



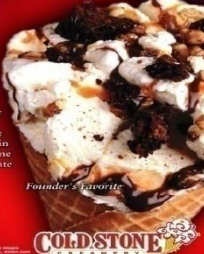
統一超商

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) 847-8927

Founder's Favorite



COLD STONE




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4822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，店數於世界排名第五。

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

7154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)

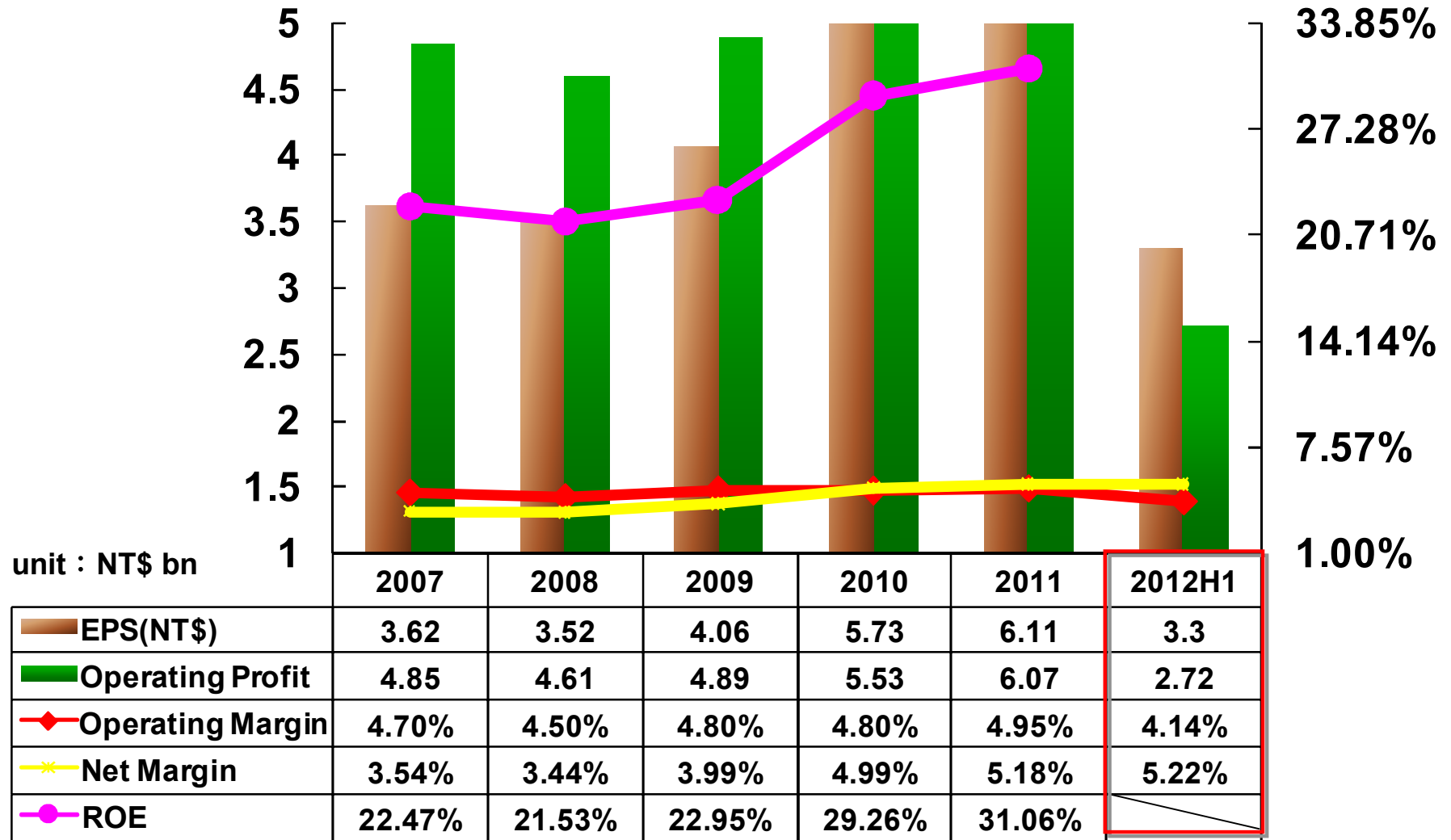
2012上半年營運績效報告

2012上半年損益分析

Unit:\$NT'million

	<u>2011FY</u>		<u>YOY</u>	<u>2012Q1-Q2</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%	63,428	96.6%	12.2%
Other operating revenue	3,962	3.2%	10.4%	2,259	3.4%	17.1%
Total operating revenue	122,713	100.0%	7.0%	65,687	100.0%	12.4%
Gross profit	38,275	31.2%	6.5%	19,193	29.2%	3.8%
Operating expenses	(32,200)	-26.2%	5.9%	(16,474)	-25.1%	6.4%
Operating income	6,074	4.9%	9.9%	2,719	4.1%	-9.9%
Non-operating income	1,356	1.1%	23.1%	1,260	1.9%	5.1%
Income before taxes	7,430	6.1%	12.1%	3,979	6.1%	-5.7%
Income tax expense	1,078	0.9%	19.4%	547	0.8%	-4.1%
Net Income	\$6,352	5.2%	10.9%	\$3,432	5.2%	-5.9%
Earnings per share	(pre-tax)	(after tax)		(pre-tax)	(after tax)	
Net income (unit:\$NTD)	<u>7.15</u>	<u>6.11</u>		<u>3.83</u>	<u>3.30</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%)
- 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%)

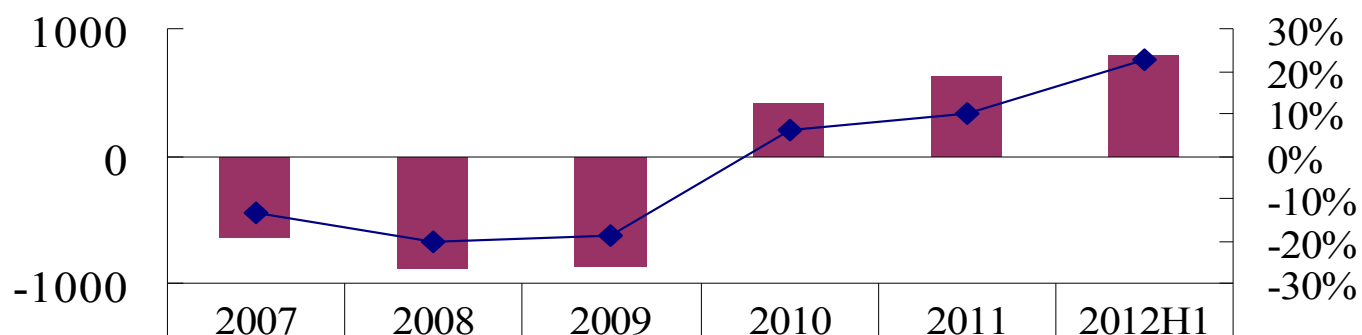
物流事業

- 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%)

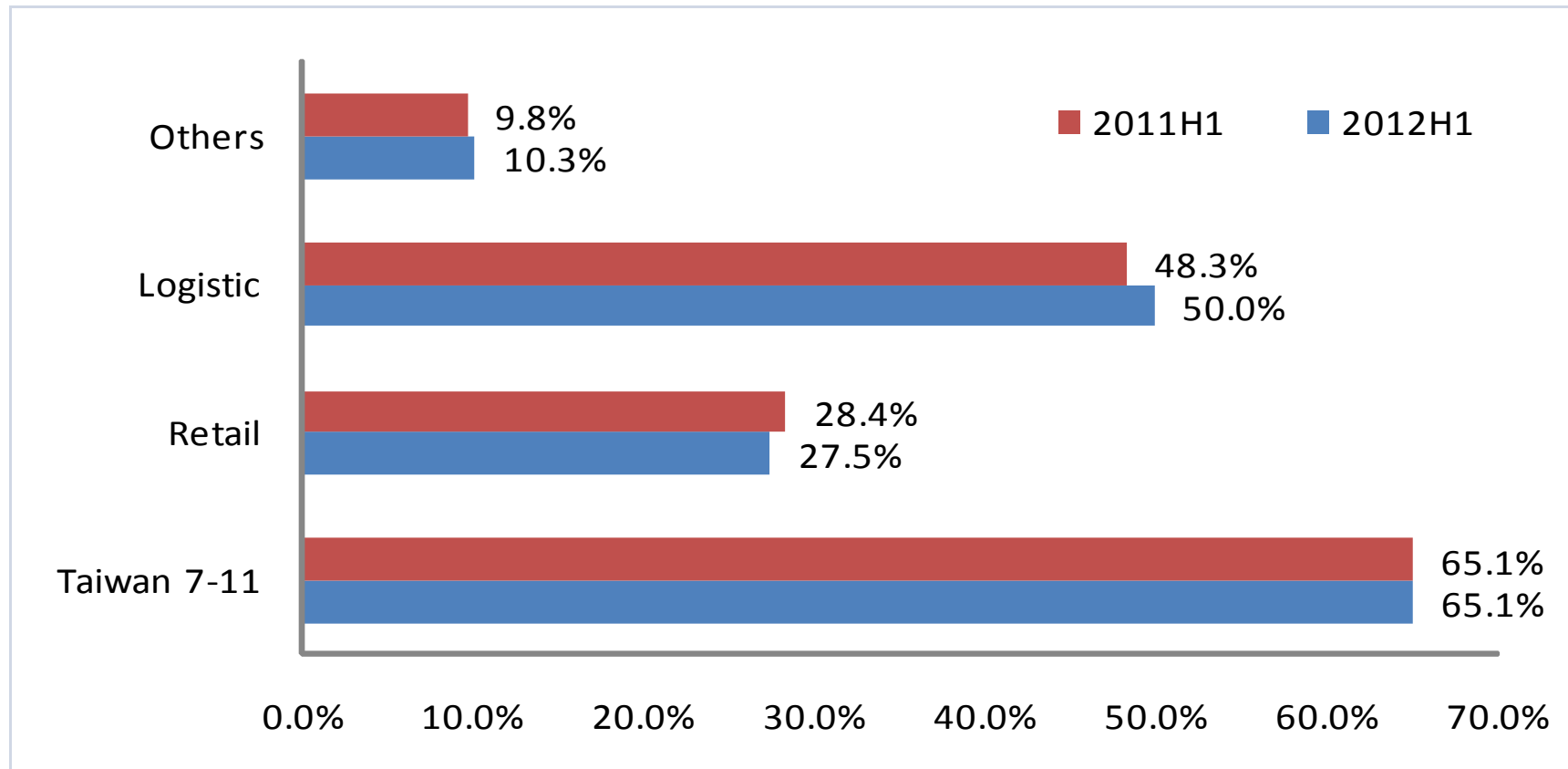
轉投資歷年表現



Investment gain or loss (Million NT\$)	-637	-890	-862	419	620	781
Profit Contribution(%)	-13.25%	-20.31%	-18.55%	6.32%	9.76%	22.77%

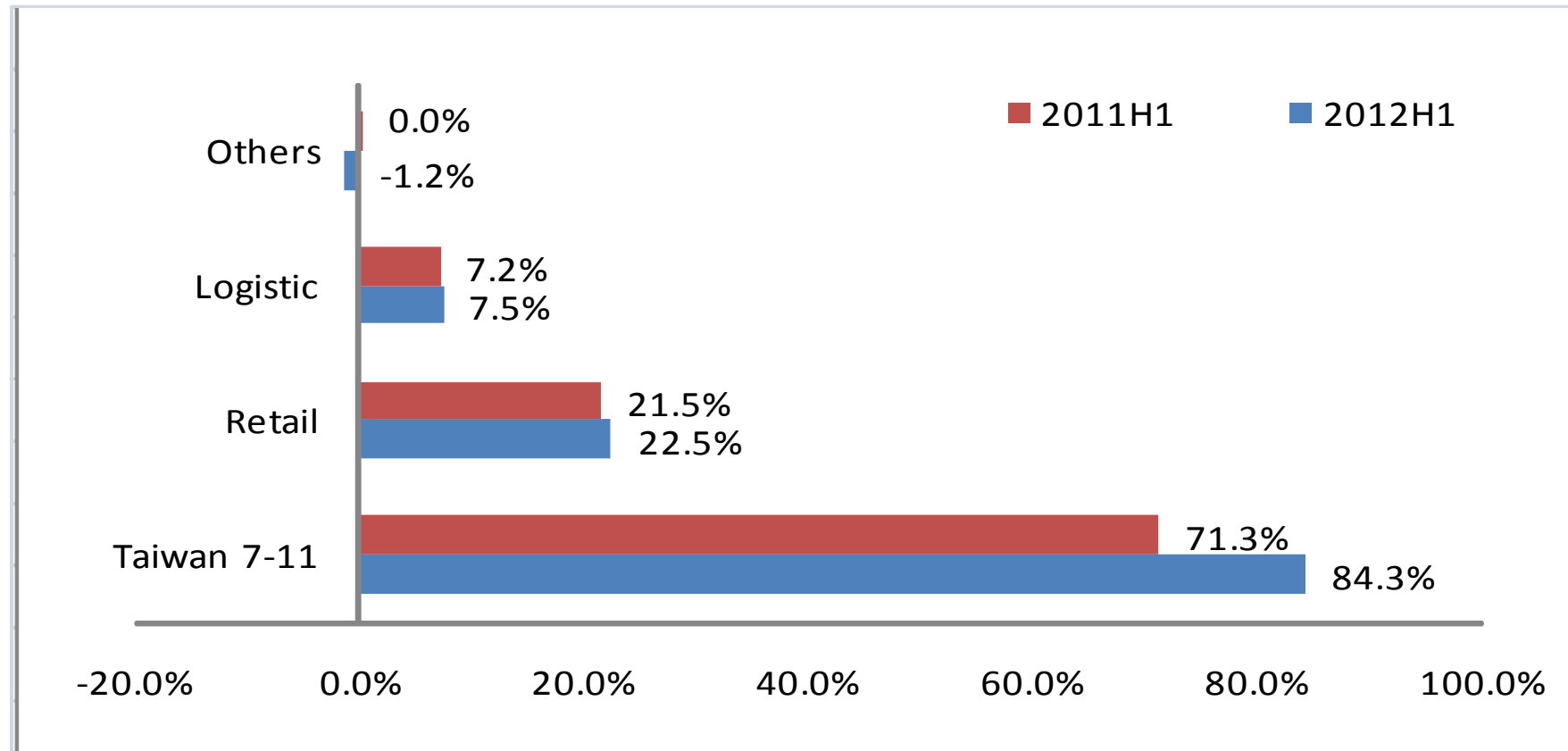
Long term Investment (Billion NT\$)	19.3	19.8	21.3	20.8	19.6	19.5
To total assets (%)	45.21%	42.11%	43.56%	42.11%	37.56%	33.90%

各事業群合併營收佔比



NTD million	Taiwan 7-11	Retail	Logistic	Others	Elimination
2012H1	65,687	27,767	50,404	10,347	-53,313
2011H1	58,456	25,554	43,426	8,825	-46,439

各事業群合併獲利佔比



NTD million	Taiwan 7-11	Retail	Logistic	Others	Elimination
2012H1	3,979	1,064	354	-56	-621
2011H1	3,521	1,064	357	-2	0

台灣主要轉投資事業

Unit: \$NT'm

Retail

Cosmed Taiwan

(100%)



Stores: 362

NI: 12'H1: 73 11'FY: 338
11'H1: 152 10'FY: 297

MUJI Taiwan

(51%)



Stores: 25

NI: 12'H1: 49 11'FY: 206
11'H1: 111 10'FY: 160

Hankyu Dept. Taiwan

(70%)



Stores: 2

NI: 12'H1: -59 11'FY: -137
11'H1: -36 10'FY: -241

President Pharmaceutical

(73.74%)



NI: 12'H1: 216 11'FY: 271
11'H1: 128 10'FY: 167

F&B

Starbucks Taiwan

(30%)



Stores: 270

NI: 12'H1: 205 11'FY: 425
11'H1: 200 10'FY: 329

Afternoon Tea

(51%)



Stores: 14

NI: 12'H1: -3 11'FY: -21
11'H1: -8 10'FY: -35

Mister Donut

(50%)



Stores: 53

NI: 12'H1: -29 11'FY: 7
11'H1: 18 10'FY: 2

Cold Stone

(100%)



Stores: 37

NI: 12'H1: 5 11'FY: 21
11'H1: 10 10'FY: 32

Retail (E-Commerce)

Books.com

(50.03%)



NI: 12'H1: 132 11'FY: 222
11'H1: 111 10'FY: 189

Rakuten

(49%)



NI: 12'H1: -21 11'FY: -28
11'H1: -8 10'FY: -112

中國主要轉投資事業

Unit: \$NT'm

F&B

Starbucks

(30%)



Stores: 262

NI: 12'H1:539 11'FY:742
11'H1:307 10'FY:387

Mister Donut

(50%)



Stores: 20

NI: 12'H1:-27 11'FY:-71
11'H1:-20 10'FY:-55

Cold Stone

(100%)



Stores: 55

NI: 12'H1:-10 11'FY:-26
11'H1:-19 10'FY:-52

Retail

Shanghai 7-11

(100%)



Stores: 100

NI: 12'H1:-200 11'FY:-314
11'H1:-121 10'FY:-162

Supermarket & Hypermarket

Sichuan Uni-mart

Hypermarket (100%)

Stores: 4



NI: 12'H1:5 11'FY:-118
11'H1:0.1 10'FY:-23

Shandong Uni-mart

Supermarket (55%)

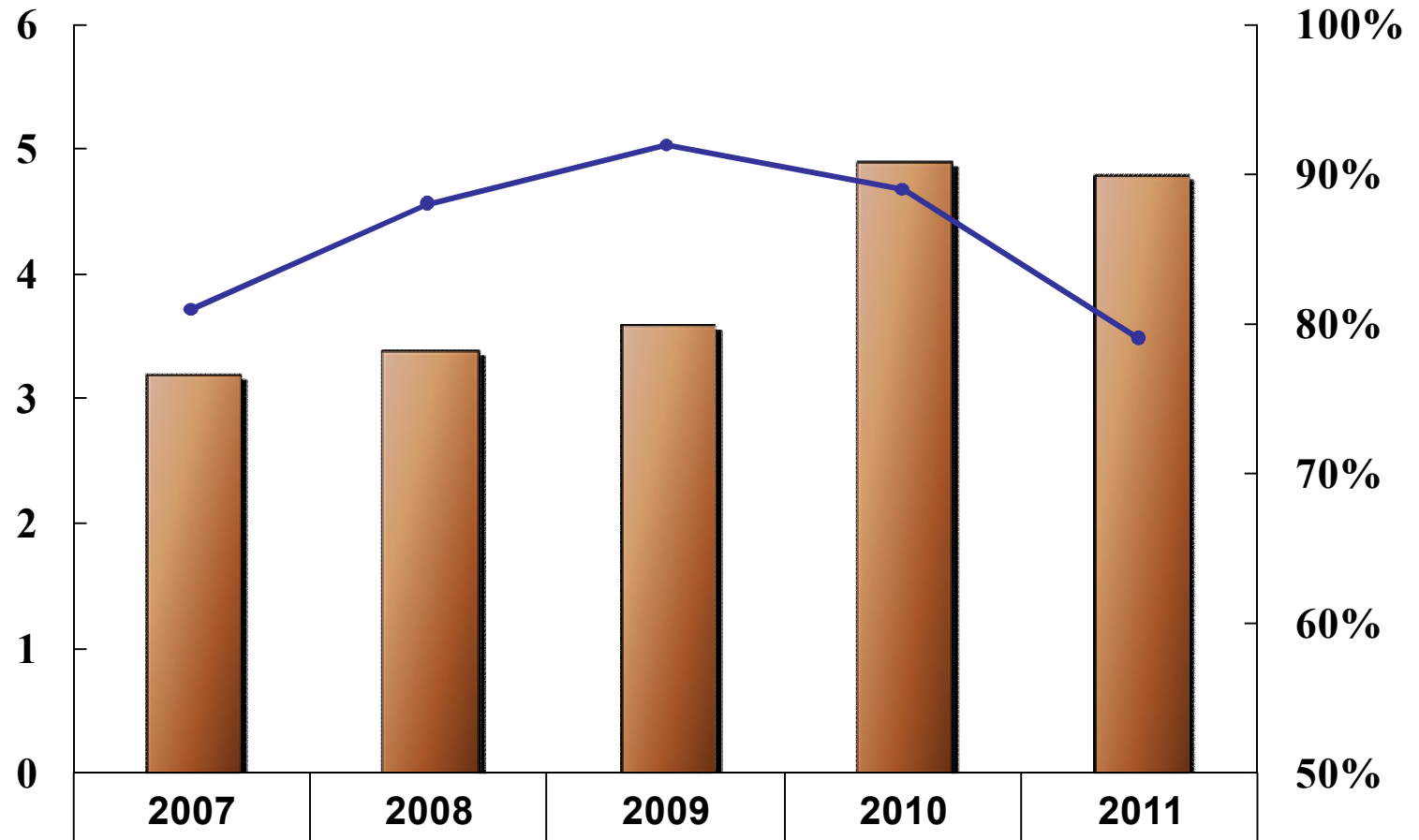
Stores: 169





NI: 12'H1:25 11'FY:129
11'H1:80 10'FY:157

股利政策

歷年股利發放趨勢



 Total Dividends	3.2	3.4	3.6	4.9	4.8
Cash Dividends	3.2	2.04	3.6	4.9	4.8
 Payout Ratio(%)	81%	88%	92%	89%	79%

長期營運策略

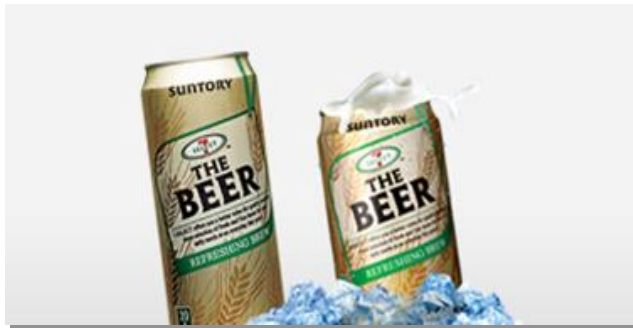
新型態門市的持續開展與商圈整合

- 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51%，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
近60萬App
下載人次



實體通路
4822 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



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

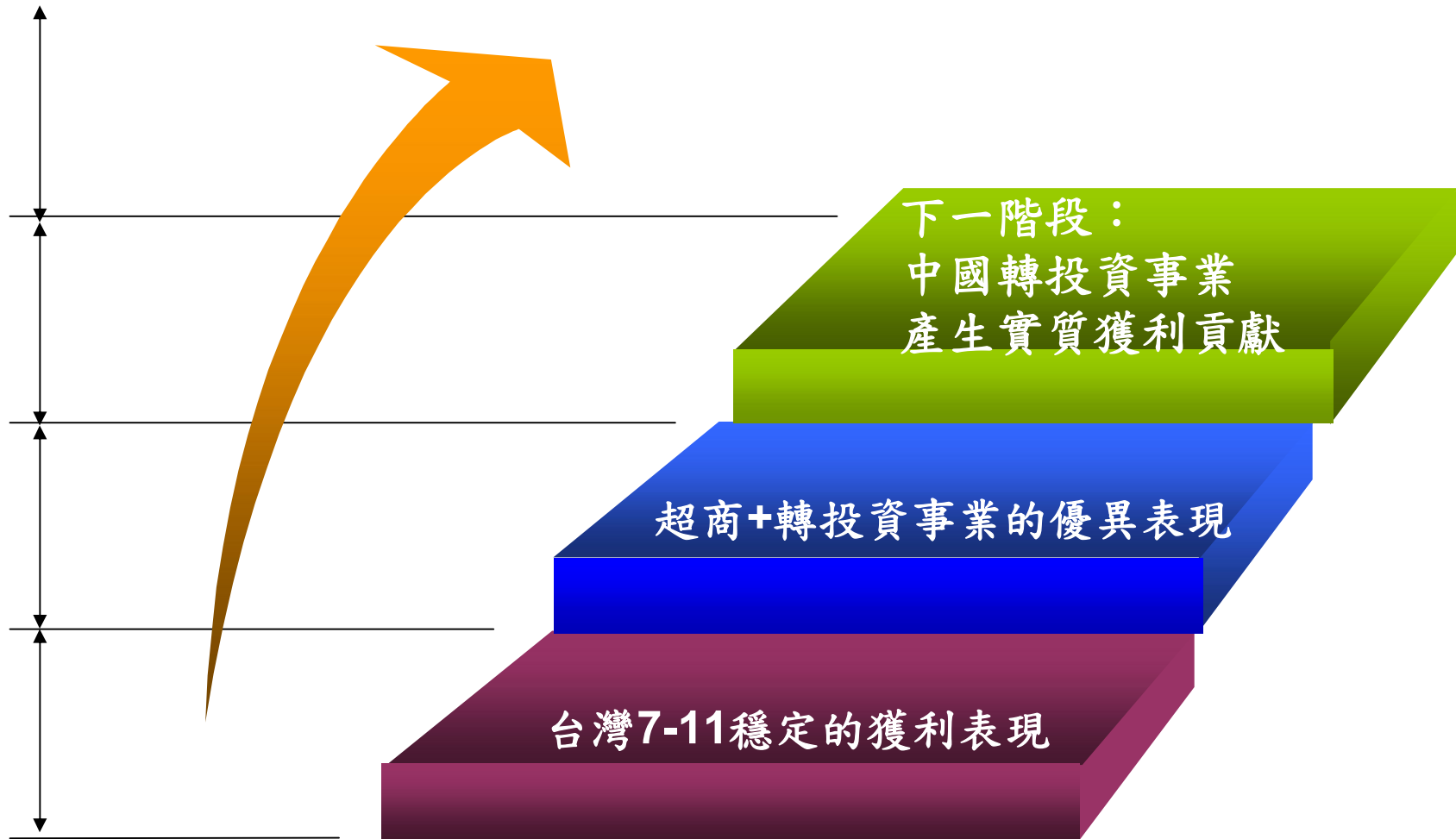
中國-成為區域領導品牌

目前中國地區總店數共651店
其中，華東地區約466店

- 上海7-ELEVEN：
穩健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>At the end of 2011</u>		<u>At the end of 2012Q2</u>	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
Assets				
Cash, equivalents & ST investment	16,161	31%	19,784	34%
Receivable-net	524	1%	553	1%
Inventories	3,659	7%	3,600	6%
Other current assets	1,237	2%	3,057	5%
Total current assets	21,581	41%	26,994	47%
Available-for-sale financial assets	898	2%	914	2%
LT investments (Equity method)	11,070	21%	10,974	19%
LT investments (Cost method)	7,667	15%	7,607	13%
Total LT investments	19,635	38%	19,495	34%
Total fixed assets	8,541	16%	8,459	15%
Total other assets	2,522	5%	2,579	4%
Total assets	\$52,279	100%	\$57,527	100%

資產負債表

Unit:\$NT'million

	<u>At the end of 2011</u>		<u>At the end of 2012Q2</u>	
	<u>Amount</u>	<u>%</u>	<u>Amount</u>	<u>%</u>
Liability				
Notes /Accounts Payable	11,772	23%	13,367	23%
Accrued expenses	2,876	6%	2,474	4%
Advance receipts	2,132	4%	2,146	4%
Income taxes payable	605	1%	537	1%
Others	8,111	16%	13,061	23%
Total current liabilities	25,496	49%	31,585	55%
Total long-term liabilities	3,400	7%	4,100	7%
Other Liabilities	2,689	5%	2,722	5%
Total liabilities	31,585	60%	38,407	67%
Shareholders' equity				
Capital	10,396	20%	10,396	18%
Retained earnings	11,062	21%	9,503	17%
Others	(764)	-1%	(779)	-1%
Total shareholders' equity	20,694	40%	19,120	33%
Liabilities and shareholders' equity	\$52,279	100%	\$57,527	100%

現金流量表

Unit:\$NT'million

	<u>2011FY</u>	<u>2012Q1-Q2</u>
Cash flows from operating activities	15,067	3,258
Cash flows from investing activities	(3,199)	(2,045)
Cash flows from financing activities	(6,683)	742
Net increase (decrease) in cash & equivalents	5,185	1,955
Cash and cash equivalents, beginning of year	4,626	9,811
Cash and cash equivalents, end of year	9,811	11,766

海外投資架構






Q&A

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