



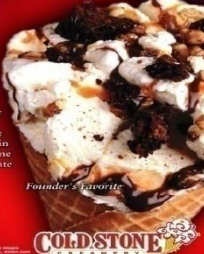
統一超商

Too bad you can't lick the screen.

Gold Stone Creamery offers the best in super-premium ice cream, made fresh daily in every store. You can choose your favorite mix-ins including fresh baked brownies, fruits, pie fillings, candies, cookies, and nuts. Your ice cream Creation is mixed on a cold granite stone, and then served in a fresh baked waffle cone or bowl. It's the ultimate indulgence.

Discover Mills
5900 Sugarloaf Pkwy.
Lawrenceville
(678) 947-5927

Founder's Favorite



COLD STONE
CREAMERY




COSMED
康是美

2912TT



博客來網路書店
books.com.tw

Hankyu
統一阪急百貨



集團概況

領先優勢

- 1980年於台灣引進第一間便利商店。
- 截止目前為止，統一超商以4820店穩居台灣便利商店龍頭，加盟佔比約85%。
- 2000年獲得7-11.INC永久授權，店數於世界排名第四。

通路的延伸

強化虛實整合的服務平台

- 強化"food store"概念，提升鮮食及自有商品之商品力。
- 建構虛擬二樓，延伸實體通路。



全方位亞洲 零售集團

7006店遍布於台灣、中國、菲律賓、越南等地

- 台灣: 零售、流通、餐飲
- 海外: 7-11(菲律賓、上海)
餐飲事業(上海)
量販超市(中國、越南)

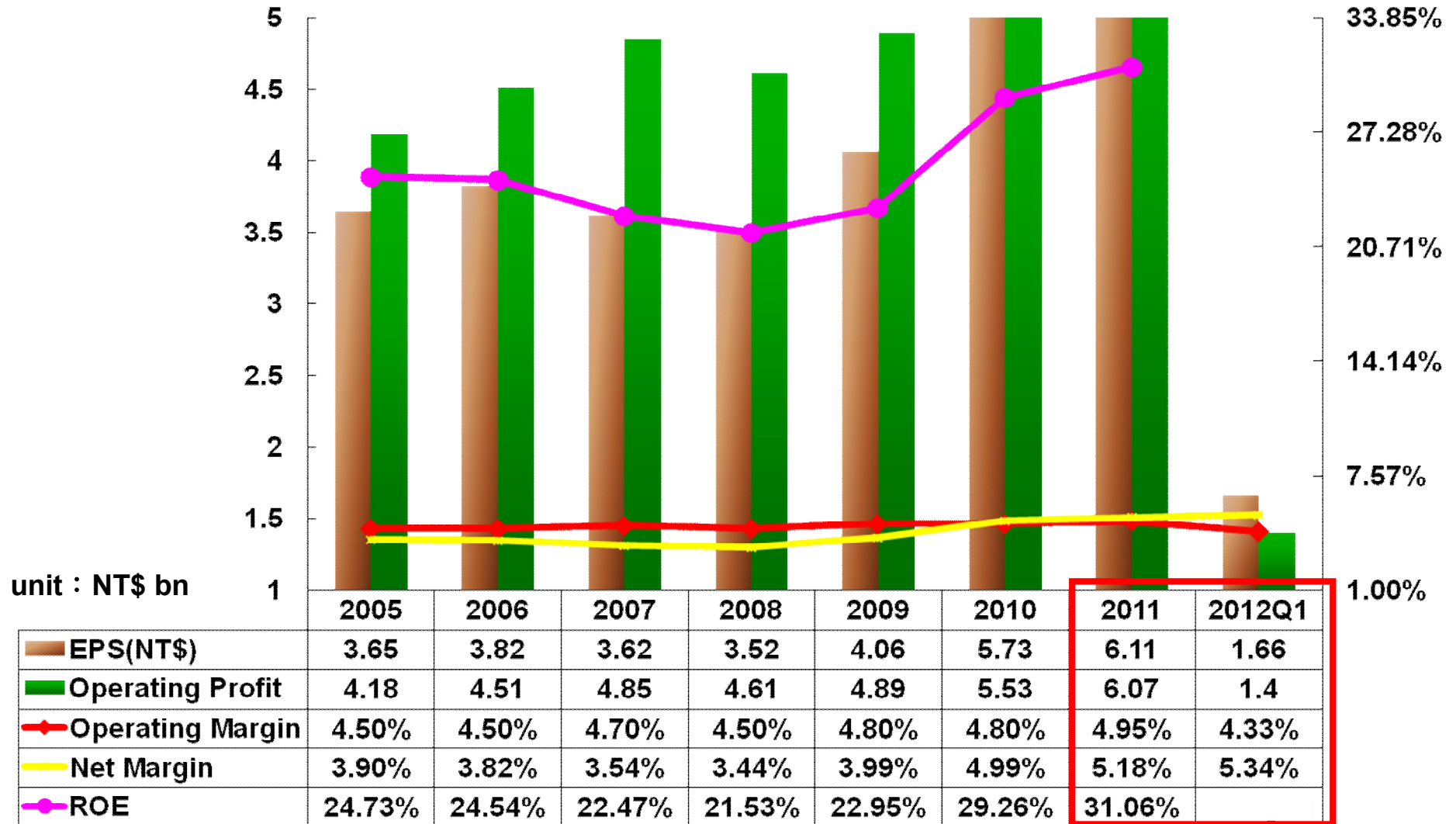
2011年和2012第一季營運績效報告

2011年及2012第一季損益分析

Unit:\$NT'million

| | <u>2011FY</u> | | <u>YOY</u> | <u>2012Q1</u> | | <u>YOY</u> |
|-------------------------|----------------|-------------|--------------|----------------|-------------|--------------|
| | <u>Amount</u> | <u>%</u> | <u>%</u> | <u>Amount</u> | <u>%</u> | <u>%</u> |
| Net sales | 118,751 | 96.8% | 6.9% | 31,089 | 96.4% | 13.8% |
| Other operating revenue | 3,962 | 3.2% | 10.4% | 1,160 | 3.6% | 20.3% |
| Total operating revenue | 122,713 | 100.0% | 7.0% | 32,249 | 100.0% | 14.0% |
| Gross profit | 38,275 | 31.2% | 6.5% | 9,286 | 28.8% | 3.6% |
| Operating expenses | (32,200) | -26.2% | 5.9% | (7,889) | -24.5% | 5.8% |
| Operating income | 6,074 | 4.9% | 9.9% | 1,397 | 4.3% | -7.2% |
| Non-operating income | 1,356 | 1.1% | 23.1% | 610 | 1.9% | 14.2% |
| Income before taxes | 7,430 | 6.1% | 12.1% | 2,007 | 6.2% | -1.6% |
| Income tax expense | 1,078 | 0.9% | 19.4% | 285 | 0.9% | -4.7% |
| Net Income | \$6,352 | 5.2% | 10.9% | \$1,722 | 5.3% | -1.0% |
| Earnings per share | (pre-tax) | (after tax) | | (pre-tax) | (after tax) | |
| Net income (unit:\$NTD) | <u>7.15</u> | <u>6.11</u> | | <u>1.93</u> | <u>1.66</u> | |

獲利能力趨勢



集團版圖

台灣 7-11

流通事業

- 康是美 (100%)
- 統一佳佳 (100%)
- 統一精工 (80.87%)
- 統一藥品 (73.74%)
- 統一阪急 (70%)
- 寵物達人 (70%)
- 統一速達 (70%)
- 菲律賓 7-11(56.59%)
- 台灣無印良品 (51%)
- 越南Uni-Mart (51%)
- 博客來 (50.03%)
- 台灣樂天 (49%)

中國事業

- 上海7-11 (100%)
- 上海酷聖石 (100%)
- 武漢聖娜多堡 (100%)
- 四川 Uni-Mart (100%)
- 上海上都 (81%)
- 山東Uni-Mart (55%)
- 上海午茶風光 (51%)
- 上海樂豪 (51%)
- 上海多拿滋 (50%)
- 上海星巴克 (30%)

支援事業

- 首阜企管 (100%)
- 東京行銷 (100%)
- 統一武藏野 (90%)
- 安源資訊 (86.76%)
- 統一資訊 (56%)
- 金財通 (53.33%)

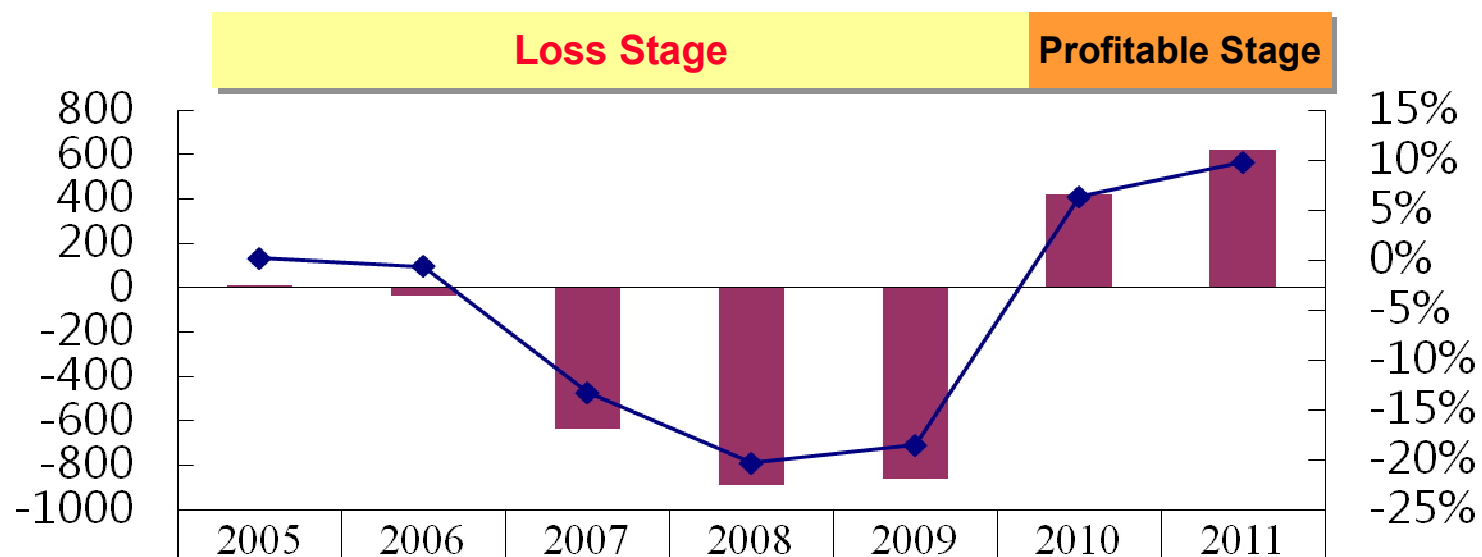
物流事業

- 捷盟 (25%)
- 統昶 (60%)
- 大智通 (100%)

餐飲事業

- 21世紀 (100%)
- 聖娜多堡 (100%)
- 酷聖石 (100%)
- 統一上都 (81%)
- 午茶風光 (51%)
- 多拿滋 (50%)
- 統一星巴克 (30%)

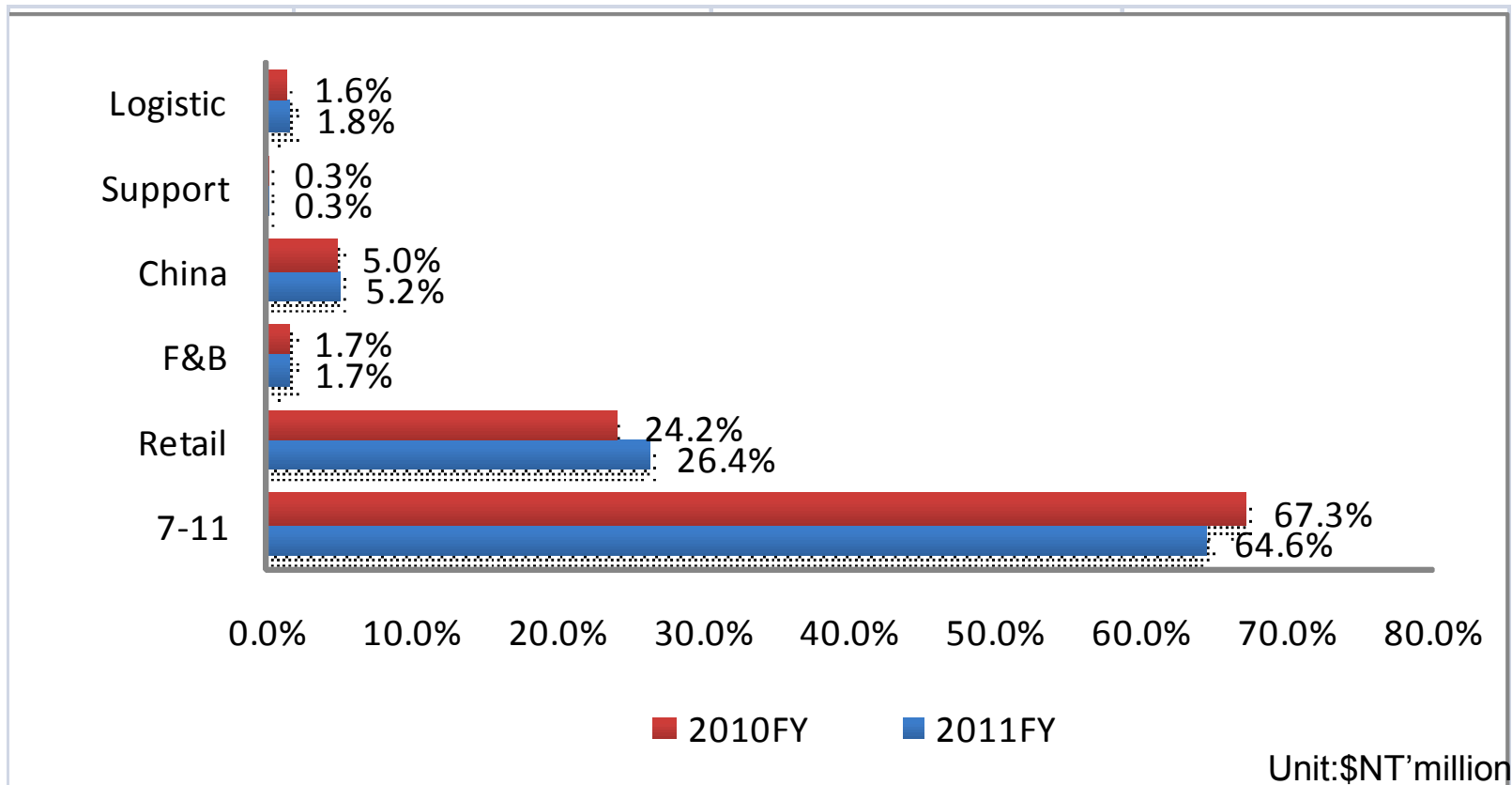
轉投資歷年表現



| | | | | | | | |
|--|-------|--------|---------|---------|---------|-------|-------|
| Investment gain or loss (Million NT\$) | 8 | -33 | -637 | -890 | -862 | 419 | 620 |
| Profit Contribution(%) | 0.17% | -0.66% | -13.25% | -20.31% | -18.55% | 6.32% | 9.76% |

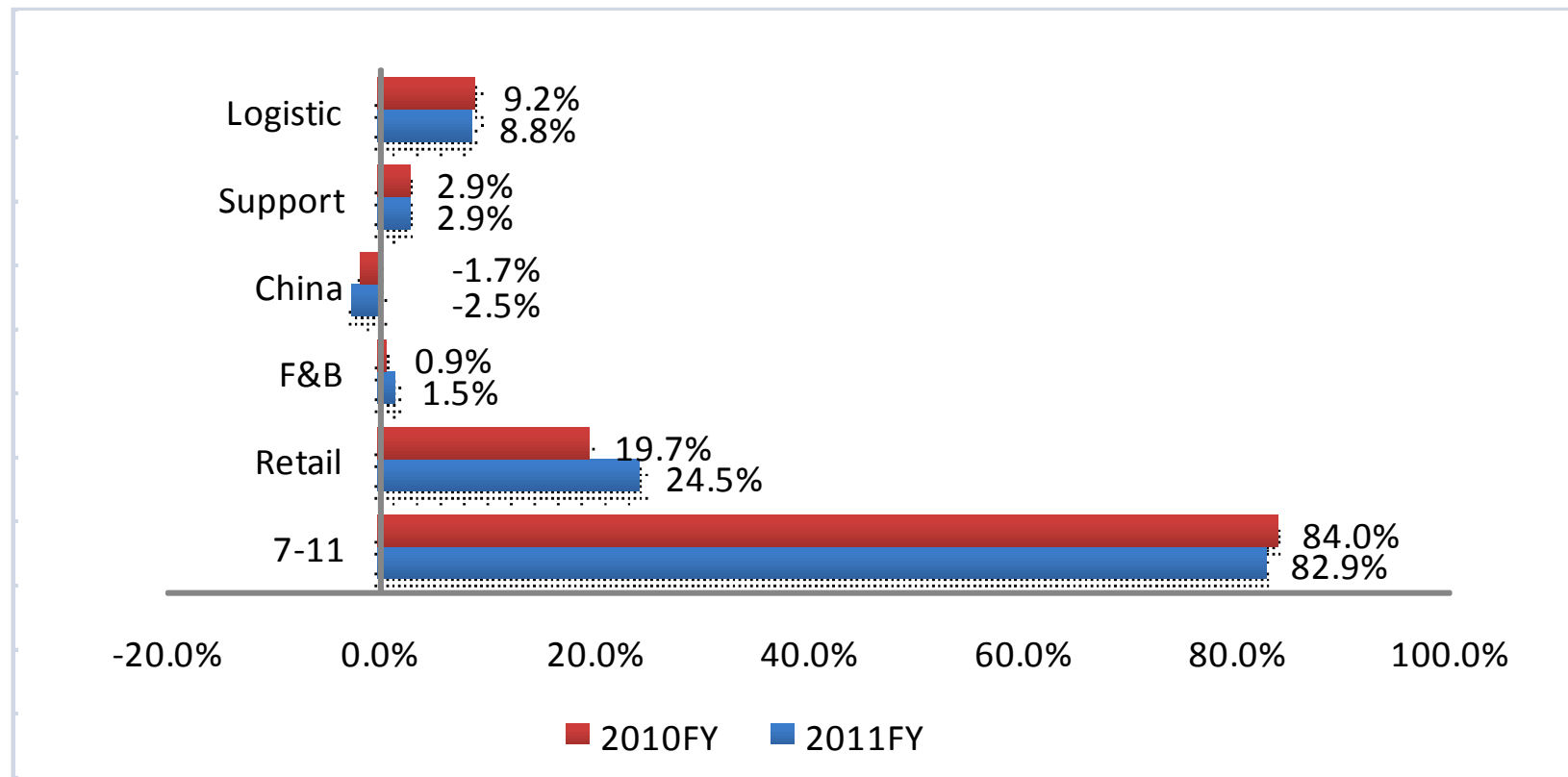
| | | | | | | | |
|-------------------------------------|--------|--------|--------|--------|--------|--------|--------|
| Long term Investment (Billion NT\$) | 17.7 | 19.2 | 19.3 | 19.8 | 21.3 | 20.8 | 19.6 |
| To total assets (%) | 52.52% | 53.00% | 45.21% | 42.11% | 43.56% | 42.11% | 37.56% |

各事業群合併營收佔比



| | 7-11 | Retail | F&B | China | Support | Logistic |
|--------|---------|--------|-------|-------|---------|----------|
| 2011FY | 122,241 | 49,978 | 3,203 | 9,848 | 533 | 3,448 |
| 2010FY | 14,367 | 41,058 | 2,810 | 8,417 | 470 | 2,795 |

各事業群合併獲利佔比



Unit:\$NT'million

| | 7-11 | Retail | F&B | China | Support | Logistic | Elimination |
|--------|-------|--------|-----|-------|---------|----------|-------------|
| 2011FY | 7,430 | 2,193 | 136 | (227) | 263 | 788 | (1,622) |
| 2010FY | 6,628 | 1,555 | 72 | (135) | 232 | 723 | (1,186) |

台灣主要轉投資事業

Unit: \$NT'm

Retail

Cosmed Taiwan

(100%)



Stores: 358

NI: 12'Q1: 27 11'FY: 338
11'Q1: 72 10'FY: 297

MUJI Taiwan

(51%)



Stores: 24

NI: 12'Q1: 46 11'FY: 206
11'Q1: 60 10'FY: 160

Hankyu Dept. Taiwan

(70%)



Stores: 2

NI: 12'Q1: -26 11'FY: -137
11'Q1: 11 10'FY: -240

President Pharmaceutical

(73.74%)



NI: 12'Q1: 88 11'FY: 271
11'Q1: 63 10'FY: 167

F&B

Starbucks Taiwan

(30%)



Stores: 264

NI: 12'Q1: 131 11'FY: 425
11'Q1: 112 10'FY: 329

Afternoon Tea

(51%)



Stores: 13

NI: 12'Q1: -2 11'FY: -21
11'Q1: -6 10'FY: -35

Mister Donut

(50%)



Stores: 53

NI: 12'Q1: 6 11'FY: 7
11'Q1: 15 10'FY: 2

Cold Stone

(100%)



Stores: 36

NI: 12'Q1: -4 11'FY: 21
11'Q1: -3 10'FY: 32

Retail (E-Commerce)

Books.com

(50.03%)



NI: 12'Q1: 69 11'FY: 222
11'Q1: 54 10'FY: 189

Rakuten

(49%)



NI: 12'Q1: -16 11'FY: -28
11'Q1: -5 10'FY: -112

中國主要轉投資事業

Unit: \$NT'm

F&B

Starbucks

(30%)



Stores: 246

NI: 12'Q1:212 11'FY:741
11'Q1:117 10'FY:387

Mister Donut

(50%)



Stores: 20

NI: 12'Q1:-14 11'FY:-71
11'Q1:-10 10'FY:-55

Cold Stone

(100%)



Stores: 49

NI: 12'Q1:-11 11'FY:-26
11'Q1:-22 10'FY:-52

Retail

Shanghai 7-11

(100%)



Stores: 100

NI: 12'Q1:-101 11'FY:-314
11'Q1:-58 10'FY:-162

Supermarket & Hypermarket

Sichuan Uni-mart

Hypermarket (100%)

Stores: 4



NI: 12'Q1:18 11'FY:-118
11'Q1:14 10'FY:-23

Shandong Uni-mart

Supermarket (55%)

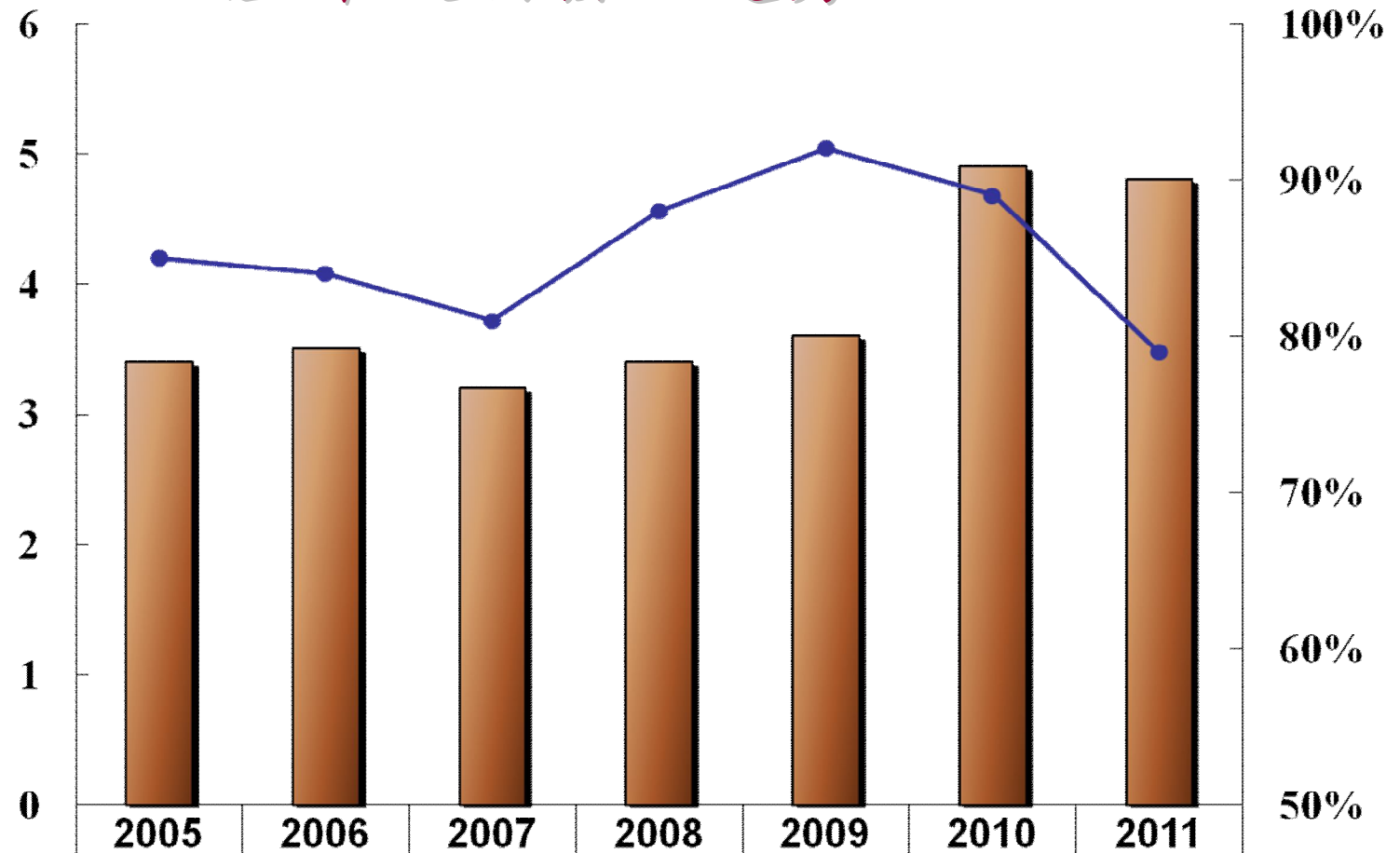
Stores: 167



NI: 12'Q1:29 11'FY:129
11'Q1:67 10'FY:157

股利政策

歷年股利發放趨勢



| | | | | | | | |
|-------------------|-----|-----|-----|------|-----|-----|-----|
| ■ Total Dividends | 3.4 | 3.5 | 3.2 | 3.4 | 3.6 | 4.9 | 4.8 |
| ■ Cash Dividends | 3.4 | 3.5 | 3.2 | 2.04 | 3.6 | 4.9 | 4.8 |
| ● Payout Ratio(%) | 85% | 84% | 81% | 88% | 92% | 89% | 79% |

長期營運策略

新型態門市的持續開展與商圈整合

- 以提升單店獲利能力為門市經營之優先考量
- 視商圈特性提供豐富商品結構
- 目前大店格門市佔比為50%，未來將持續提升



調整商品組合，豐富商品結構

- 單品精緻化：每天CITY CAFÉ 成為現代人的life style
提供消費者安心、美味、健康的鮮食服務
- 結構齊全化：NB與 PL商品的組合，提供消費者多樣化的商品選擇
- 價格合理化：提供消費者價格合理的日用品及PL商品



虛實整合



開店平台



全台最大網路書店



民生量販購物網

ibon
超過4700台 ibon
提供萬種服務

WiFi
超過4600店
提供 WiFi上網服務

App
超過50萬 App
下載人次



實體通路
4820 家據點
3000 種商品
效率的物流配送
體系

創新多元行銷活動，提升消費附加價值

- 2012Q2推出「Snoopy春夏時尚袋著走」全店行銷活動，活動期間帶動超商與部份轉投資事業營收及獲利的提升
- 運用Facebook做為行銷及與顧客互動的平台，為Facebook上粉絲最多的台灣企業

消費70元送1點(菸品消費除外) 全系列共7款 贈品探隨機出貨，恕不指定

贈品介紹

集滿8點+69元加價購1款 或 集滿30點免費贈送1款

輕巧時尚午餐袋

聯名限定款

LEVI'S單寧風 彩色LOGO風

簡約經典風 美式漫畫風

絨毛玩偶

時尚收納3部曲

1摺 2收 3變身

酷炫史努比 微笑史努比 陽光胡士托

可拆式雙肩包

7-ELEVEN 真好!

HAPPY MOTHER'S DAY!

7-ELEVEN Club

7-ELEVEN
1,735,165 人說讚 · 31,377 人正在討論這專頁

公司
矢志成為最卓越之零售業者，以提供生活上最便利之服務為宗旨，並善盡良好社會公民之責任。

關於

相片

全民搶好康!

思樂冰來襲~全面...

說讚的粉絲

173 萬

海外轉投資事業—移轉、複製、在地化

菲律賓-成為開發中市場的最佳便利商店

- 強化鮮食及一般商品之經營，提昇PSD
- 加速展店，擴大市場優勢
 - 空白商圈的持續展店
 - 提高加盟佔比預計2013年達1000店
- 有效控管費用

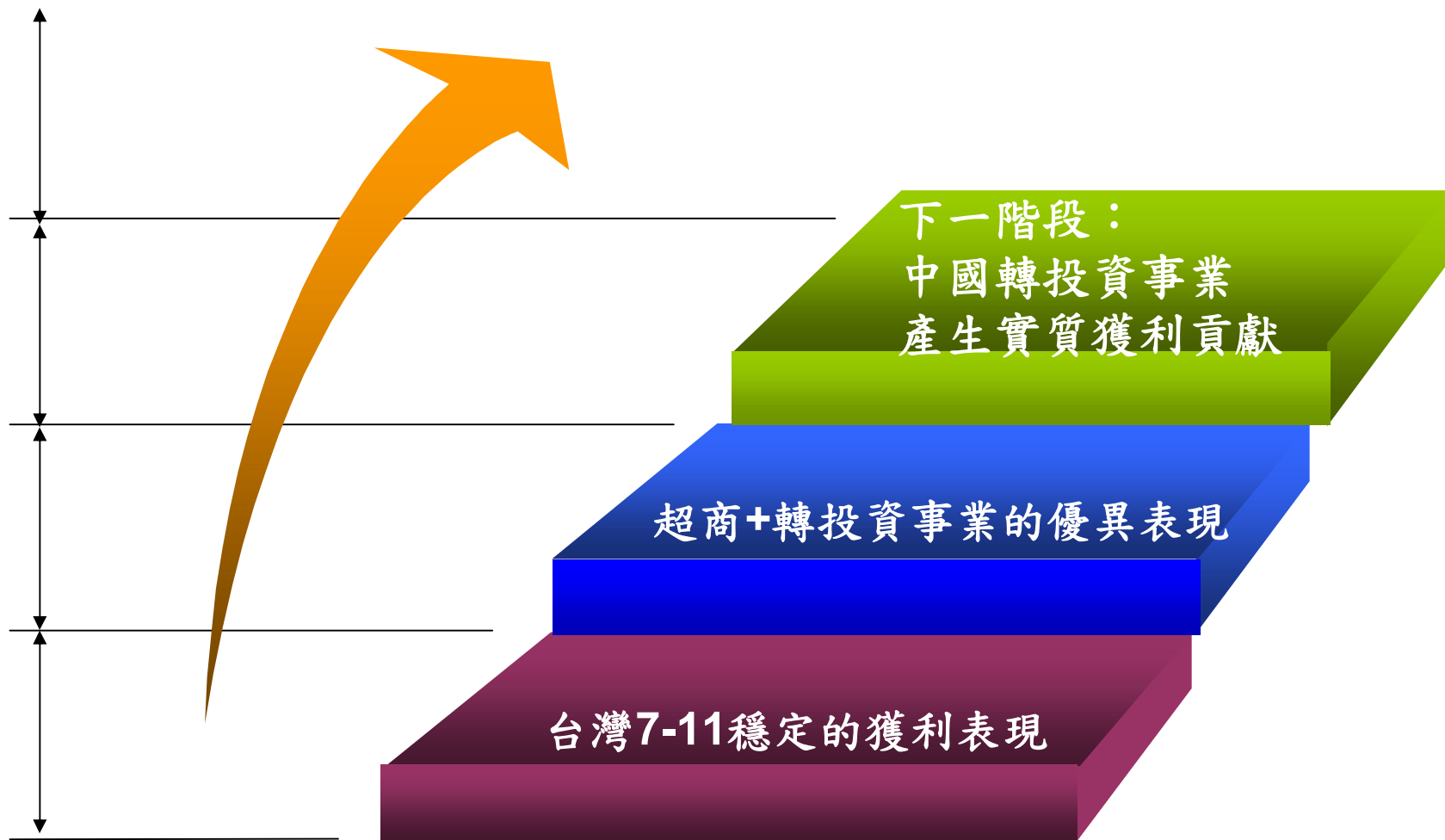
中國-成為區域領導品牌

目前中國地區總店數共616店
其中，華東地區約420店

- 上海7-ELEVEN：
穩健積極的展店策略及差異化商品結構
- 中國餐飲事業：
深耕既有品牌經營
- 中國超市業：
二、三級城市展店及差異化經營

永續成長的關鍵

聚焦、執行力



附件

資產負債表

Unit:\$NT'million

| | <u>2011FY</u> | | <u>2012Q1</u> | |
|-------------------------------------|-----------------|-------------|-----------------|-------------|
| | <u>Amount</u> | <u>%</u> | <u>Amount</u> | <u>%</u> |
| Assets | | | | |
| Cash, equivalents & ST investment | 16,161 | 31% | 14,739 | 29% |
| Receivable-net | 524 | 1% | 1,445 | 3% |
| Inventories | 3,659 | 7% | 3,281 | 6% |
| Other current assets | 1,237 | 2% | 367 | 1% |
| Total current assets | 21,581 | 41% | 19,832 | 39% |
| Available-for-sale financial assets | 898 | 2% | 1,000 | 2% |
| LT investments (Equity method) | 11,070 | 21% | 11,416 | 22% |
| LT investments (Cost method) | 7,667 | 15% | 7,667 | 15% |
| Total LT investments | 19,635 | 38% | 20,084 | 39% |
| Total fixed assets | 8,541 | 16% | 8,661 | 17% |
| Total other assets | 2,522 | 5% | 2,296 | 4% |
| Total assets | \$52,279 | 100% | \$51,074 | 100% |

資產負債表

Unit:\$NT'million

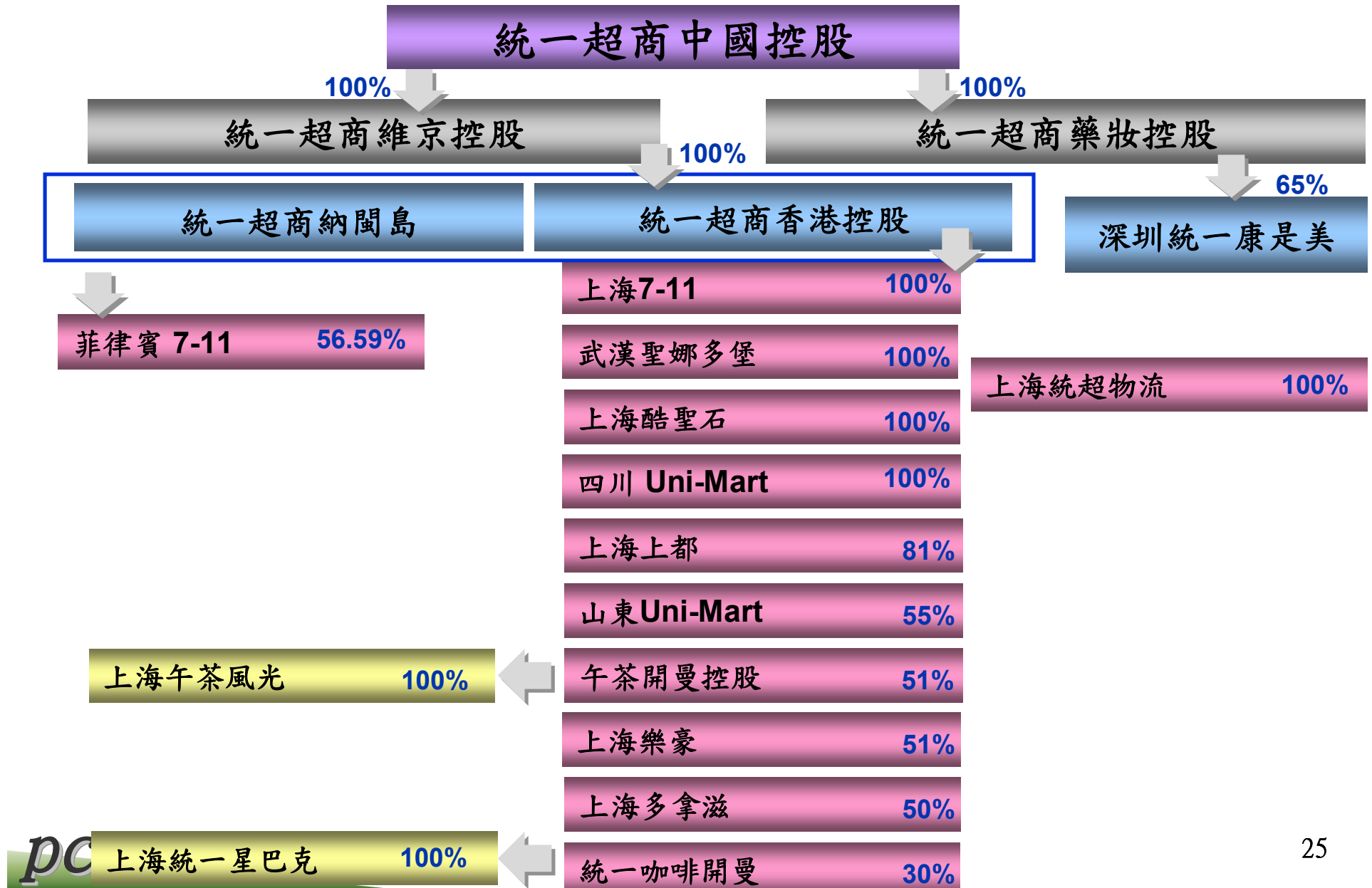
| | <u>2011FY</u> | | <u>2012Q1</u> | |
|---|-----------------|-------------|-----------------|-------------|
| | <u>Amount</u> | <u>%</u> | <u>Amount</u> | <u>%</u> |
| Liability | | | | |
| Notes /Accounts Payable | 11,772 | 23% | 11,322 | 22% |
| Accrued expenses | 2,876 | 6% | 2,009 | 4% |
| Advance receipts | 2,132 | 4% | 2,078 | 4% |
| Income taxes payable | 793 | 2% | 885 | 2% |
| Others | 7,923 | 15% | 7,665 | 15% |
| Total current liabilities | 25,496 | 49% | 23,959 | 47% |
| Total long-term liabilities | 3,400 | 7% | 1,890 | 4% |
| Other Liabilities | 2,689 | 5% | 2,697 | 5% |
| Total liabilities | 31,585 | 60% | 28,546 | 56% |
| Shareholders' equity | | | | |
| Capital | 10,396 | 20% | 10,396 | 20% |
| Retained earnings | 11,062 | 21% | 12,784 | 25% |
| Others | (764) | -1% | (652) | -1% |
| Total shareholders' equity | 20,694 | 40% | 22,528 | 44% |
| Liabilities and shareholders' equity | \$52,279 | 100% | \$51,074 | 100% |

現金流量表

Unit:\$NT'million

| | <u>2011FY</u> | <u>2012Q1</u> |
|--|---------------|---------------|
| Cash flows from operating activities | 15,067 | 1,484 |
| Cash flows from investing activities | (3,199) | (920) |
| Cash flows from financing activities | (6,683) | (1,496) |
| Net increase (decrease) in cash & equivalents | 5,185 | (931) |
| Cash and cash equivalents, beginning of year | 4,626 | 9,811 |
| Cash and cash equivalents, end of year | 9,811 | 8,880 |

海外投資架構





Q&A

Too bad you can't lick the screen.

Cold Stone Creamery offers the best in super-premium ice cream, made fresh daily in every store. You can choose your favorite mix-ins including fresh baked brownies, fruits, pie fillings, candies, cookies, and more. Your ice cream creation is mixed on a cold granite stone, and then served in a fresh baked waffle cone or bowl. It is the ultimate indulgence.

Founder's Favorite

Discover Mills
5900 Sugarloaf Place,
Lawrenceville
(678) 847-5927

COLD STONE
CREAMERY



COSMED
康是美



博客來網路書店
books.com.tw

Thanku
統一阪急百貨

