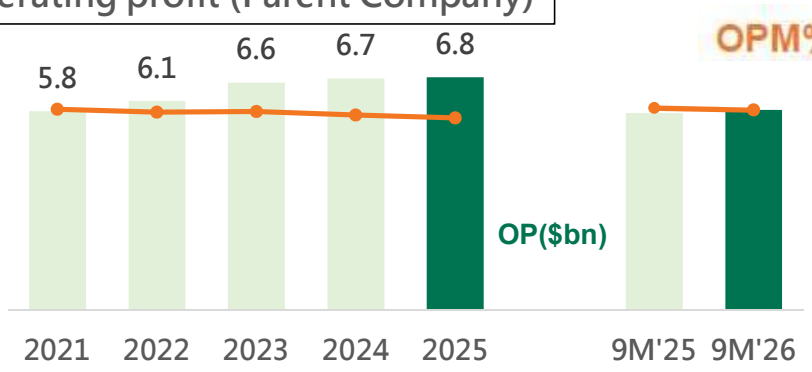
Store No. & PSD-Sales



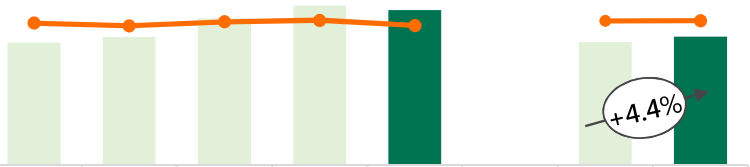
Revenue (Parent Company)



Operating profit (Parent Company)



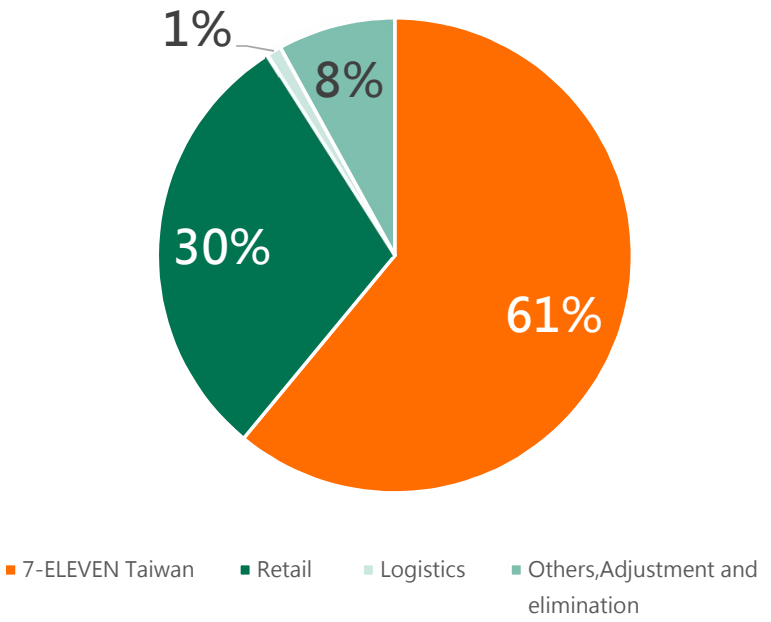
Net income (Parent Company)



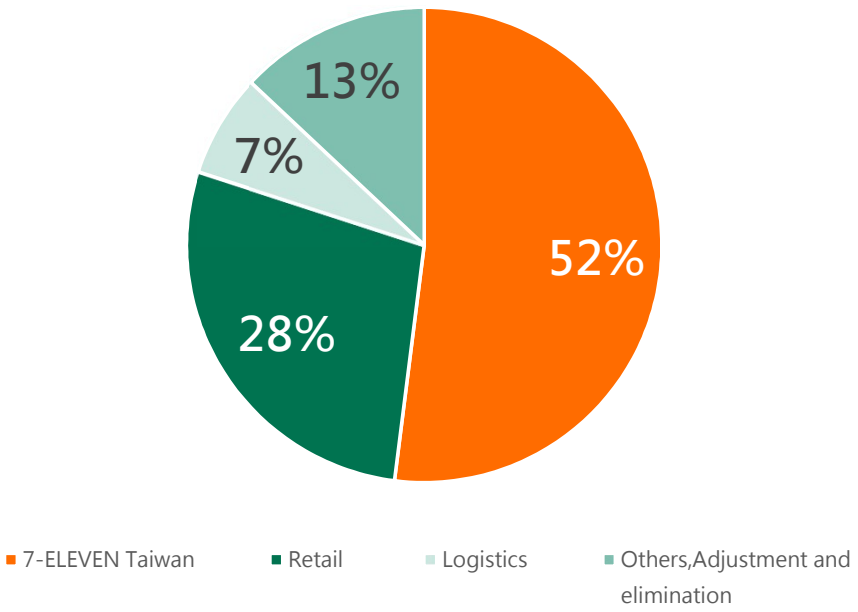
($NT bn)	2021	2022	2023	2024	2025	9M'25	9M'26
Net income	8.9	9.3	10.6	11.5	11.2	8.9	9.3
NI(%)	5.3%	5.1%	5.4%	5.5%	5.1%	5.4%	5.4%

2026 9M Segment Contribution

Sales



Pre-tax profit



- 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

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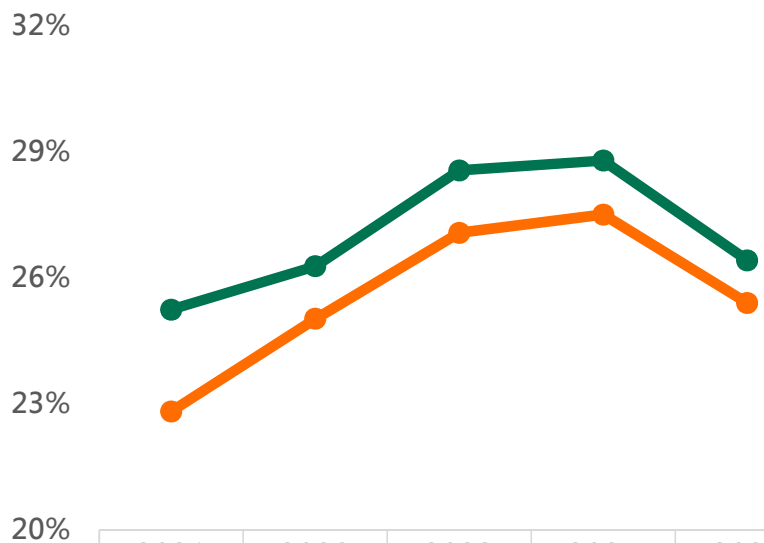
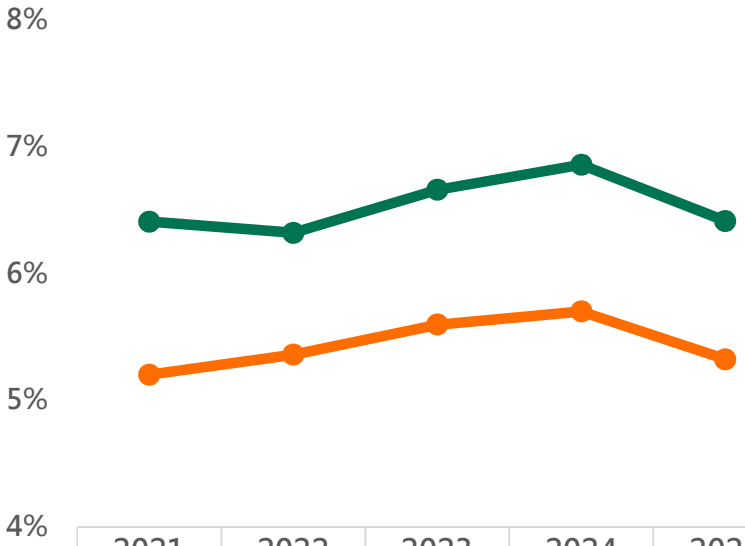
ROE & ROA

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%

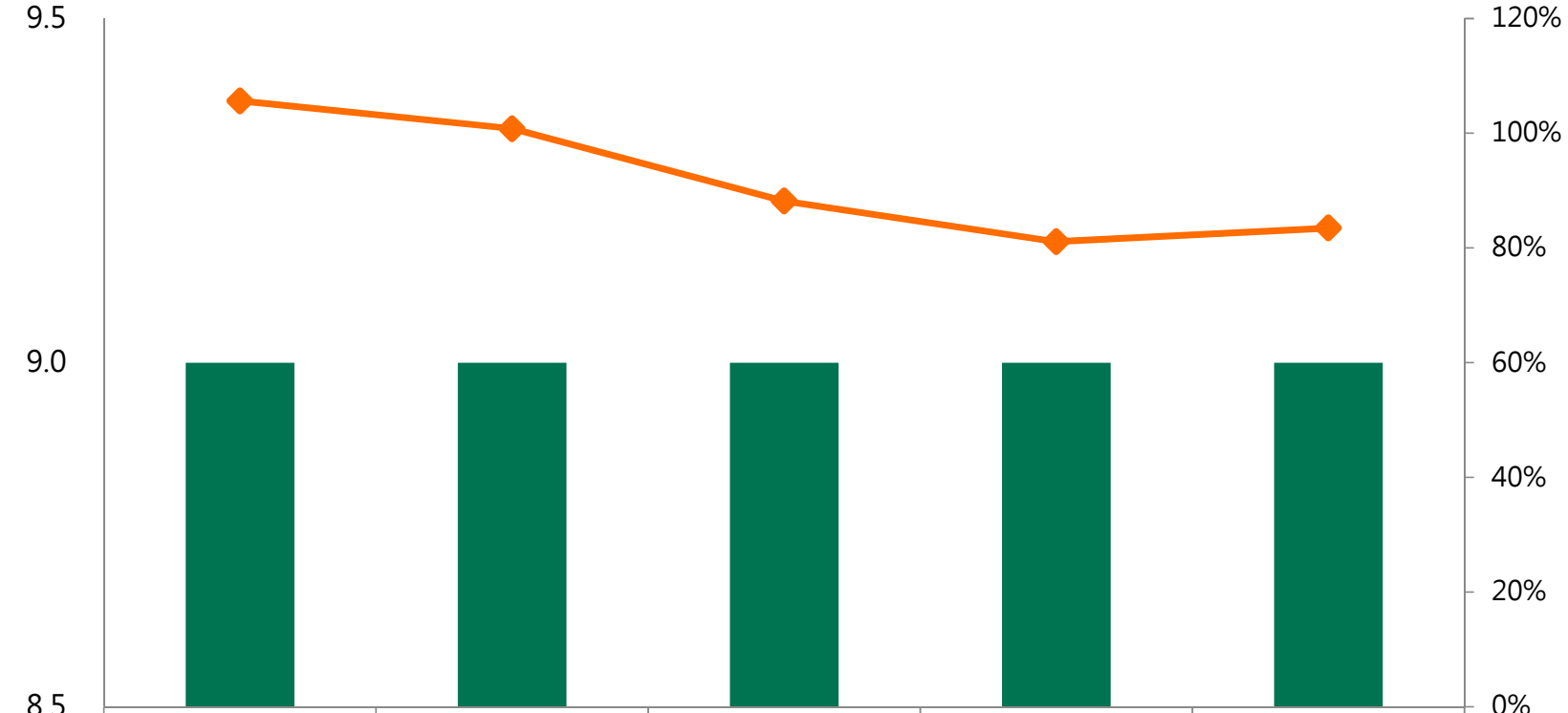
ROA



	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



Unit: $NT

	2021	2022	2023	2024	2025
cash dividends	9.0	9.0	9.0	9.0	9.0
Payout Ratio	106%	101%	88%	81%	83%

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

Agenda

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02 Operating Highlight

03 Outlook

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

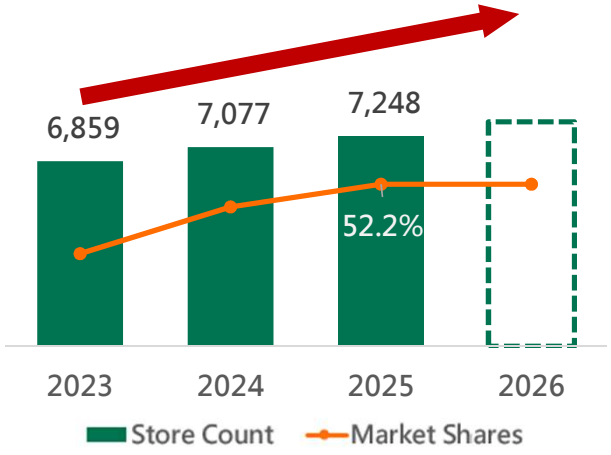
2026FY Growth Target

Taiwan7-ELEVEn Store Count
+150~200
As of Dec. 31, 2026

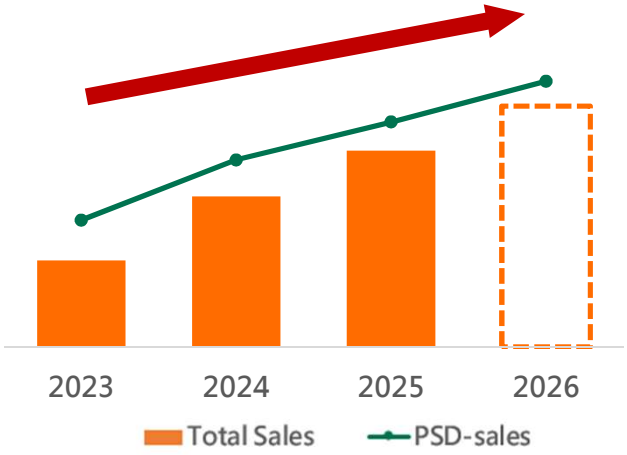
Total Sales & PSD-Sales
Maintain growth momentum
YoY

Operating Profit
Stable growth
YoY

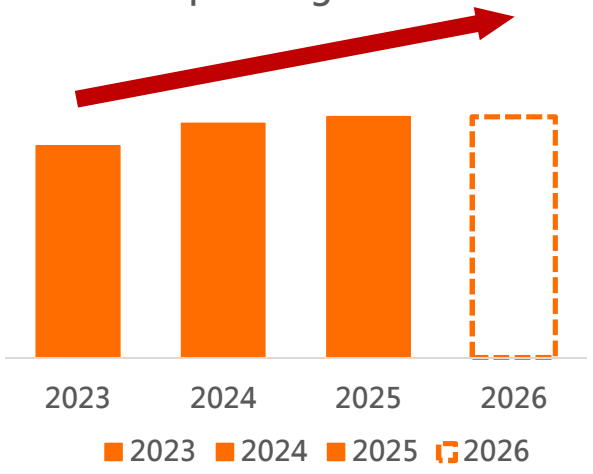
Store Count & Market Shares



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

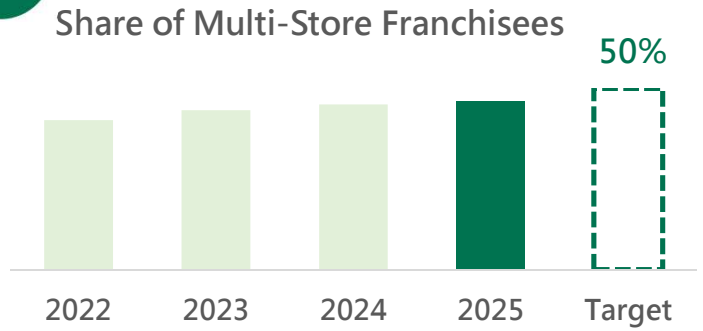
7-Fresh

(Qiaogang Store)

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

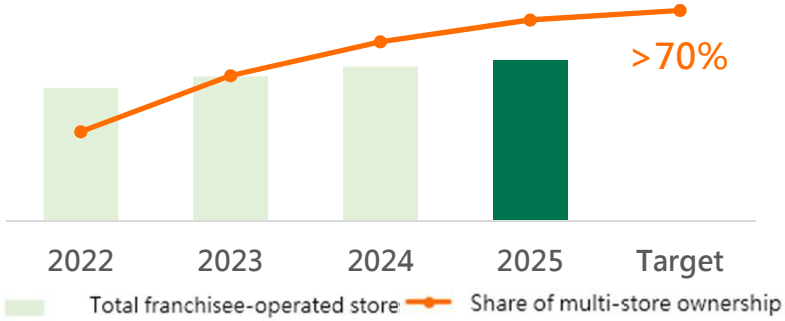
Franchise Stability | Multi-Store Ownership for Greater Returns

Maturing Franchise System



Share of Multi-Store Ownership

Ave. 2-3 Stores / Franchisee

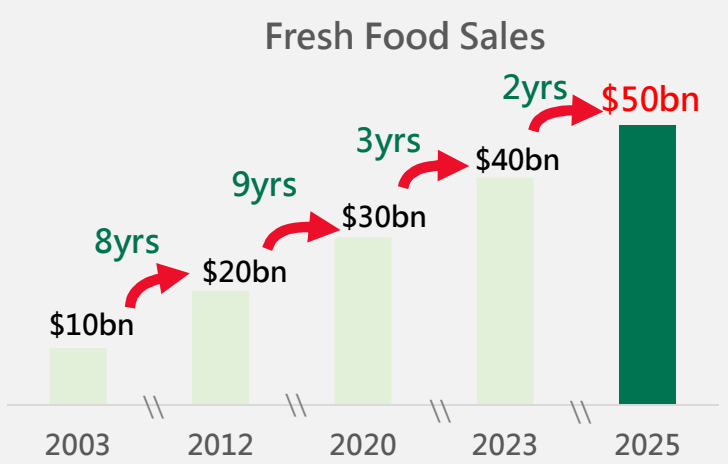


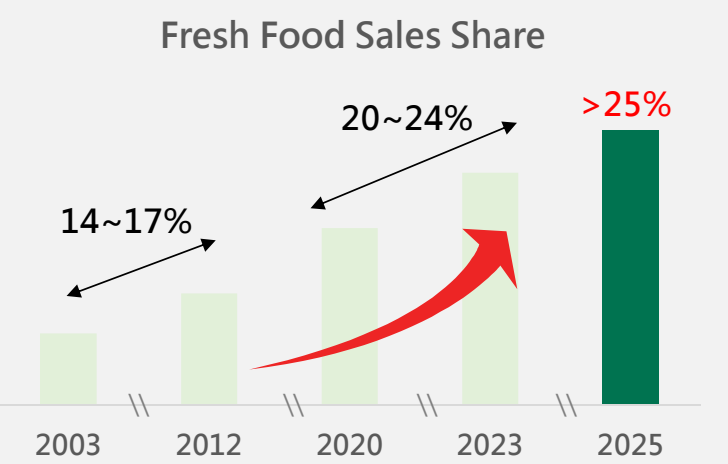
Multi-Store Advantages

- 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)

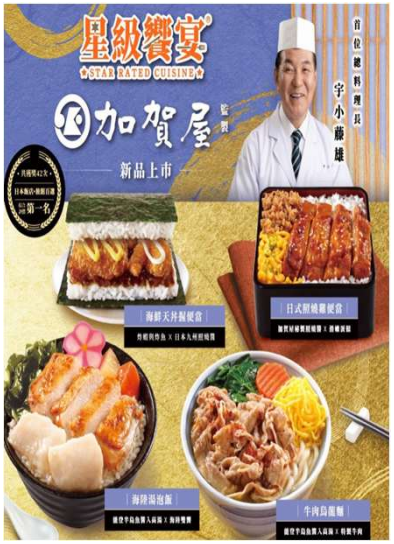
A Lifestyle Platform for Foodies | On Trend & Tasty





Premium

Elevated ingredients for elevated taste



(Star Rated Cuisine)

Great Value

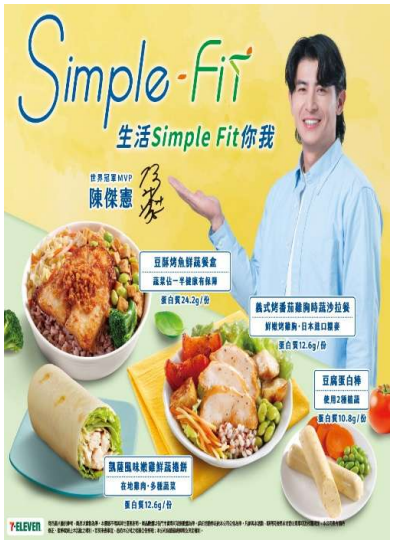
Upsized, value-driven offerings for better satisfaction



(3XL Heavy Weight Feast)

Trending

Healthier choice for greater confidence



(Simple-Fit)

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

2004 — 11yrs — **2015** — 10yrs — **2025** — **NEXT**

CITY CAFÉ Launched

Revenue exceeded NT$ 10 Billion

Revenue nearing NT$ 20 billion

Tea: **second growth driver**

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

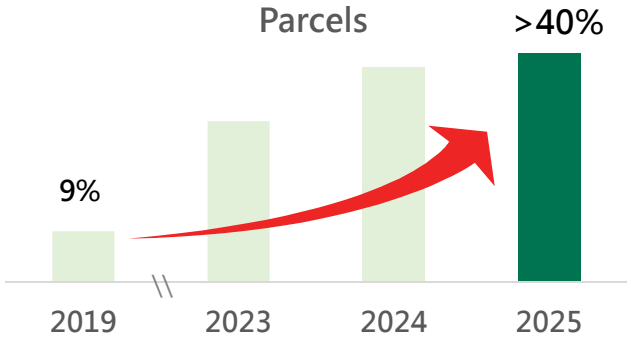
Expand Collaboration with E-commerce Platforms

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

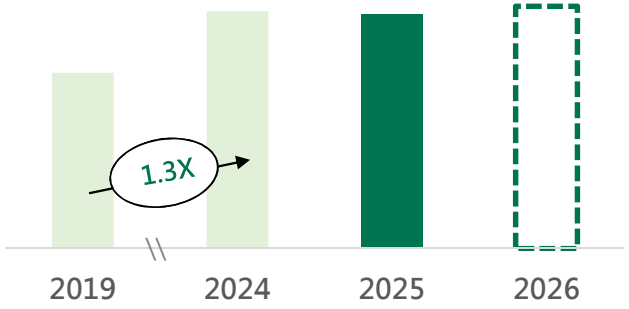
Capitalize on Market Opportunities

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

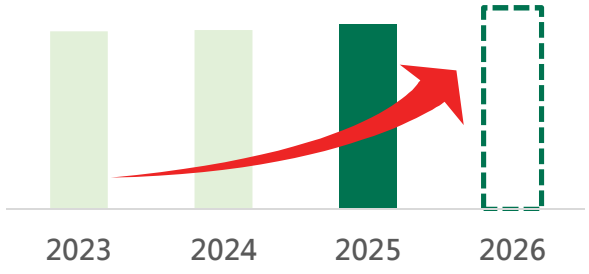
Share of Self-operated Platform Parcels



E-Service Commission Revenue



Bill Collection (incl. ibon) Commission Revenue



Digital Platform | Smarter Membership, Points that Go Further

OPENPOINT

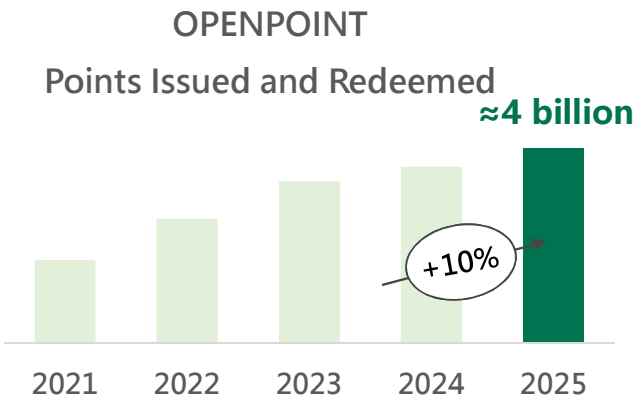
- Growing network of partners within and outside the Group
- Around 4 billion points issued and redeemed in 2025

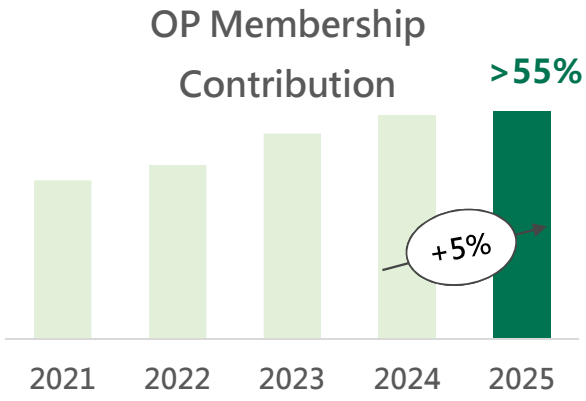
Membership Program

- 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

Capturing trends, deepening customer stickiness, and building a comprehensive retail ecosystem.

AI Applications | Digital Transformation for Optimized Operations

Customers

X-9: 9th Autonomous Store



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

Digital Marketing



Including spending data analytics and automated marketing

Stores

Digital Management (All-store Rollout)



Streamlined operations to enhance precision

AI-driven Energy Saving System (Rolling Out)



Real-time monitoring with automated energy saving adjustments.

Employees

Hybrid POS Checkout (All-store Rollout)



Switchable self-checkout mode to reduce customer wait times.

AI Chatbot (Rolling Out)



Integrated database for better efficiency

Logistics Parks | Driving Future Growth through Prudent Investment

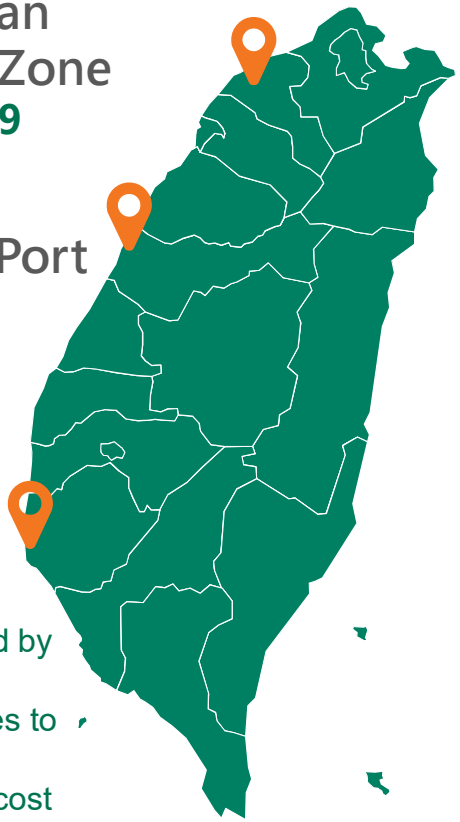
Retail Support International | UPCC | WDS | Transnet 宅急便

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

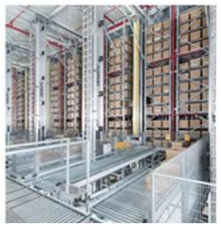
Improved Efficiency

- 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



2025

4,491 stores

↓

Mid-term target

7,000 stores





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

Sustainability Results | Advancing Our Ideals

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

CDP
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