



TWSE stock code:1216

# 2025 3Q RESULTS

28 November, 2025

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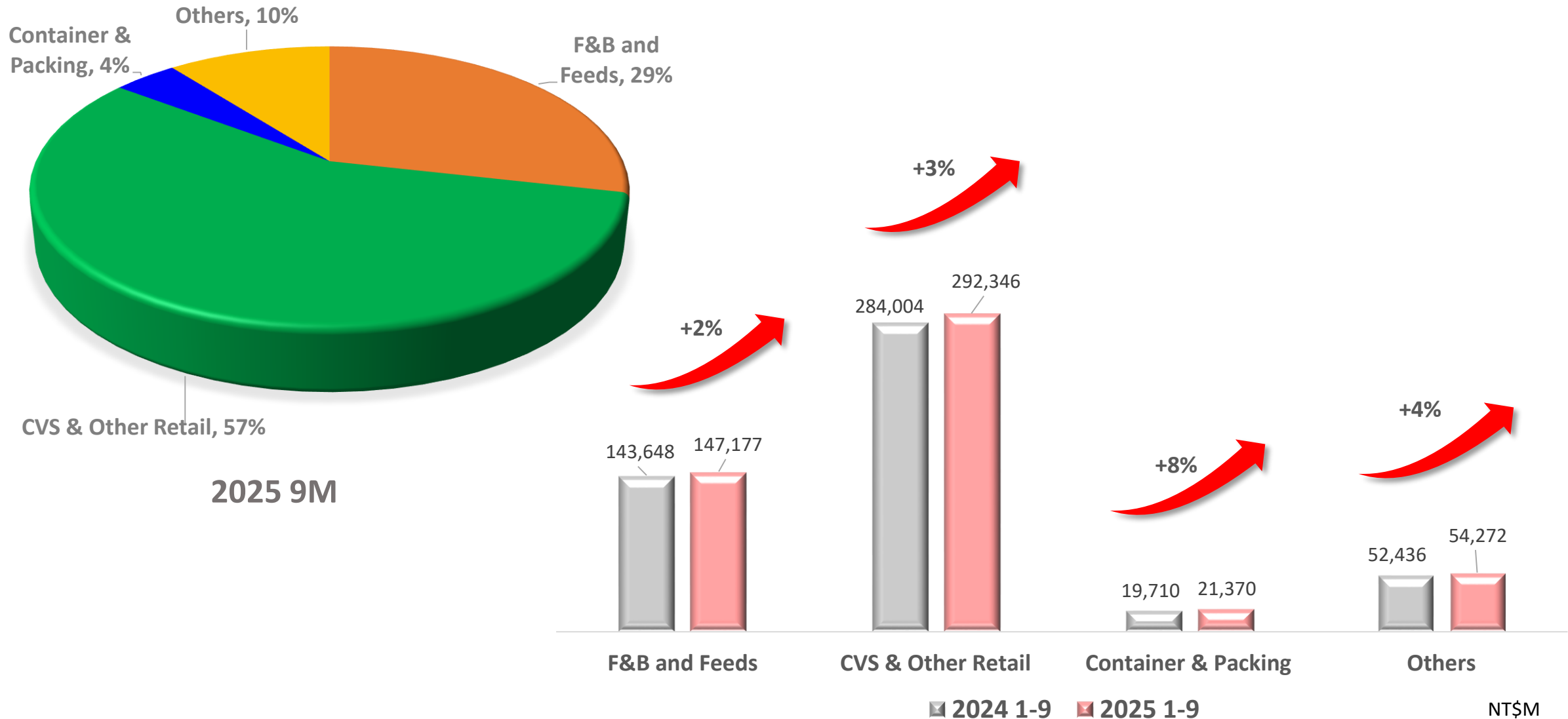
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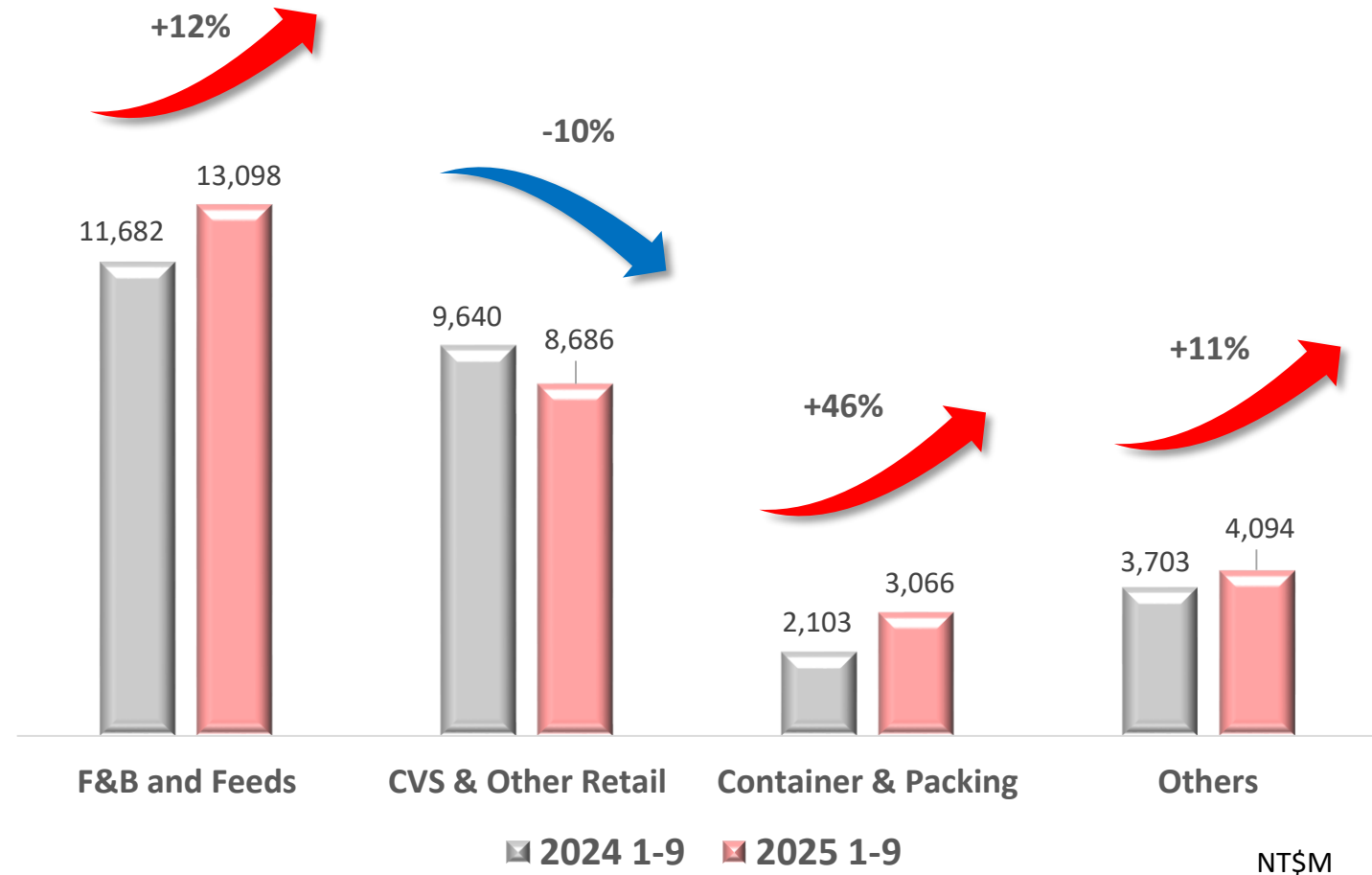
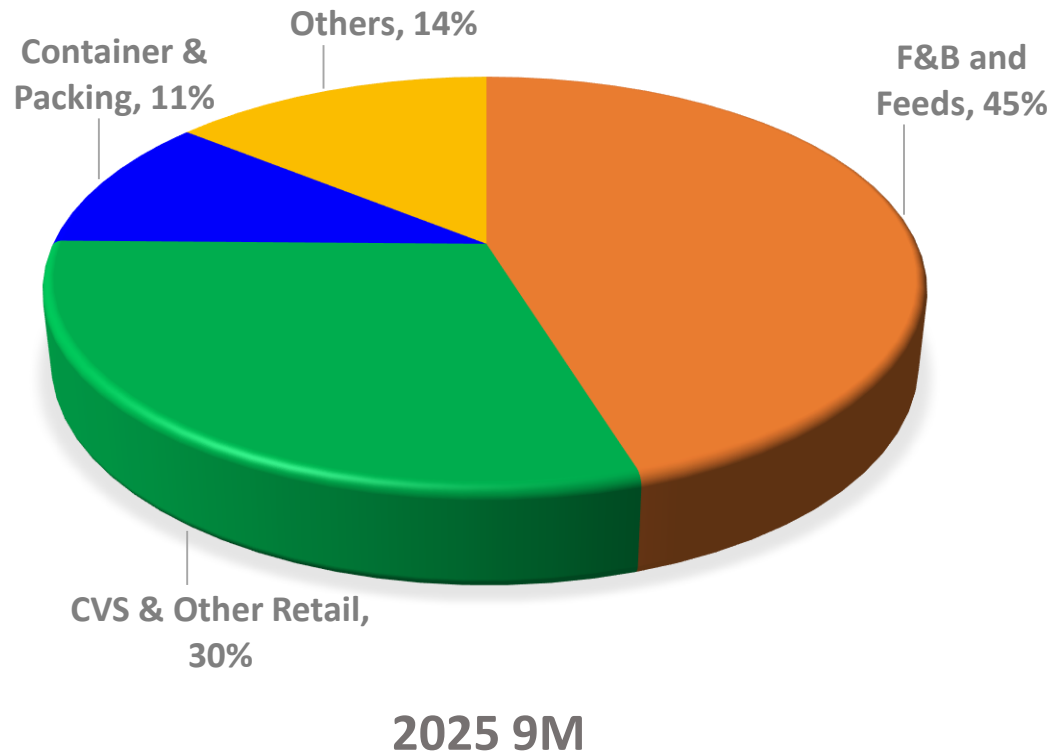
# Results Highlight (Consolidated)

<i>(In NTD Millions)</i>	<b>2025 9M</b>	<b>2024 9M</b>	<b>YoY</b>
Revenue	515,164	499,798	3.07%
Gross Profit	172,539	165,235	4.42%
Operating Profit	30,787	28,787	6.95%
Share of profit under equity method	2,011	2,601	-22.68%
Profit Before Tax	35,794	35,475	0.90%
Profit After Tax (attribute to owners of the parent)	16,665	17,532	-4.95%
EPS (in NTD)	2.93	3.09	(0.16)
<b>Gross Margin</b>	<b>33.49%</b>	<b>33.06%</b>	<b>+0.43 ppts</b>
<b>Operating Margin</b>	<b>5.98%</b>	<b>5.76%</b>	<b>+0.22 ppts</b>
<b>Pretax Margin</b>	<b>6.95%</b>	<b>7.10%</b>	<b>-0.15 ppts</b>

# Segment Revenue (Consolidated)



# Segment Income (Consolidated)



# 9M Financial Overview

Revenue  
YoY Growth

3.07%

Revenue  
5Y CAGR

8.61%

Gross Profit  
YoY

4.42%

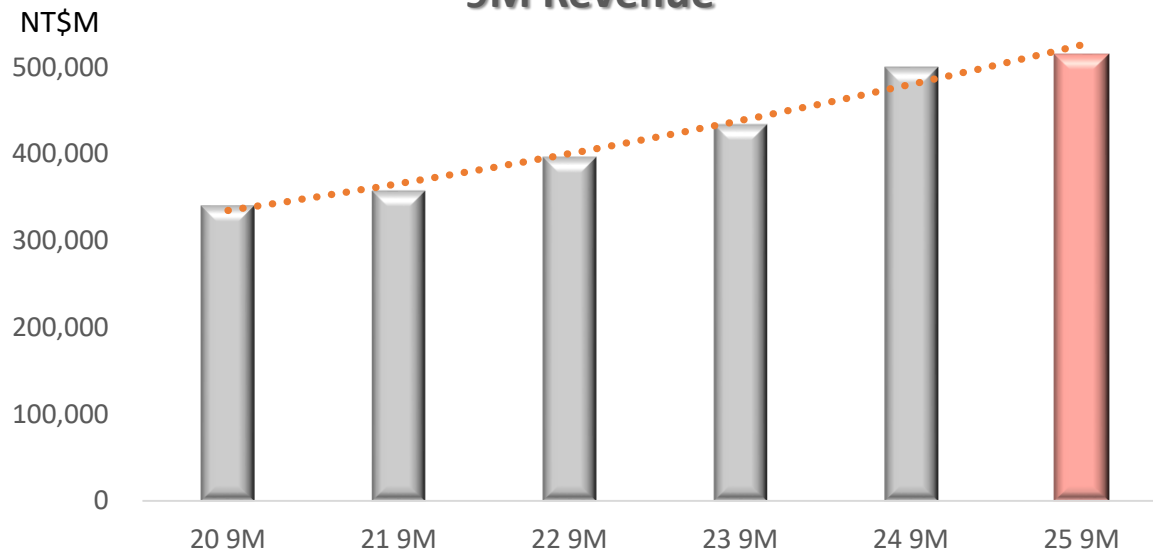
GPM  
YoY Growth

0.43%

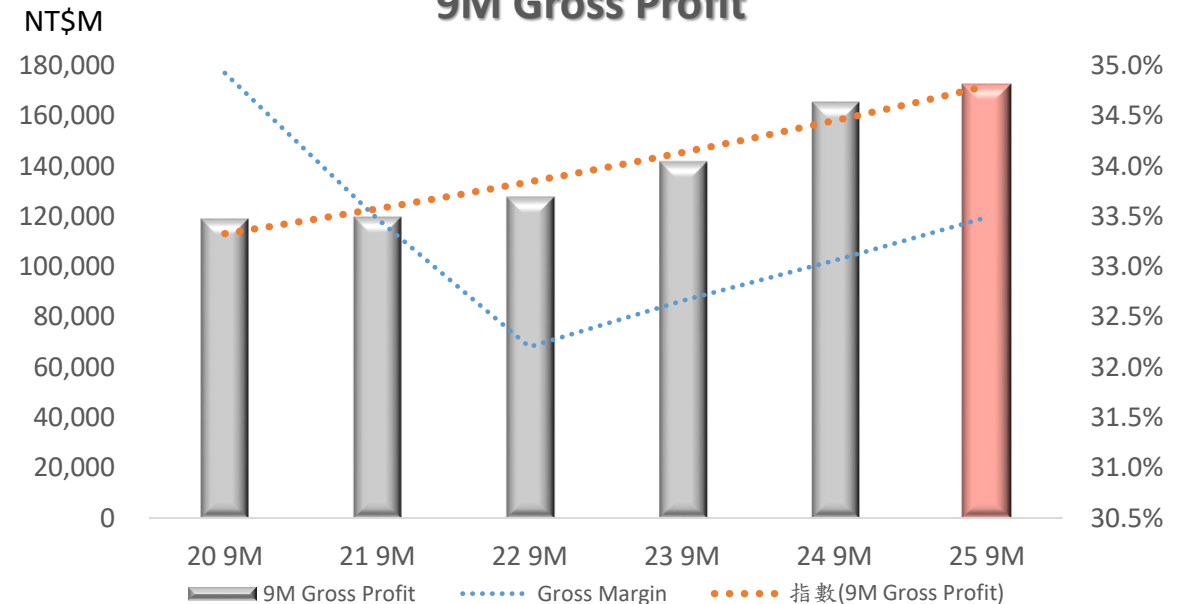
Gross Profit  
5Y CAGR

7.71%

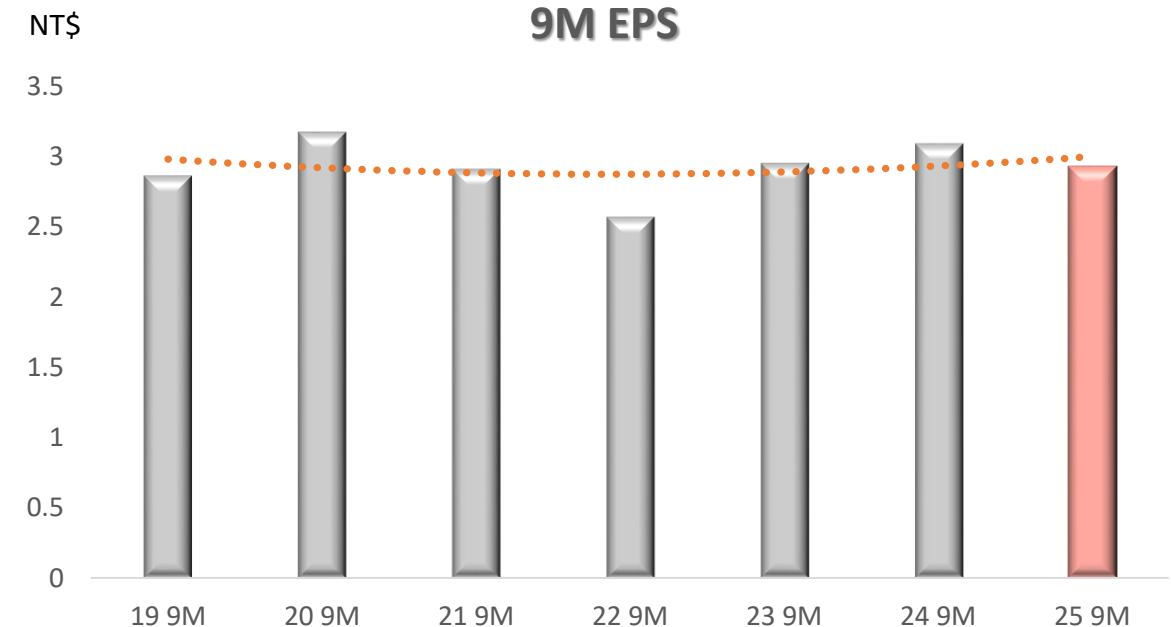
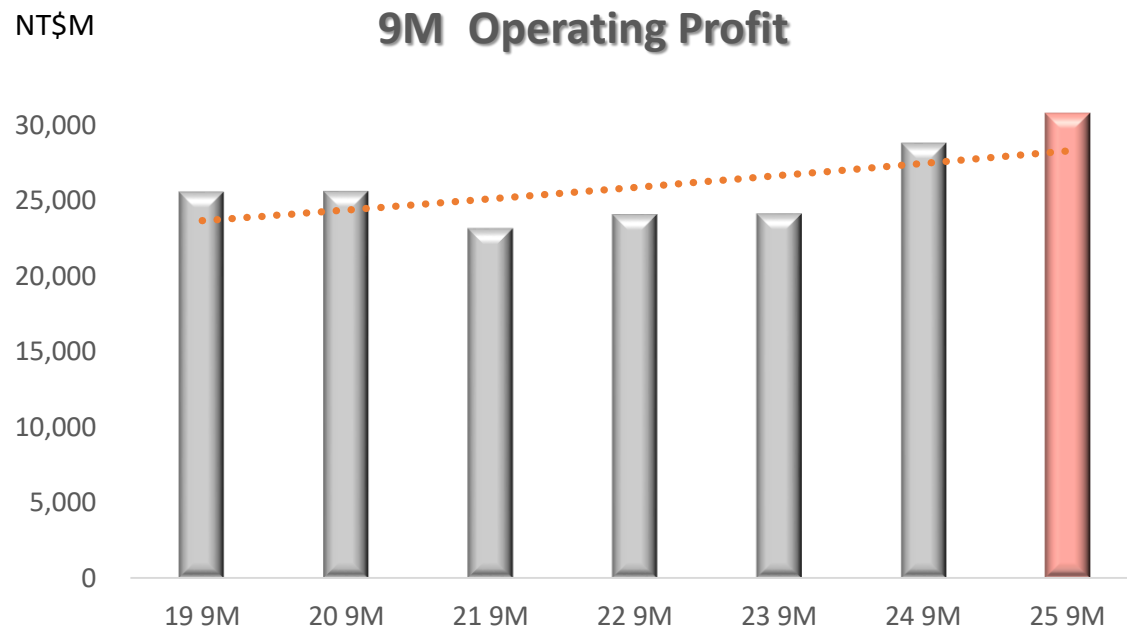
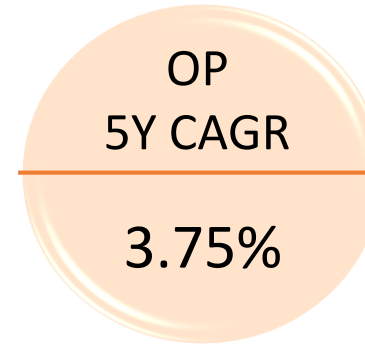
9M Revenue



9M Gross Profit



# 9M Financial Overview



# Balance Sheets & Financial Highlights

<i>Selected Items (Consolidated) (In NTD Millions )</i>	<b>2025/9/30</b>		<b>2024/9/30</b>	
	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>
Cash and cash equivalents	100,043	14%	102,242	15%
Financial assets– current*	30,099	4%	38,462	5%
Total Asset	717,115	100%	704,899	100%
Borrowings**	179,302	25%	169,689	24%
Total Equity	198,977	28%	201,453	29%
<b>ROE</b>	<b>12.85%</b>		<b>13.59%</b>	
<b>Current Ratio</b>	<b>87.20%</b>		<b>94.38%</b>	
<b>Interesting-Bearing Liabilities to Equity Ratio</b>	<b>90.11%</b>		<b>84.23%</b>	
<b>Net Interesting-Bearing Liabilities to Equity Ratio</b>	<b>39.83%</b>		<b>33.48%</b>	

\* Including Financial assets at fair value through profit or loss & Financial assets at amortized cost

\*\*Excluding lease liabilities

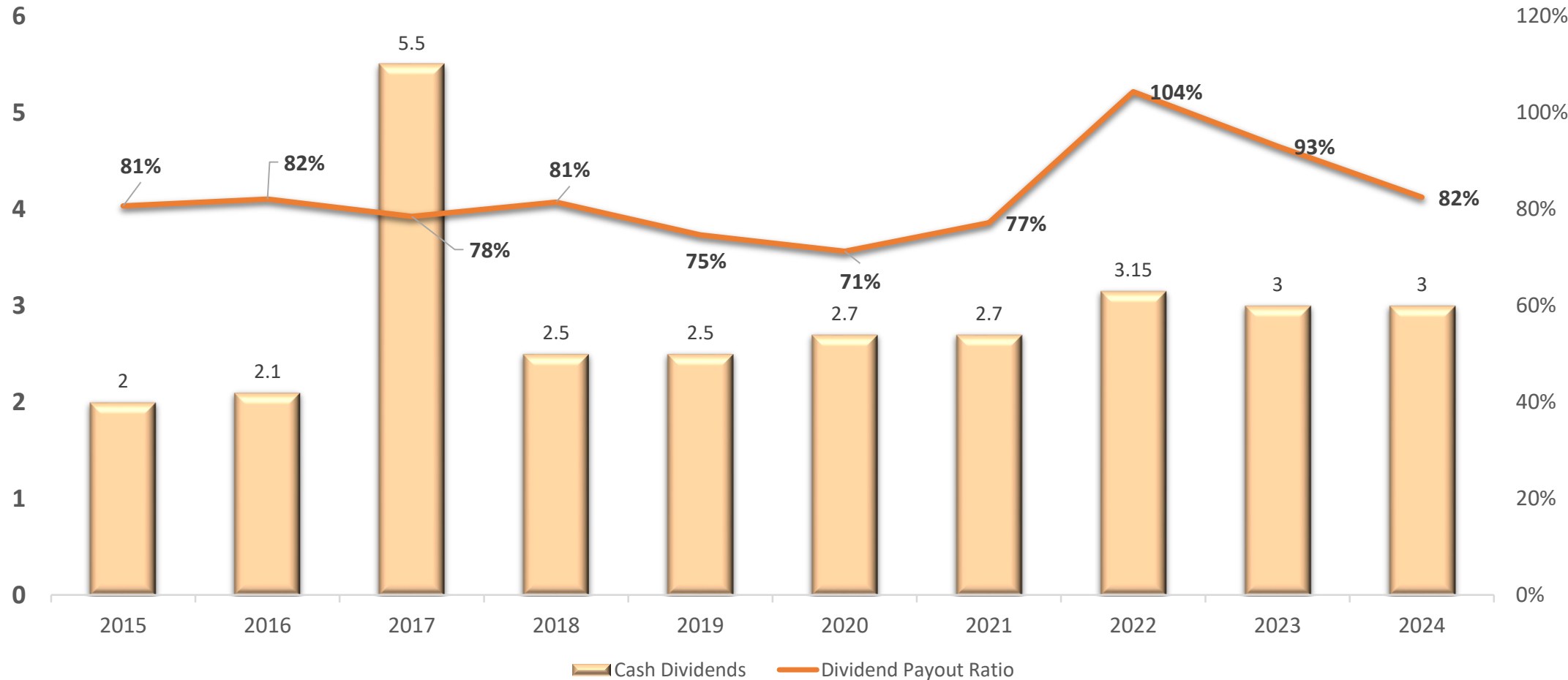


# Cash Flows (Consolidated)

<i>(In NTD Millions)</i>	<b>2025 1-9</b>	<b>2024 1-9</b>
Beginning Balance	100,442	100,856
Net Cash Flows from Operating Activities	58,409	57,350
Net Cash Flows Used in Investing Activities	(36,360)	(34,033)
<b><i>Capital Expenditure*</i></b>	(29,155)	(30,120)
<b><i>Cash received for business combination</i></b>	-	814
Net Cash Flows from (Used in) Financing Activities	(20,030)	(22,899)
<b><i>Cash Dividends</i></b>	(17,046)	(17,046)
<b>Ending Balance</b>	<b>100,043</b>	<b>102,242</b>

\*Capital expenditures includes the acquisition and disposal of PP&E (including interests payment), the increase and disposal of intangible assets, and the prepayment of equipment (including interests payments)

# Stable Dividends



Distributed dividends for 42 consecutive years with a total cumulative payout of NT\$85.3 in stock & cash dividends.

# Advancing Corporate Sustainability

## Brand & Award

- Top 25 Global Brands in Taiwan
- 2024 Healthy Brand Award - Excellent Healthy Brand Enterprise
- 1111 Job Search Website "Manufacturing Industry " Happy Enterprise -Gold Award
- 2024 KANTAR "Taiwan Brand Footprint – Most Chosen Brand in FMCG-Food Category “
- Won the Private Enterprise Green Procurement Excellence Award by the Ministry of Environment for 11 consecutive years
- Continually selected constituent stocks: FTSE4Good Emerging Markets Index, Taiwan Sustainability Index, Taiwan Employment 99

- 2024 TCSA " Taiwan's Top 100 Sustainable Companies Award"
- 2024 TCSA " Corporate Sustainability Reporting Awards –Gold Award”
- 2024 SGS ESG Awards -Sustainable Environment Award



## Enhancing Governance / Advancing Sustainability

- One-third of the board members are independent directors
- Executive performance assessment tied to ESG
- Practice human rights policy
- Set consolidated / individual carbon reduction targets
- Implement IFRS sustainability disclosure standards and ESG scope to subsidiaries
- Hukou Park passed ISO 50001:2018 energy management certification in 2024
- Promote internal carbon pricing mechanism and renewable energy usage in response to future electricity rates and carbon tax/fee costs

# Commitment to Environmental Sustainability

## Improving water resources management

Water withdrawal intensity <1.00 million liters of water/\$10 million sales revenue



## Low Carbon Transition - pricing

Set an internal carbon fee at NTD 300/ton CO<sub>2</sub>e, as a source of funding for future carbon reduction actions

## Lower GHG emission intensity (Scope 1 and Scope 2)

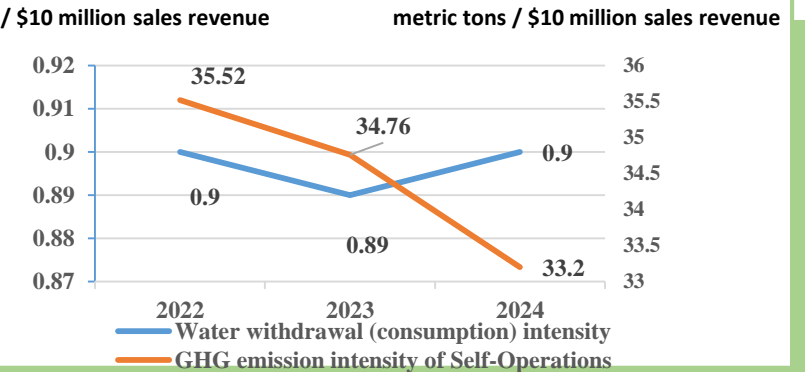
Consolidated target:

2025: Lower the GHG emission intensity by 1% per year

Individual targets:

2025: Lower the GHG emission intensity by 1.5% per year

2030: Cut GHG emissions by 38% below 2005 levels by 2030



## Seeking ways to reduce plastic usage

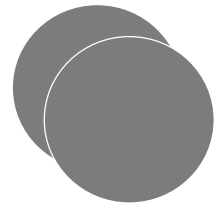
2025 target: Reduction of virgin plastic use: A total of 45 tons per year (including plastic reduction, replacing virgin materials with recycled materials, and selecting plastic-reducing packaging types)

## Reducing average COD concentration

2025 target : <48mg/L

2030 target : <40mg/L

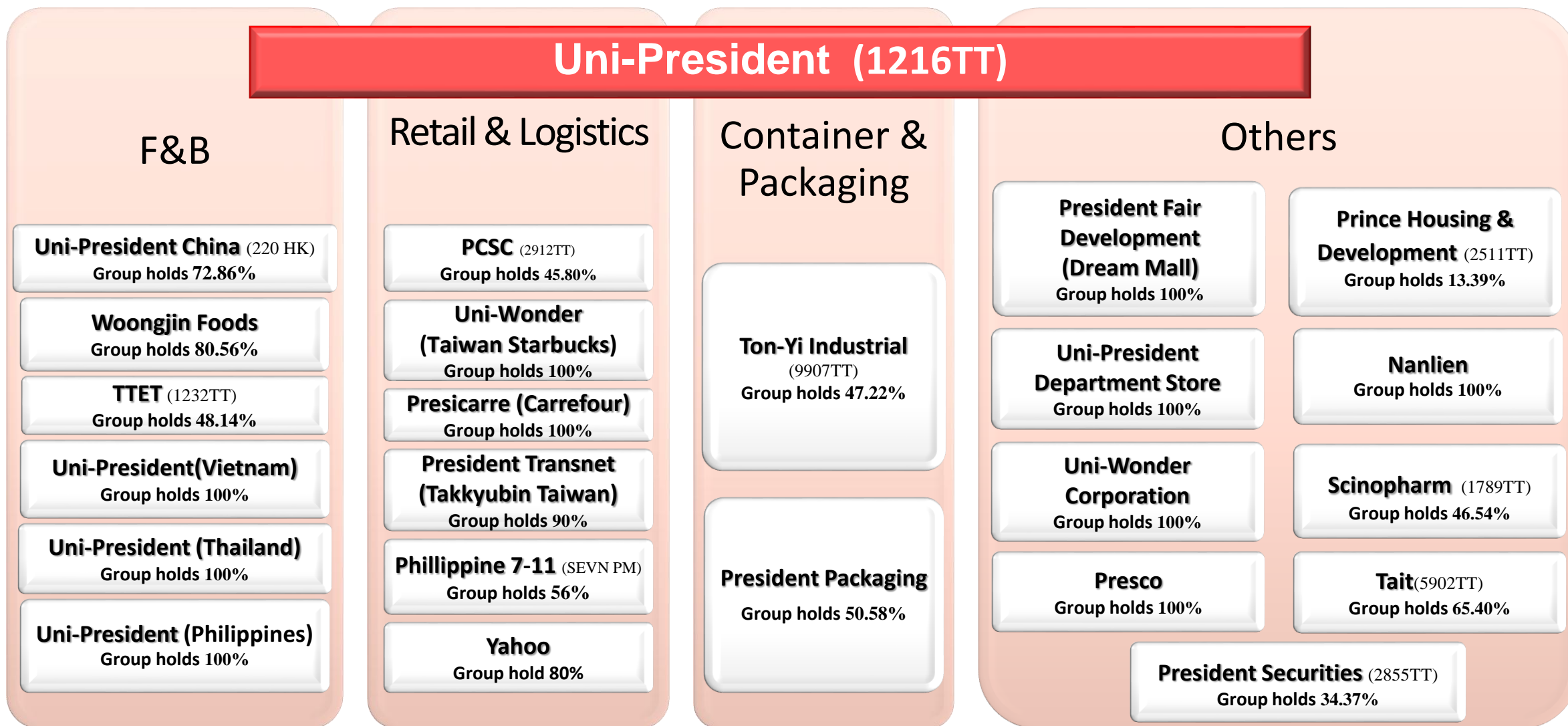




# Appendix

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# The Major Structure of Uni-President Group



\* The above structure only includes Uni-President's major subsidiaries & holding% is as of 2025/9/30.

# Building an Asian Distribution Platform of Life Brands

Manufacture + R&D

Trade + Circulation

Experience + Retail

Alliance + Integration

## South Korea

Woongjin Foods: Manufacturing and sales of food, etc.

## China

UPC(220HK): Manufacturing and sales of food  
CVS 7-11(Shanghai & Zhejiang): over 600 stores

## Taiwan (Headquarters)

UPEC(1216TWSE): Manufacturing and sales of food and feed, etc.  
PCSC(2912TWSE): over 7,100 stores  
Presicarre : over 320 stores

## The Philippines

Uni-President (Philippines) Corp.:  
Manufacturing and sales of food  
CVS 7-11(SEVN PM): over 4,300 stores

## Vietnam

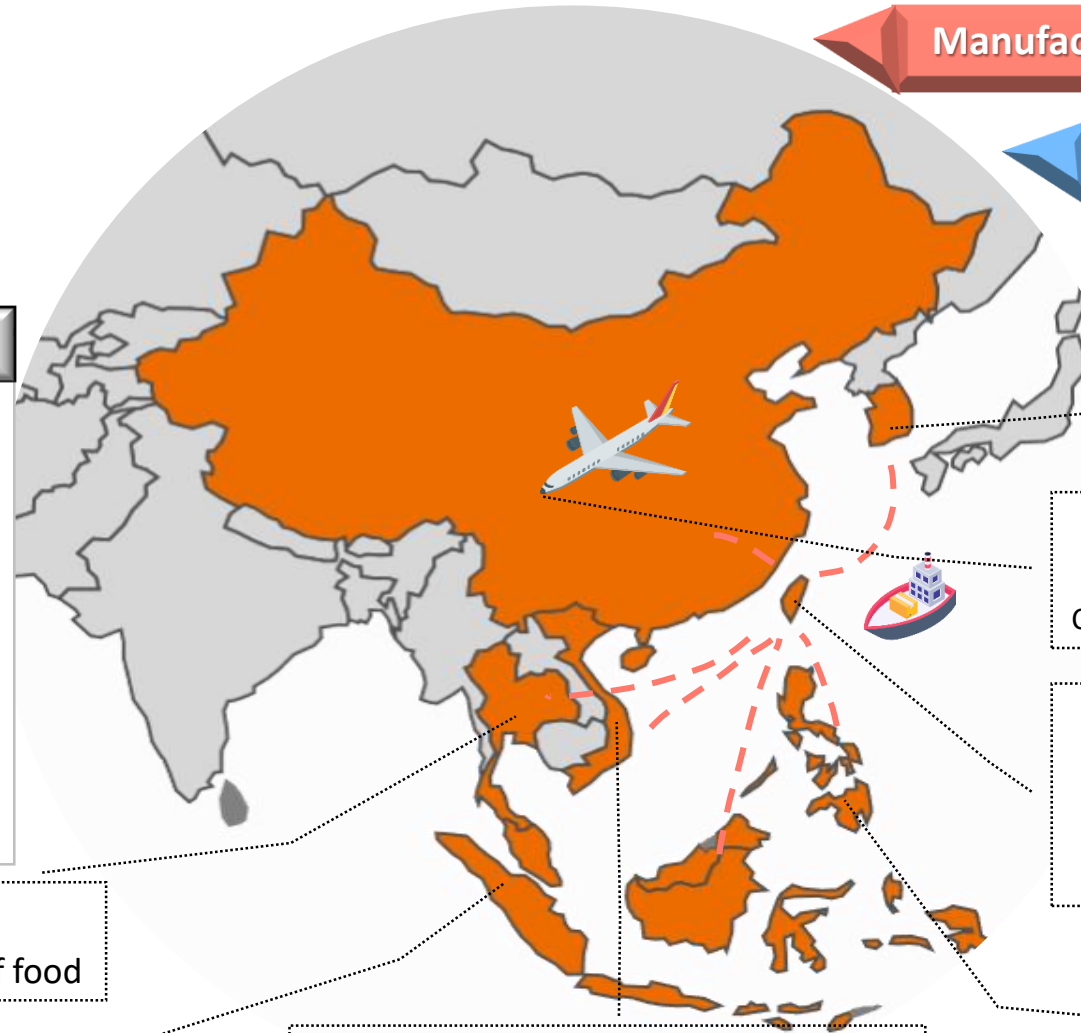
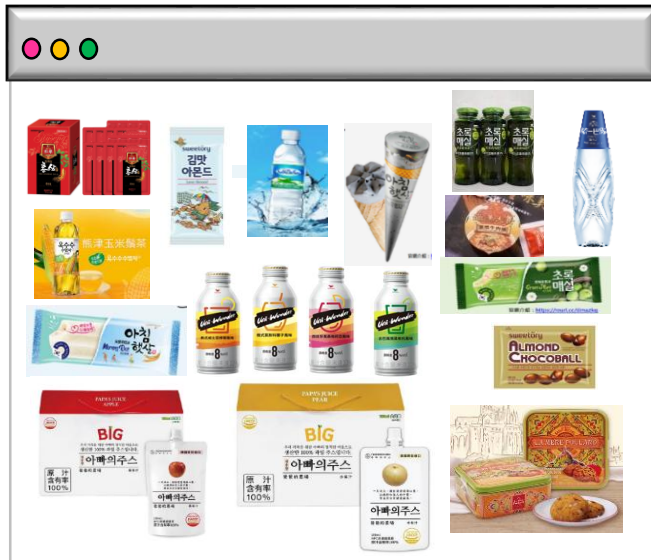
Manufacturing and sales of food, feed and flour

## Thailand

Manufacturing and sales of food

## Indonesia

Importation and exportation business, etc.



(Note: Only F&B and feed / retail listed)



# Construction of Logistics Centers

## Creating Synergy



Enhancing and integrating the logistics capacity of the group

## Distribution Efficiency



Introducing technological warehouse equipment

## Sustainable Development



Achieving energy-saving and low-carbon operation

## Win-Win Situation



Providing a better consumer experience

### Taoyuan Minfeng Logistic Park U-PARK Zhihui Industrial Park



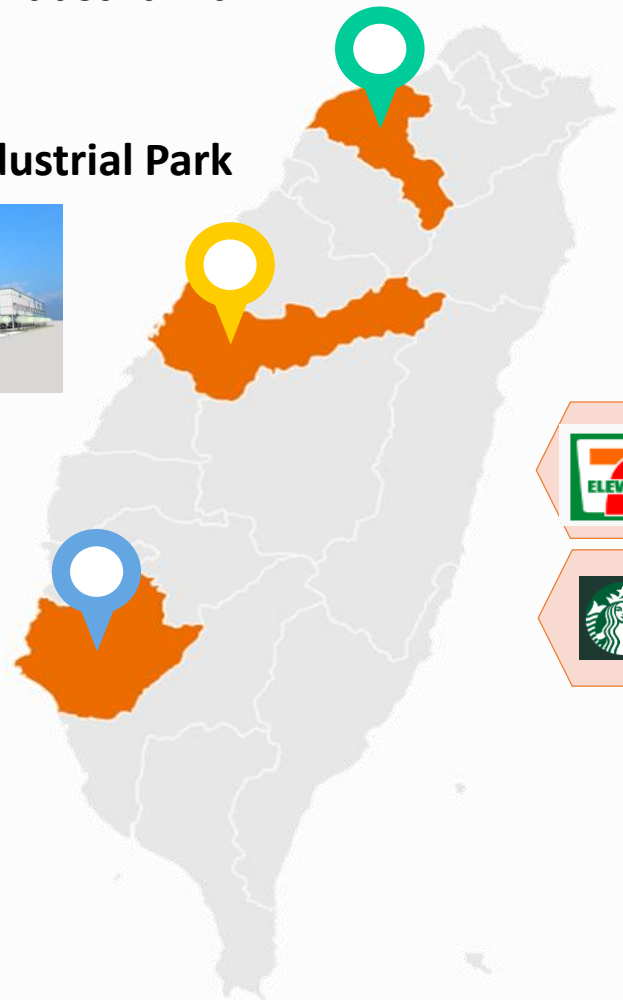
### U-PARK Zhihui Industrial Park



### Tainan Xinshih Logistics Park



Opening 2025H2





# Annual Results Highlight (Consolidated)

<i>(In NTD Millions)</i>	<b>2024</b>	<b>2023</b>	<b>YoY</b>
Revenue	657,637	581,103	13.17%
Gross Profit	215,129	187,814	14.55%
Operating Profit	33,827	28,641	18.11%
Profit Before Tax	42,227	48,691	-13.28%
Profit After Tax (attribute to owners of the parent)	20,673	18,336	12.74%
EPS (in NTD)	3.64	3.23	12.69%
<b><i>Cash Dividend/per share</i></b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>
<b><i>Gross Margin</i></b>	<b>32.71%</b>	<b>32.32%</b>	<b>+0.39 ppts</b>
<b><i>Operating Margin</i></b>	<b>5.14%</b>	<b>4.93%</b>	<b>+0.21 ppts</b>