

2019

CSR REPORT

Uni-President

Corporate Social Responsibility Report





Contents



Preface	Message from the Chairman and President	04
	2019 Key Achievements	08
	Sustainable Management	10

1	An Enterprise Built on Transparency and Integrity	24
	• Business Strategy and Profitability	26
	• Corporate Governance	28
	• Risk Management	31
	• Regulation Compliance	35

2	Create a Safe and Healthy Food Culture	36
	• Food Safety Control	38
	• Product R&D and Innovation	53

3	Commit to Sustainable Environment	60
	• Environmental Management Responsibility	62
	• Climate Change and Energy Management	65
	• Water Resources Management	71
	• Pollution Prevention	78

4	Building a Healthy and Happy Workplace	80
	• Strengthening human capital	81
	• Occupational health and safety	86

5	Creating a Healthy and Happy Tomorrow	92
	• Social Commitment of Uni-President	93
	• i · Sharing	95
	• Social engagement	96
	• Preventive Medicine	99

Appendix	About This Report Appendix	102
	• 1 The plants' food products certified by ISO 22000 and FSSC 22000 in 2019	104
	• 2 GRI Standards Content Index	106
	• 3 Taiwan Stock Exchange Corporation "Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by Listed Companies" (hereinafter referred to as the "Rules") Article 4 Emphasized Disclosures Comparison Table	110
	• 4 Summary of Information Assured in 2019	111
	• 5 Independent Limited Assurance Report	114

Message from the Chairman

Stability is the self-discipline that manages uncertainty

Chairman

羅智先



Smooth and uneventful as it might seem for the past year, we are really grateful. From the feedback we received, it clearly proved that we created a historic milestone through our efforts. We appreciate the support and encouragement from the society that let us continue our work to build a better enterprise boasting "Character, Brand, and Taste", firmly based on the established foundation and beliefs.

For the past year, there were a lot more hardwork and insistence behind the smoothness. Of all that, the most important was food safety management, about which we were very cautious. The encouraging result showed that if we paid more attention, the herculean work could still be effectively done. Thus, we will fulfill our unavoidable duty to defend food safety with adequate knowledge and experience. Inside or outside the company, we will not forget why we started, so our products can be trusted and enjoyed by our customers! Besides, we at the same time care about the constantly recurring occupational safety and environmental safety incidents in the society. We pay the same amount of attention to these issues through endless warnings and education, so our employees can get to and off work happily. In the meantime, our society becomes more environmentally friendly for our caring.

Uni-President's commitment to "Character, Brand, and Taste" doesn't only apply to people in the company. We also hope to build a society of more integrity. In 2019, Korea's Woongjin Foods became a member of the Uni-president Enterprises Corporation, so we could begin to vigorously build the big platform in Asia. While improving the operation, we shared love and touching moments with society through the fifth year "i · Sharing" event.

To support and achieve the vision of the future, we must stick to the belief that stability decides everything, working hard to build an organization where all elements can keep stable. Stability is absolutely not doing nothing; instead, it's the concrete representation of composure and sturdiness, a kind of look-before-you-leap active management. From the start of 2020, we are facing unprecedented volatile circumstances. The best strategy to manage uncertainty is stability. With stability, we can make progress. Achieve stability, and we will have the foundation to accomplish the lifestyle industry of "Character", "Brand" and "Taste".

Message from the Presidents

An active response to risks and challenges

Presidents

黃李 釗清 凱田



In 2019 we got much external recognition, including ranking in the top 5% in the Corporate Governance Evaluation for 6 consecutive times, receiving the Top 50 Sustainable Enterprise Award and being a member of Top 20 International Brand in Taiwan, etc. All time and again showed all the members of the Uni-President Enterprises Corporation continued to improve performance and that we take efforts to build an enterprise boasting "Character, Brand, and Taste".

Under the fast-changing circumstances, many unprecedented risks and the speed of risk changes became challenges to business continuity, like the outbreak of new infectious diseases, worsening climate change and the continued aging population. All these issues became problems the Uni-President needs to actively deal with.

Food safety is our unshakable duty. Our food production factories all gained certification of FSSC 22000. Regarding food safety, we continued to improve management mechanisms, including Food Safety 3-level management system, inspections of the suppliers, the fortification of food safety labs' capability and the enhancement of food safety awareness. However, we are not satisfied with the status quo and will continue to work hard to uphold our promise of food safety to the society.

The safety of the employees is another responsibility of us. To make our workplaces safe and happy to the employees' family, partners and ourselves is our promise to the employees and work-related partners. To keep this promise needs constant caring, attention and rigorous implementation. Besides, to deal with the recent outbreak of the COVID-19, we set up a COVID-19 crisis management team right away. We integrate resources and develop measures in a cross-function way to safeguard our employees' health with all our efforts.

Climate change has become climate emergency. We track and manage the environmental operation data every quarter, and actively search for methods to reduce environmental impact. The Hukou factory even won the silver medal for the Energy Saving Leadership Award from the Ministry of Economic Affairs. With regard to responsible production, we stopped to use traditional polywoven bags in 2019; instead, we use newly-designed three-layered paper bags for packaging, and thus became the first flour brand to package whole products with paper bags. The used packaging can be recycled and reused to reduce environmental impact. On the other hand, we insist on using "pure long-fiber kraft paper" to achieve the self-management of food hygiene.

The Uni-President Enterprises Corporation holds the belief of shared prosperity and the common good. In order to cultivate more baking talent in Taiwan and encourage new generations of students to show innovation, we have held the "UniBread Bread Baking Championship" since 2018. Students can cooperate with UniBread's professional bakers to have their own innovative products reach the shelves and shared profits. Thus, the new generations can fulfill their dreams. Besides, we care about the society and raise the public's health awareness through the Uni-President Social Welfare and Charity Foundation and Taiwan Millennium Health Foundation.

The world is changing faster than ever. Every member on the earth has to cooperate the changes together. The Uni-President Enterprises Corporation will maintain the belief that stability is the key to manage risks and to actively face future challenges.

2019 年度重點績效

Operating an Enterprise of Transparency and Integrity

- Ranked in the **top 5%** of companies in Corporate Governance Evaluation for 6 consecutive years
- Acquired the honor of a **Top 20** of the 2019 Taiwan Global Brands
- Won the bronze medal of the TCSA “**Corporate Sustainability Report Awards**”
- Won the TCSA “**Taiwan Top 50 Corporate Sustainability Awards**”

Committing to Sustainable Environment

- Hukou plant won the silver medal of the 2019 **MOEA Energy Saving Benchmark Award**
- Promoted energy conservation and GHG emission reduction to reduce GHG emission by 5,212 tons of CO₂e and save management cost of **NT\$54.81 million**
- Promoted water conservation programs to reduce water consumption of **144 million** liters and save management cost of **NT\$3.67 million**

Creating a Safe and Healthy Food Culture

- All Uni-President plants were certified for the **ISO 22000 or FSSC 22000 food safety management system**
- **No anomalies** in food safety level 1 management and residue in final products
- The packing material of the Uni-President flour was innovated to reduce plastic consumption by **102.51 tons**
- **12 products** won the **Superior Taste Award** (ITI) certification
- **3 products** won the **Monde Selection** certification

Building a Healthy and Happy Workplace

- Named as one of the component stocks of Taiwan Labor Rights Index
- Selected as the **Top 1** company in commodities manufacturing industries from the “**Top 20 Most Popular Companies Among the New Generation**” by Cheers Magazine
- Selected as a happy enterprise by the 1111 Job Bank in the “**2019 Happy Enterprise Awards - Manufacturing and Building Sales Agency Category**”
- Won the 2019 “**Enterprise Organizations Edition - Gold Medal**” of the MOL TTQS Talent Quality-management System
- The Xinshi General Factory and Zhongli General Factory won the **Five Star Award of the Excellent Enterprise** in Promotion of Occupational Health and Safety
- Xinshi Plant earned a distinction at the “**2019 OH&S Performance Evaluation**” by the Tainan City Government
- Yongkang Plant earned a distinction at the “**2019 OH&S Performance Evaluation**” by the Tainan City Government

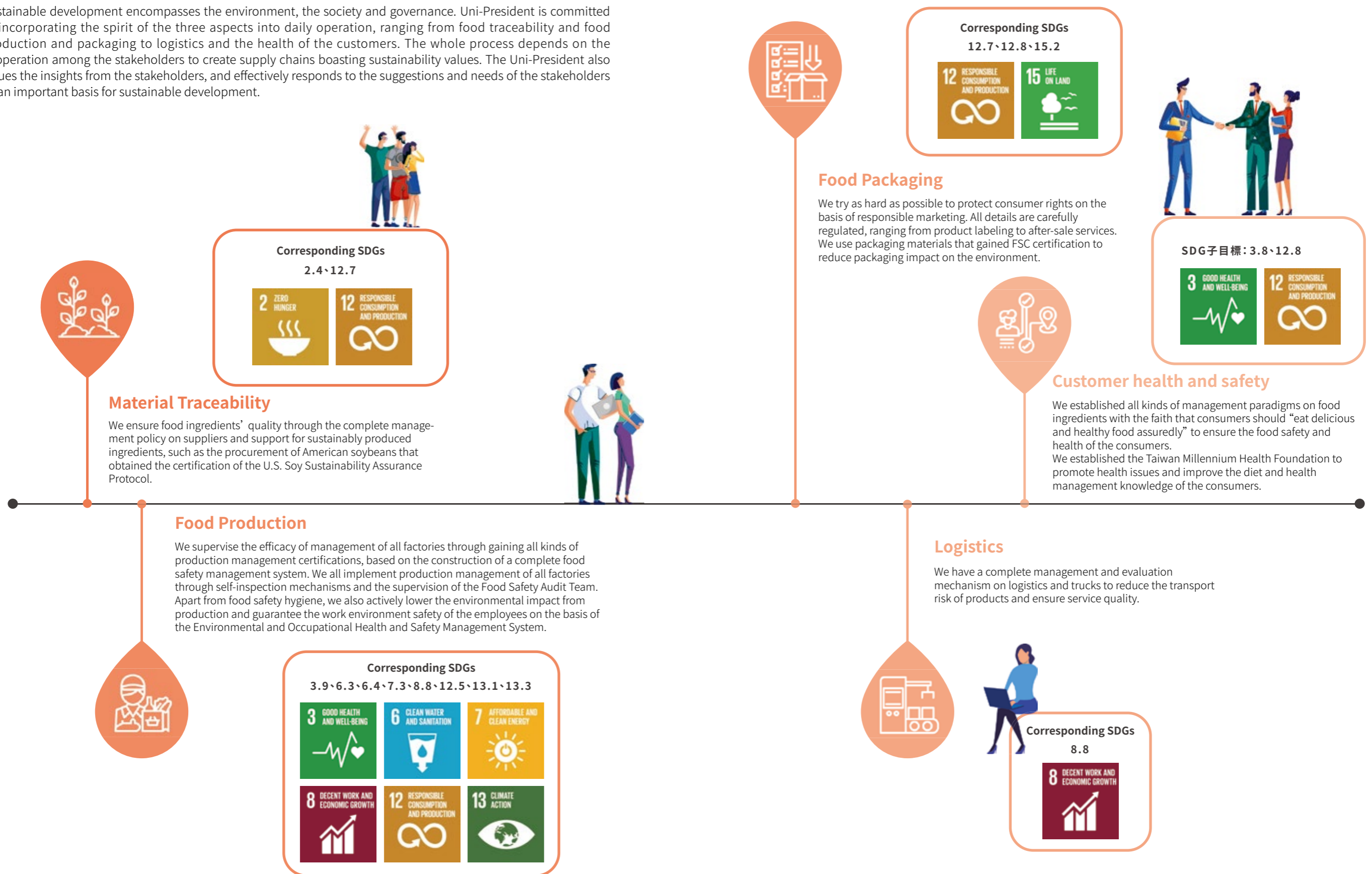
Creating a Healthy and Happy Tomorrow

- Uni-President Social Welfare and Charity Foundation **invested NT\$31,321,928** in social care services in 2019
- Implemented Community Canteens Group Meal Program for the elderly and **845 seniors were benefited**
- Supported 182 schools in remote areas by providing beverages for school lunches and **5,633 students** were benefited
- Taiwan Millennium Health Foundation **invested NT\$27,109,005** in the promotion of social education on preventive medicine, nutrition, and healthcare in 2019
- Organized the 9th 80–90cm Waist Measurement Day event in the 8th year, provided **1.248 million free waist measurement scales**, and contacted 32.02 million people via social platforms
- Organized the 11th National Health Examination Day event that attracted **34,000 people to participate**
- Organized the preventive medicine talks for the 9th year, with **2,636 participant-times**

Sustainable Management

Uni-President Sustainability Value Chain

Sustainable development encompasses the environment, the society and governance. Uni-President is committed to incorporating the spirit of the three aspects into daily operation, ranging from food traceability and food production and packaging to logistics and the health of the customers. The whole process depends on the cooperation among the stakeholders to create supply chains boasting sustainability values. The Uni-President also values the insights from the stakeholders, and effectively responds to the suggestions and needs of the stakeholders as an important basis for sustainable development.



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Uni-President 2019 CSR Implementation Results and Short-term, Mid-term and Long-term Goals



Food Safety Management Mechanism

Management Goals	2019 Achievement Rate	2019 Key Achievements	2020 Goals	Mid-to Long-term Goals
Food Safety Level 3 management				
<ul style="list-style-type: none"> Food Safety Level 1- No anomalies Food Safety Level 2 issues decreased by 20% YoY 	△ (In Progress)	<ul style="list-style-type: none"> Food Safety Level 1- No anomalies Established a task to rectify the reason behind the failure to meet the goal of Food Safety Level 2 	<ul style="list-style-type: none"> The number of customer complaints on Food Safety Level 1- No anomalies Food Safety Level 2 issues decrease by 30% YoY Public sector audit - No violations 	<ul style="list-style-type: none"> Promotion of food safety culture by affiliated companies Fulfill 3 level of Food Safety management
Control on medical residue				
<ul style="list-style-type: none"> Zero residue in finished products Medical residue in ingredients decreased by 20% YoY 	◎ (Already achieved)	<ul style="list-style-type: none"> Zero residue in finished products Medical residue in ingredients 	<ul style="list-style-type: none"> Zero residue in finished products 	<ul style="list-style-type: none"> Promotion of food safety culture by affiliated companies Fulfill 3 level of Food Safety management
Safety management of traceability				
<ul style="list-style-type: none"> Development of technology on key ingredients/materials replacement by multi-source 	◎ (Already achieved)	<ul style="list-style-type: none"> Apply the new ingredient, green tea G07 in the production of Mine Shine green tea Ensure the security of milk supplies from domestic and overseas producers Diversified sources of pork are used in all product lines 	<ul style="list-style-type: none"> The establishment of the second source for B2B tea leaves The quality and amount of milk supplies from domestic and overseas producers can be ensured 	<ul style="list-style-type: none"> Improve the safety management of the sources and lower the procurement risk of ingredients



Product R&D and Innovation

Management Goals	2019 Achievement Rate	2019 Key Achievements	2020 Goals	Mid-to Long-term Goals
<ul style="list-style-type: none"> Research on the technology of taste mechanisms 	◎ (Already achieved)	<ul style="list-style-type: none"> Uni-President Black Soybean Milk Without Sugar was launched Yuan Wei Ben Pu Milk with Peanuts has been launched San Bei Dudu Sausage was developed 	<ul style="list-style-type: none"> Research on high-value plant-based milk technology and product development Reduction of soy pulp and the application of its reuse technology 7-E Bubble Matcha Au Lait(bubbles that can be microwaved) will be launched 	<ul style="list-style-type: none"> Developing towards product refinement while continuously improving the product quality and taste
<ul style="list-style-type: none"> R&D on new types of products and manufacturing procedures related to baking, fresh food, high-nutrition and health 	◎ (Already achieved)	<ul style="list-style-type: none"> Yu Xiang Bread, Custard Bread and Classical Honey Cake were launched Noodles for fresh cold noodles and frying and boiling were improved again in quality Establishment of the technology of defrosting meat with changing temperatures Health 3D's certification for controlling blood fats has been upgraded 	<ul style="list-style-type: none"> Development of bread with salty ingredients and refined pastry Fresh soy sauce noodles and beef noodle soups will be launched Health 3D's plan for upgraded certification for controlling blood sugar Development of LP33 anti-allergy capsules that can be preserved at room 	<ul style="list-style-type: none"> Meet the needs of consumers, improving three main categories of products, including fresh food, bakery and nutrition care through R&D



Environmental Impact of Operation

Management Goals	2019 Achievement Rate	2019 Key Achievements	2020 Goals	Mid-to Long-term Goals
Climate change and energy management				
<ul style="list-style-type: none"> An average annual electricity conservation rate of 1% and above for every factory 	◎ (Already achieved)	An average electricity conservation rate 2.27%	An average annual electricity conservation rate of 1% and above for every factory	
<ul style="list-style-type: none"> 85% of steam is generated by natural gas boilers 	△ (In progress)	Achievement rate 90.6%	90% of steam can be generated by natural gas or biomass boilers	
<ul style="list-style-type: none"> The average carbon emission intensity lower than 120 tCO₂e/ MT production for every factory 	◎ (Already achieved)	The average carbon emission intensity was 119.47 tCO ₂ e/ MT production	<ul style="list-style-type: none"> The units that reached the targets in the previous year need to reach the target of reducing 1% of 2019 average carbon emission intensity The units that didn't reach the targets in the previous year need to reach the target of reducing 2% of 2019 average carbon emission intensity 	<ul style="list-style-type: none"> An average annual electricity conservation rate for every general factory>1% GHG emissions will have reached 80% of 2005 level by 2025 (189,221.6 tCO₂e)
<ul style="list-style-type: none"> Continue to promote energy conservation and carbon emission reduction programs 	◎ (Already achieved)	Combined reduction programs total <ul style="list-style-type: none"> Carbon reduction 5,212 tCO₂e Saved electricity 5,728 thousand kWh Saved fuel oil and diesel 54 kL Saved natural gas 252 thousand m³ 	<ul style="list-style-type: none"> Continue to promote energy conservation and carbon emission reduction programs 	
Water resources management				
<ul style="list-style-type: none"> Supervise water conditions to ensure stable production 	◎ (Already achieved)	No production loss due to water scarcity in 2019	Supervise water conditions and continue to optimize response measures and management mechanisms	Supervise water conditions and continue to optimize response measures and management mechanisms
<ul style="list-style-type: none"> Enhance the efficiency of water consumption 	◎ (Already achieved)	Annual saved water amount was about 144 million liters, with the reduction of 3.67 million NT dollars in management cost	Continue to optimize the efficiency of water consumption in each factory and introduce water conservation programs	Continue to optimize the efficiency of water consumption in each factory and introduce water conservation programs
<ul style="list-style-type: none"> Annual COD average intensity <70 mg/L 	◎ (Already achieved)	Annual COD average intensity 32.87 mg/L	Annual COD average intensity <70mg/L	Annual COD average intensity <65mg/L
Pollution prevention				
<ul style="list-style-type: none"> annual waste recycling rate 95.5% 	◎ (Already achieved)	waste recycling rate 95.98%	waste recycling rate >95.5%	waste recycling rate > 96.5%
<ul style="list-style-type: none"> Reduction in air pollutant emissions 	△ (In progress)	Continued improvement in boiler equipment, and switching to natural gas boilers	Completely switching to natural gas or biomass boiler equipment in all plants	Continue to supervise the status of air pollutant emissions, and actively introduce reduction programs





Compliance/Responsible Marketing and Labeling

Management Goals	2019 Achievement Rate	2019 Key Achievements	2020 Goals	Mid-to Long-term Goals
<ul style="list-style-type: none"> Regulation compliance 	△ (In progress)	<ul style="list-style-type: none"> Auditing of 1326 cases of product labeling, with 955 approved cases and 371 rejected cases One violation of the Act Governing Food Safety and Sanitation (Font width) One violation of the Waste Disposal Act (Deficiencies recorded) 	Comply with the regulations and do better than the regulations	Comply with the regulations and do better than the regulations



Occupational health and Safety

Management Goals	2019 Achievement Rate	2019 Key Achievements	2020 Goals	Mid-to Long-term Goals
<ul style="list-style-type: none"> Create a reasonable and fair working environment 	◎ (Already achieved)	<ul style="list-style-type: none"> Xinshi General Factory and Zhongli General Factory received the five star awards of the Excellence at Occupational Safety and Health Promotion Xinshi General Factory received the "high-distinction award" of Tainan city hall's "2019 Safety and Hygiene Family Performance Evaluation" Yongkang General Factory received the "excellence award" of Tainan city hall's "2019 Safety and Hygiene Family Performance Evaluation" 	<ul style="list-style-type: none"> Hukou plant received the excellent award of the 2019 Excellence at Occupational Safety and Health Promotion Continue to gain ISO 45001 certification 	<ul style="list-style-type: none"> ISO 45001 management system operation (1)Conduct internal and external audits annually to continue to improve the work environment (2)General factory/ plant managing representatives regularly convene management review meetings every year Continue to gain ISO 45001 certification
<ul style="list-style-type: none"> Occupational safety level 3 auditing 	◎ (Already achieved)	<ul style="list-style-type: none"> Deficiencies tracking and improvement 	Continued auditing of occupational safety, deficiencies tracking and improvement	Improve the implementation of occupational audits to enhance occupational safety and quality
<ul style="list-style-type: none"> Organize health promotion courses 	◎ (Already achieved)	<ul style="list-style-type: none"> Recognize occupational stress and overworking 	Continue to organize and improve health promotion courses, helping the employees create awareness of workplace health	Create a healthy and safe workplace through health promotion courses
<ul style="list-style-type: none"> Conduct general and special health check-ups 	◎ (Already achieved)	<ul style="list-style-type: none"> Hierarchical management and tracking 	Continue to conduct employee health check-ups, and do hierarchical management and tracking	Safeguard health and safety of the employees through the long-term implementation of employee health check-ups



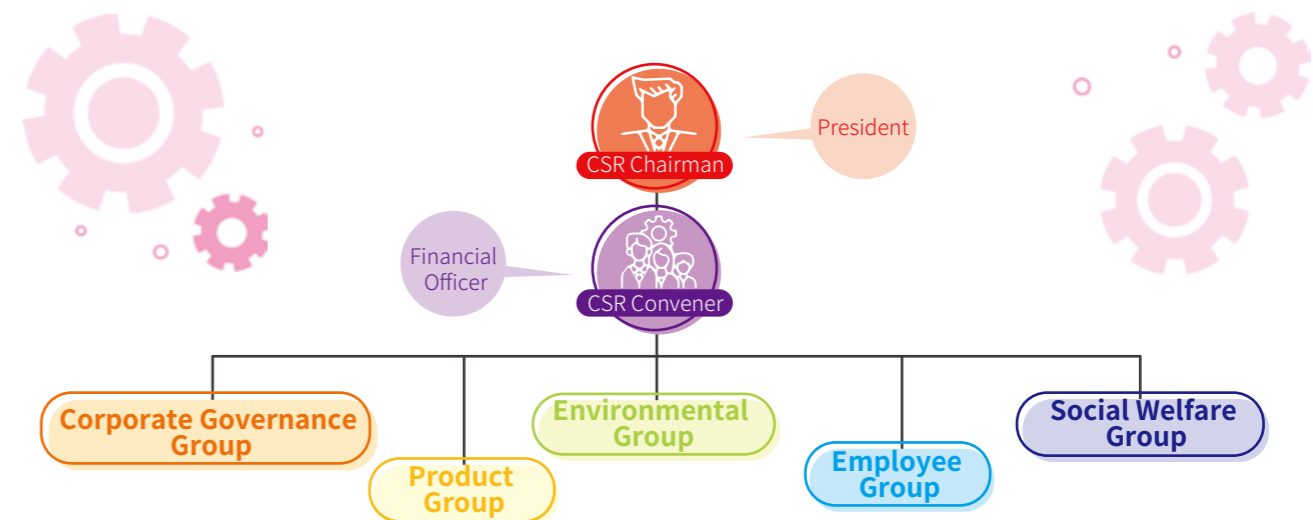
Economic Performanc

Management Goals	2019 Achievement Rate	2019 Key Achievements	2020 Goals	Mid-to Long-term Goals
Continue the "structure adjustment, stable growth, value marketing" in corporate strategy	◎ (Already achieved)	<ul style="list-style-type: none"> Consolidated operating revenue of 447,978 million NT dollars, with an YOY growth rate of 3.83% Consolidated net income of million NT dollars, with an YOY growth rate of 5.71% 	<ul style="list-style-type: none"> Structure adjustment, stable growth, and value marketing 	<ul style="list-style-type: none"> Build the service corridor of Asian life brands

Uni-President Corporate Social Responsibility Unit

Uni-President's social, environmental and economic management responsibilities exist because they can help Uni-President build shared values, and thereby raise sustainable competitiveness. Uni-President adhere to "Uni-President's Codes of Conduct for Corporate Social Responsibility" in response to the current global trend on Sustainable Development Goals(SDGs), and promote Uni-President's sustainable management via the Corporate Social Responsibility Committee(CSR Committee) in an organized way. For the CSR Committee, the President is dedicated as the CSR Chief and financial officer as the convener, with the five functional groups-corporate governance, products, the environment, employees and social welfare.

The CSR Committee is Uni-President's main division for sustainable development. Externally, the committee is responsible for reviewing the CSR reports; internally, it is responsible for setting up policies related to sustainability, as well as key performance indicators, targets, plans and performance review of each functional group. The five functional groups of the committee operate separately, and develop corresponding plans and projects in compliance with the policies and targets set by the committee while also being responsible for controlling and tracking progress on a regular basis and reporting to the CSR Committee. In 2019 the CSR Committee further identified 16 sustainability performances; they are tracked every quarter by the convener regularly.



sustainability performance tracking

Type	Tracked Performance
Environmental management	Usage of water resources, energy, waste recycling, plastic and GHG emissions, and so on
Food Safety Management	The results of supplier plant visits/ on-site audit and compliance tracking
Sustainable Procurement Management	The procurement status of FSC, SSAP
Occupational Safety Management	Occupational safety and health issues
Product R&D Management	Product demand investigation and tracking the amount of ingredients used in production

Apart from operating regularly, the CSR Committee annually reports to the Board of Directors about that year's implementation status and key performances.

Uni-President Sustainability Footprint



Before 2012 CSR Initial Stage (CSR originated from environmental protection)

Inside the Company

- Have published environmental safety reports since 2006
- Formulated CSR Best Practices Principles in 2010
- Established food safety center in 2011
- Signed the first collective bargaining agreement with the enterprise union in 2011

Outside Recognition

- In 2011 Mai Xiang Tetra Pak series of packaging became the first Ready-to-drink tea packaging to gain the certification of FSC™ in Taiwan
- As of the end of 2012, a total of 11 products' carbon footprint was verified
- As of the end of 2012, a total of 18 products was accredited as Health Foods



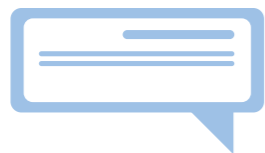
2006~2011

2012~2016

2012-2016 CSR Growth Stage (Deepening the commitment to CSR)

Inside the Company

- Published the 2014 environmental safety reports, with a total of 8 environmental safety reports.
- Have published CSR reports since 2012
- Established the Food Safety Committee in 2013
- Since 2014 the CSR reports have been assured by accountants
- Formulated Corporate Governance Best Practice Principles and Ethical Corporate Management Best Practice Principles in 2014
- Signed the second collective bargaining agreement with the enterprise union in 2014
- In 2015, Formulated Procedures for Ethical Management and Guidelines for Conduct
- In 2016 Food Safety Audit Team was spin-out to become a management unit of the President's office



2017~Now

After 2017 CSR Optimization Stage (headed for complete sustainable governance)

Inside the Company

- In 2017 the Food Safety Building opened
- Established the CSR Committee in 2017
- Signed the third collective bargaining agreement with the enterprise union in 2017
- In 2017 unveiled the tax policy and the human rights policy
- Since 2018 has appointed a Corporate Governance Manager
- In 2019 the CSR Committee began tracking the 16 sustainability performances every quarter
- All production plants were certified by ISO 22000 or FSSC 22000 food safety management systems

Outside Recognition

- In 2017 became part of the FTSE4Good TIP Taiwan ESG Index
- In 2018 the Hukou plant's food production plant was certified by EEWB
- In 2019 became part of the Taiwan Labor Rights Index
- As of the end of 2019, a total of 10 products' carbon footprint was verified
- As of the end of 2019, a total of 22 products was accredited as Health Foods

Outside Recognition

- Since 2014 has been part of Taiwan HC 100 Index
- Since 2014 has been in the top 5% of Corporate Governance Evaluation rankings
- As of the end of 2016, a total of 10 products' carbon footprint was verified
- As of the end of 2016, a total of 21 products was accredited as Health Foods



Stakeholder Engagement

The Uni-President established systemic procedures to identify major stakeholders and sustainability topics based on the materiality principle, managed them and set targets to form the basis for CSR reports. The company first identified major stakeholders, and performed investigations on them to identify the material topics for 2019.

Step 1 Identification and Prioritization

1 Identifying Stakeholders

Based on the following principles, the Uni-President identifies eight stakeholder groups:

- The scale of influence of stakeholders on the Uni-President
- The Uni-President's dependency on stakeholders

a.Capital providers | b.Consumers | c.Government | d.Employees | e.Suppliers | f.Certification body | g.Academic institutions | h.Public interest groups

2 Identifying material topics

A total of 15 related topics were identified after internal evaluation and screening based on the organization situation confirmed by a comprehensive evaluation of future vision, sustainability strategies, impacts on the value chain, GRI standards and topics that concern worldwide food manufacturers.

3 Analyzing the levels of concern about material topics

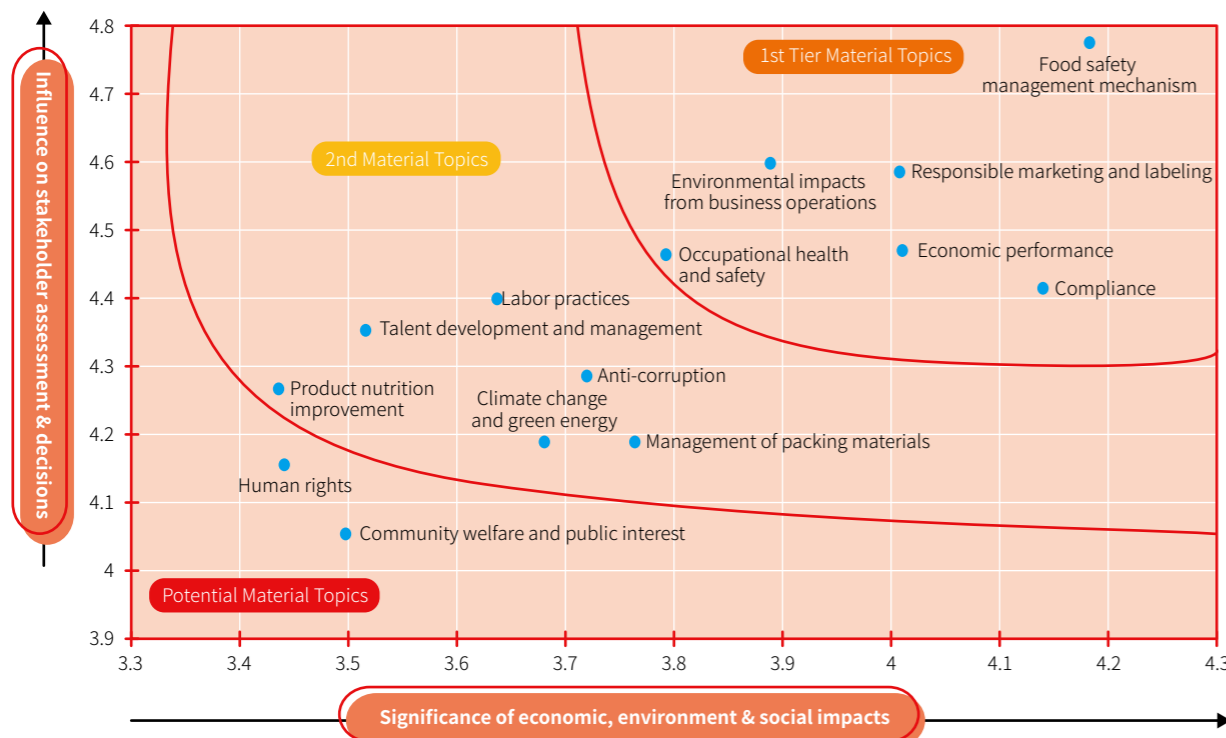
After selecting representative respondents from the eight identified stakeholder groups, we survey them every two years directly. We surveyed the levels of concern about the 15 topics with questionnaires. A total of 146 questionnaires were distributed and collected. With reference to the industrial trends and conditions of our peers, we re-evaluate the levels of concern about the material topics.

4 Evaluating the impact of material topics

After evaluating the impact of the selected 15 related topics, the management and the responsible units for respective topics confirmed six material topics.

- Food safety management mechanisms
- Responsible marketing and labeling
- Environmental impact from business operations
- Economic performance
- Occupational health and safety
- Compliance

After completing the above steps, we identified the material topics for 2019 as follows



Note : Corporate governance, risk management and ethical corporate management are part of general disclosures and not shown in the material matrix. But related information is still revealed regularly in annual reports ,CSR reports and on the corporate website.

Topic Levels	Topics	Significance to Uni-President	Corresponding chapters and page numbers of this report
	Economic performance ●	Financial information regarding business operation, expenses and income, and financial assistance from government	An Enterprise built on Transparency and Integrity P.24
	Environmental impact from business operations ●	Consumption and recycling of energy and water resources; the status and management of exhaust gas emissions, wastewater discharge and waste disposal	Commit to Sustainable Environment P.60
1 Tier Material Topics	Food safety management mechanisms ●●	Assessment of the impacts of products on consumer health and safety. Food safety management systems, food safety training, product tracking, food safety laboratory and supply chain management	Create a Safe and Healthy Food Culture P.36
	Responsible marketing and labeling ●●	Clear labeling of correct contents to promote consumer health and positive influence	Create a Safe and Healthy Food Culture P.36
	Occupational health and safety ●	Action to maintain OHS and employee communication	Building a Healthy and Happy Workplace P.80
	Compliance ●●●	Compliance with regulations and laws concerning the economy, environment and society	An Enterprise built on Transparency and Integrity P.24 Commit to Sustainable Environment P.60 Building a Healthy and Happy Workplace P.80 Create a Safe and Healthy Food Culture P.36
	Anti-corruption ●●	Assessment of corruption risk, and anti-corruption policy and action	An Enterprise built on Transparency and Integrity P.24
	Climate change/green energy ●	Impact of climate change, GHG emissions and reduction	Commit to Sustainable Environment P.60
2 Tier Material Topics	Labor practices ●	Employment and welfare	Building a Healthy and Happy Workplace P.80
	Product nutrition improvement ●	Response to the nutrition appeals of consumers	Create a Safe and Healthy Food Culture P.36
	Management of packaging materials ●	Utilization and reduction policies of packaging materials	Create a Safe and Healthy Food Culture P.36
	Talent development and management ●	Talent development programs and performance	Building a Healthy and Happy Workplace P.80
	Community welfare and public interest ●	Operations with local community engagement, impact assessments, and development programs	Creating a healthy and happy tomorrow P.92
3 Potential Material Topics	Human rights ●	Operations that have been subject to human rights reviews or impact assessments and action taken	Building a Healthy and Happy Workplace P.80

● Economy and Governance ● Society ● Environment

Message from the Chairman and President
 An Enterprise Built on Transparency and Integrity
 Create a Safe and Healthy Food Culture
 Commit to Sustainable Environment
 Building a Healthy and Happy Workplace
 Creating a Healthy and Happy Tomorrow
 About This Report Appendix

Step 2 Validation

After analyzing the materiality of topics, the management confirmed various material topics. To meet and respond to the needs of stakeholders for information and performances, each responsible teams had to assess the completeness, scopes, topic boundaries and reporting period for reporting. All departments produced this report based on the principles of completeness, responsiveness and stakeholder inclusiveness to ensure the information regarding the material topics is actually disclosed in this report.

Material Topics	Within the organization		Outside the organization				GRI Standards Topics	Corresponding Chapters/ Significance to the corporate
	Uni-President Corp	Capital Providers	Consumers	Suppliers	Government	Local Communities		
Food safety management mechanisms	V	V	V	V	V	V	Customer health and safety	Create a Safe and ealthy Food Culture
Responsible marketing and labeling	V	V	V	V			Marketing and labeling	Create a Safe and ealthy Food Culture
Compliance	V	V	V	V	V	V	Environmental compliance Socioeconomic compliance	An Enterprise built on Transparency and Integrity Commit to Sustainable Environment Building a Healthy and Happy Workplace Create a Safe and Healthy Food Culture
Economic performance	V	V		V	V		Economic performance	An Enterprise built on Transparency and Integrity
Environmental impact from business operations	V	V			V	V	Energy Water Emissions Effluents and waste	Commit to Sustainable Environment
Occupational health and safety	V			V			Occupational health and safety	Building a Healthy and Happy Workplace

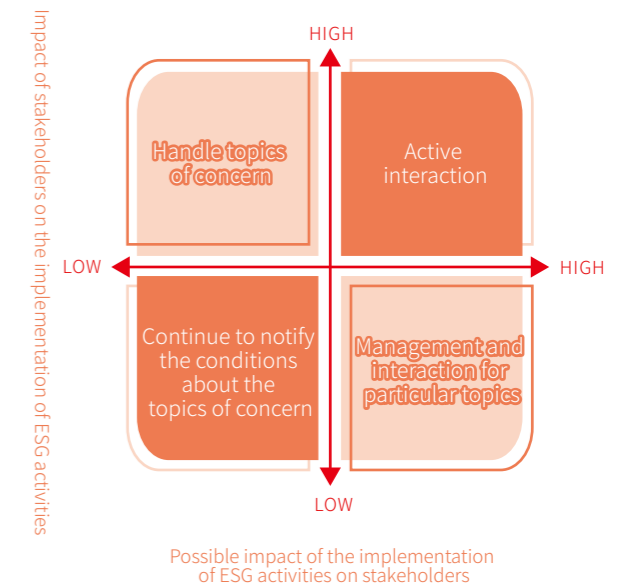
Step 3 Review

After completing the report, all departments continue to review the report to ensure the disclosed information and performances are not inappropriate. They will also refer to the review results when they are making the next year's report.

Stakeholder Communication and Its Channels

The six material topics represent where the Uni-President exerted the biggest influence in terms of environment, society and economy; Uni-President tracked performances in qualitative and quantitative ways and regularly disclosed the results internally and externally to accomplish sustainable management and effective communication.

Based on the identified stakeholder groups, the Uni-President examined the level of mutual impacts between the stakeholders and the environmental, social and governance activities of the company. It also designed and defined various ways of engagement and different communication frequencies based on the characteristics of the stakeholders. It reported the communication results to the board of directors on May 13,2020. The 2019 communication results are as follows:



Capital providers

Significance	• Support for Uni-President' s operation
Topics concerned	<ul style="list-style-type: none"> <li style="width: 50%;">• Business performance <li style="width: 50%;">• Food safety management mechanisms <li style="width: 50%;">• Occupational health and safety <li style="width: 50%;">• Responsible marketing and labeling
Frequency and way of communication	<ul style="list-style-type: none"> <li style="width: 50%;">• Annual general meeting of shareholders <li style="width: 50%;">• Irregular investor conferences <li style="width: 50%;">• Disclosure of material information as prescribed by competent authorities <li style="width: 50%;">• Publishing financial statements/annual reports/CSR reports periodically <li style="width: 50%;">• Disclosure of information on the corporate website <li style="width: 50%;">• Contact Us <li style="width: 50%;">• Investor Relationship Department: Mr.Fang/TEL:06-253-6789 ext.6510 <li style="width: 50%;">• Legal Entities and Relationships Department: Ms.Ou/TEL:02-8786-6888 ext.2536
2019 communication results	<ul style="list-style-type: none"> <li style="width: 50%;">• Published financial reports on every quarter <li style="width: 50%;">• Organized 11 investors conferences and invited domestic and foreign investors <li style="width: 50%;">• Announced 87 pieces of material information <li style="width: 50%;">• Published CSR reports every year
Corresponding chapters	• An Enterprise built on Transparency and Integrity

Consumers

Significance	• Uni-President' s service characteristic has become part of the consumer's daily life.
Topics concerned	<ul style="list-style-type: none"> <li style="width: 50%;">• Food safety management mechanisms <li style="width: 50%;">• Product nutrition improvement <li style="width: 50%;">• Responsible marketing and labeling
Frequency and way of communication	<ul style="list-style-type: none"> <li style="width: 50%;">• Corporate website and brand marketing network <li style="width: 50%;">• Consumer Service Center (0800 customer service hotline and e-mail) <li style="width: 50%;">• Publishing CSR reports periodically <li style="width: 50%;">• Consumer Service Center customer service hotline 0800-037520
2019 communication results	<ul style="list-style-type: none"> <li style="width: 50%;">• Customer satisfaction reached 96.51% according to the survey of the Consumer Service Center <li style="width: 50%;">• Set up a website for Chai Li Won tea, so that all consumers can check the inspection records of their tea products <li style="width: 50%;">• Published CSR reports every year
Corresponding chapters	• Create a Safe and Healthy Food Culture

Message from the Chairman and President
 An Enterprise Built on Transparency and Integrity
 Create a Safe and Healthy Food Culture
 Commit to Sustainable Environment
 Building a Healthy and Happy Workplace
 Creating a Healthy and Happy Tomorrow
 About This Report Appendix

Employees

Significance

- Employees are the basis of business operations

Topics concerned

- Economic performance
- Labor practices
- Food safety management mechanisms
- Environmental impacts from business operations
- Responsible marketing and labeling

Frequency and way of communication

- Contact Us: Human Resources e-mail hr@mail.pec.com.tw

2019 communication results

- 4 labor-management communication meetings
- 4 meetings of the Occupational Health and Safety Committee
- Union participation rate reached 98.14%
- Completed 2 tracings of employee reports on food safety
- Publishing of 12 Uni-President Monthly magazines

Corresponding chapters

- Building a Healthy and Happy Workplace

Suppliers

Significance

- Suppliers and the Uni-President compose a close-knit sustainable supply chain.

Topics concerned

- Economic performance
- Occupational health and safety
- Supply chain management and procurement practices
- Food safety management mechanisms
- Responsible marketing and labeling
- Compliance

Frequency and way of communication

- Irregular communication meetings
- Evaluation, plant visits and guidance mechanisms/audit management
- Notices on e-procurement system
- Supplier grievance channel
- Publishing CSR reports periodically
- Report channel with unethical behavior

2019 communication results

- Conducted irregular on-site surveys of 36 suppliers annually
- Conducted on-site evaluations of 158 suppliers annually
- Audited the food safety risk of 52 internal plants, OEM plants and QC/research units annually

Corresponding chapters

- Create a Safe and Healthy Food Culture

Government

Significance

- The Uni-President is in line with the standards demanded of food manufacturers by the government, ensuring the compliance of its operation.

Topics concerned

- Environmental impacts from business operations
- Occupational health and safety
- Food safety management mechanisms
- Compliance

Frequency and way of communication

- Regular compliance audits
- Support for philanthropic activities/initiatives
- Assistance in the formulation of related regulations
- Publishing CSR reports periodically
- Contact Us: Media Contact of the Public Affairs: Mr.Yao TEL:06-253-6789 ext.6297

2019 communication results

- Complied with government regulations related to food safety, with 186 product items registered in the traceability system in total
- Published CSR reports every year

Corresponding chapters

- Create a Safe and Healthy Food Culture
- Building a Healthy and Happy Workplace

Public interest groups

Significance

- Started from the core value of food industry, the Uni-President devotes to promotion in citizens health awareness with supplies and manpower.

Topics concerned

- Community welfare and public interest
- Food safety management mechanisms
- Responsible marketing and labeling

Frequency and way of communication

- Regularly conduct "Conveying Values and Beliefs" school conferences
- Regularly conducting activities and seminars on health and medicine promotion
- Publishing foundation reports periodically
- Contacts of Uni-President Social Welfare and Charity Foundation TEL:06-2536789 ext.8332/E-mail:noraliu@mail.pec.com.tw
- Contacts of the Taiwan Millennium Health Foundation TEL:02-87860996 E-mail:healthinfo@1000-love.org

2019 communication results

- "Conveying Values and Beliefs" school conferences reached 1,600 students in total
- Conducted 89 Waist Measurement Day activities, giving out 1.248 million free waist scales in total
- Conducted National Health Examination Day activities, with a total of 34,000 participants
- Conducted 9 seminars for the public on preventive medicine, with a total of 2,636 participants
- Publishing annual foundation reports

Corresponding chapters

- Creating a healthy and happy tomorrow

Certification body

Significance

- Certification body and the Uni-President cooperate to ensure the actual implementation of food safety management

Topics concerned

- Food safety management mechanisms
- Responsible marketing and labeling
- Product nutrition improvement

Frequency and way of communication

- compliance audits regularly
- Regular communication meetings
- Audit management

2019 communication results

- Annual audit meeting

Corresponding chapters

- Create a Safe and Healthy Food Culture

Academic institutions

Significance

- They help examine the efficacy of the Uni-President Corp's sustainable management with an external point of view

Topics concerned

- Environmental impacts from business operations
- Labor practices
- Food safety management mechanisms
- Responsible marketing and labeling

Frequency and way of communication

- Participation in external ratings
- Keep ourselves updated on the status of the research on the initiatives
- Communications through the corporate website/branding
- Publishing CSR reports periodically
- Consumer Service Center Mailbox

2019 communication results

- Won the bronze medal of 2019 TCSA Taiwan Corporate Sustainability Report Awards in catering and food manufacturing
- Co-organized 2 seminars on Sarcopenia issues

Corresponding chapters

- Creating a healthy and happy tomorrow

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix



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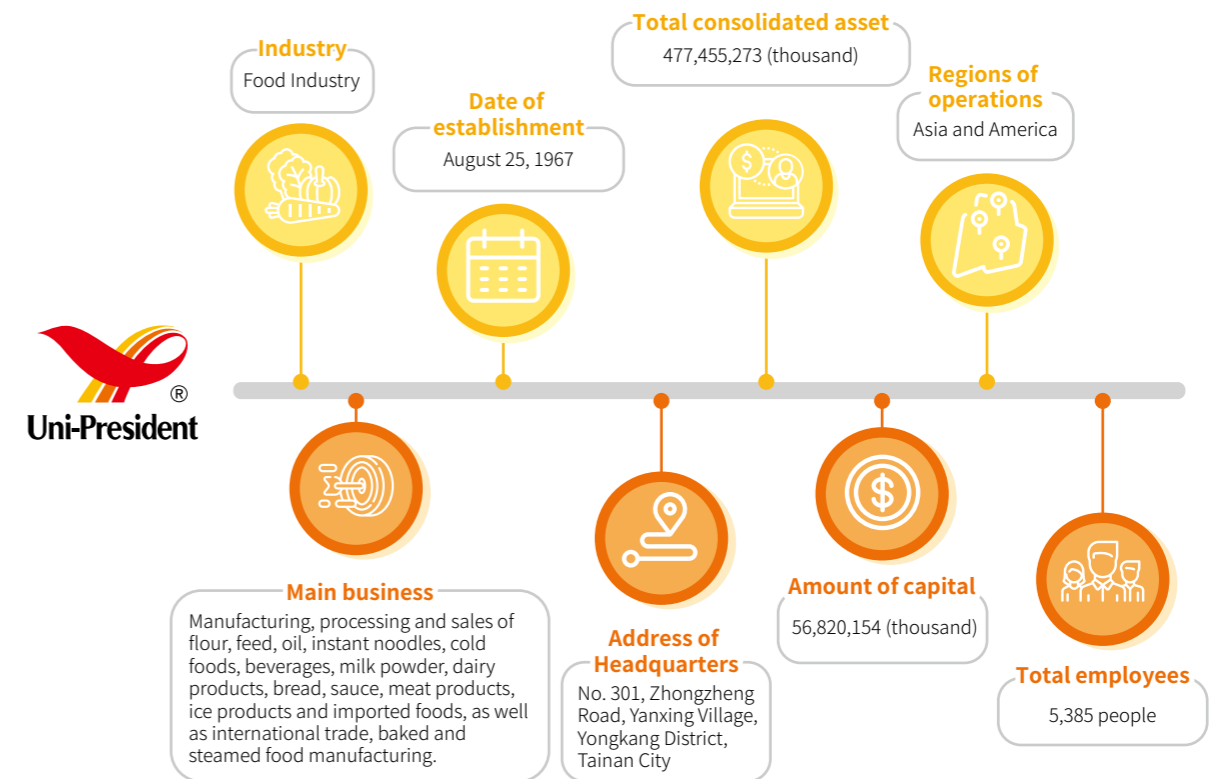
An Enterprise Built on Transparency and Integrity

- Business Strategy and Profitability
- Corporate Governance
- Risk Management
- Regulation Compliance

Chapter 1. An Enterprise Built on Transparency and Integrity

To achieve the strategy goal of developing in the Asian market and entering the global market, a stable corporate operation is a necessary foundation. Uni-President will establish the complete long- and short-term business plan to expand our business in the market and improve profit. Meanwhile, we will continue to strengthen corporate governance and risk management, so as to put the long-term development strategy into practice and fortify our core advantages.

Company profile



Unit: NTD Million

	2017	2018	2019
Consolidated revenue	399,861	431,446	447,978
Consolidated gross margin	132,741	145,285	153,963
Consolidated net profit after tax	59,965	26,945	28,484



External initiatives

Uni-President dedicates its efforts to sustainable development, and actively cooperates with domestic and international organizations related to sustainable issues. We became the founding member of the Taiwan Corporate Sustainable Forum (TCSF) in 2008 to focus on corporate sustainability and corporate social responsibility management of Taiwan local companies. In addition, we also recognize and support the use of packaging materials certified by the non-profit international institution FSC™ (Forest Stewardship Council), as well as responsible raw materials procurement. Uni-President's beverage packaging for MineShine was the first aseptic carton pack certified by FSC™ in Taiwan, and the Company has purchased the U.S. Soybean Sustainability Assurance Protocol (SSAP) certified soybean for the first time in 2018.

Participate in the Taiwan Corporate Sustainability Forum

The Taiwan Corporate Sustainable Forum (TCSF) is a flexible platform jointly organized by 24 domestic representative enterprises; the forum members will regularly communicate and hold forum activities on sustainability issues beyond the regulations to promote cross-industry learning and industrial integration. This forum focuses on providing the latest global corporate social responsibility dynamics and building a Taiwan Vision 2050 plan. The Taiwan Vision 2050 plan is formulated by the World Business Council For Sustainable Development (WBCSD). The TCSF members set up various workshops from Taiwan's local perspectives, and discussed with experts, scholars and internal employees to adopt the Taiwan Vision 2050 plan.

Support on the use of FSC™ certified packaging materials

The standard of the international nonprofit organization FSC™ (Forest Stewardship Council) is currently recognized as the highest standard for the sustainable procurement of lignocellulosic biomass to assess whether forest management units actually implement the "responsibility of forest management." The purpose is to guarantee to consumers that the wood fibers in the aseptic carton pack can be traced from the supply chain to its source in the forest, and that the cardboard used in the aseptic carton pack comes from FSCTM certified forests and other controlled sources. The FSCTM certifications are well-supported by all sectors of the community, including NGOs and corporations, which all provide mechanisms and standards corresponding to the green consumption, in order to ensure the sustainable development of resources.

Procurement of yellow beans certified by the US Soybean Sustainability Assurance Protocol (SSAP)

The US Soybean Sustainability Assurance Protocol (SSAP) is a nationwide system that is audited and certified by third parties for sustainable production of soybeans. The third-party sustainability certifications for management practices are based on the US Department of Agriculture Resource Conservation Act and the soybean farms that thoroughly implemented the best production practices. The guidelines involve six topics such as crop rotation, reduction of ploughing, and land conservation, which can also achieve multiple functions such as energy conservation, carbon reduction, as well as water and soil conservation.

1.1 Business Strategy and Profitability

Material topic	Economic performance
Policy and commitment	Construct the "Asian Life Brand Service Corridor"
Target	Create life experience and environment with the brand as a core and strengthen our position in the Asian market where we serve over 2.2 billion people through Uni-President's service and product.
Responsibility and resource	Whole company
Action plan	Focus on the "Life Brand" to extend the "Manufacturing plus R&D," "Trading plus Logistic," "Experience plus Retail," and "Association plus M&A" as four main concepts of our strategy, and combine them with regional economic integration to build the Large Communication Platform in Asia.
Evaluation of the management approach	Board of Directors' meeting
Grievance mechanisms	Please refer to the information on our website for the contact person of Uni-President's stakeholders. https://www.uni-president.com.tw/other_service/contact.asp

1.1.1 Business Strategy

A sound financial-economic basis is the foundation of sustainable development for a corporation, and also a priority concern for the stakeholders. Uni-President divides the business strategy into short- and long-term plans. In terms of the short-term business strategy, we will fortify the brand value to take root in the industry, and optimize the production efficiency and the structure and marketing resource arrangement of the products with the highest additional value to improve profitability. Moreover, we will fully understand our stakeholders and exert ethical management and corporate social responsibility. Regarding the long-term business development, the company will continue to adopt the business strategy of "One core plus four focuses." With "Life Brand" as the core of the strategy and "Manufacturing plus R&D," "Trading plus Logistic," "Experience plus Retail," and "Association plus M&A" as the development directions, we are able to achieve the long-term goal of "creating the biggest business value for the company." In 2019, Uni-President acquired the Woongjin Foods to consolidate our position in the Northeast Asian market, and actively constructed the Large Communication Platform in Asia in order to develop the sustainable corporation and grow constantly.

1.1.2 Economic performance

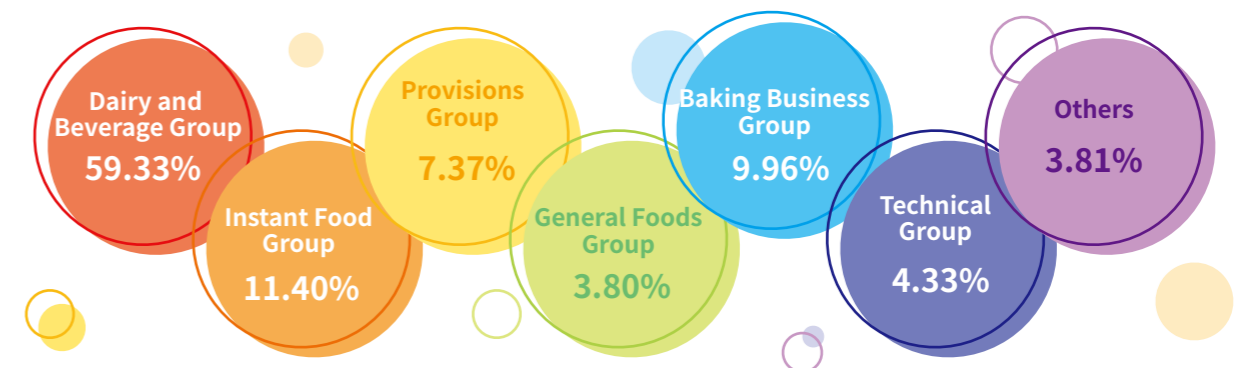
Type	Amount (Unit: NTD thousand)
Direct economic value generated	56,674,917
Revenue ^{Note 1}	56,674,917
Economic value distributed	51,446,645
Operating cost	25,348,413
Employee wages and benefits	7,772,599
Payments to providers of capital ^{Note 2}	14,706,682
Payments to government by country	3,604,470
Community investments	14,481
Economic value retained	5,228,272

Note 1: Including the operating revenue, interest revenue, dividends, lease, royalties, and the amount of gain/loss from subsidiaries, affiliates and joint ventures recognized by equity method (NTD16,836,392 thousand).

Note 2: Including the distribution expenses of profit and dividends of NTD14,205,039 thousand in 2018.

Product mix

Uni-President's products are mainly divided into seven groups, including Provisions Group, Instant Food Group, Dairy and Beverage Group, General Foods Group, Baking Business Group, Technical Group, and others. Among them, Dairy and Beverage Group and the Instant Food Group are our main products which accounted for 70.73% of total revenue.



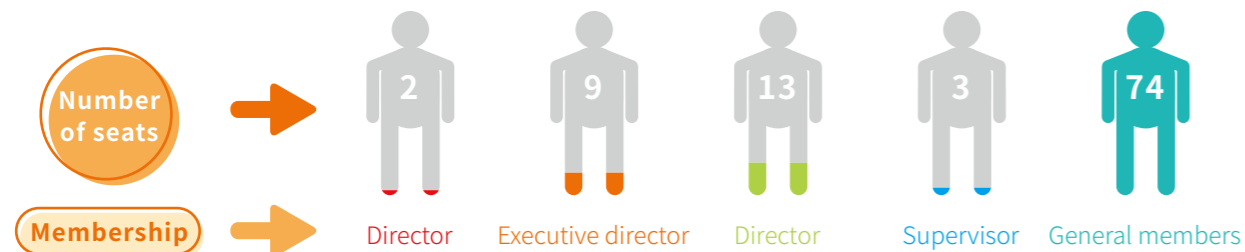
1.1.3 Tax governance

Uni-President pays a lot of attention to tax governance and the compliance with relevant regulations, and hence set up the "tax policy" and related management duties. We also uphold tax governance guidelines, including honest tax reporting, assessment and response to tax risks, open and honest communication, and information transparency. The income tax paid in the past three years is as follows. In addition, the taxation policy can be downloaded from the company's website at <https://www.uni-president.com.tw/>

	2017 年	2018 年	2019 年
Individual income tax expense paid (NTD thousand)	314,578	62,312	830,834

1.1.4 Participation in foundations and associations

Uni-President actively participates in a total of 52 business associations and international organizations, such as the Straits Economic & Cultural Interchange Association, Taiwan Quality Food Association (TQF), BCSD Taiwan, and the Taiwan Flour Mills Association. In addition to serving as an ordinary member, we also serve as the director, executive director, member of the council and supervisor of some business associations and organizations, and actively participate in meetings to exchange ideas with our peers in the industry to build up a relationship of mutual support and cooperation.



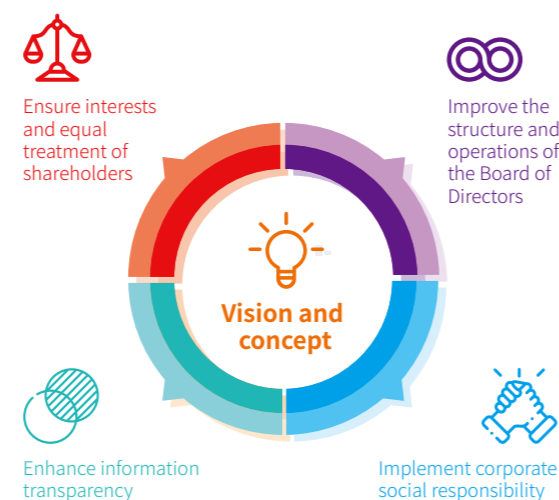
1.2 Corporate Governance

Significance of issues to Uni-President

In recent years, the corporate governance has been the concern for the company's stakeholders. To completely achieve transparent corporate governance, the solid structure of the Board of Directors, transparent and instant financial information, integrity culture, and effective internal audit must be accomplished. A sound corporate governance system can help reduce Uni-President's operational risks, improve its competitiveness, and create a foundation for a sustainable corporate operation.

1.2.1 Management system and target

In order to establish a sound corporate governance system, we have formulated the "Corporate Governance Best-Practice Principles" and strengthen and implement corporate governance in accordance with the "Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies" which is jointly formulated by TWSE and TPEX. We also regularly review and update the provisions of the Principles based on the development of international and domestic corporate governance systems, in order to improve the effectiveness of corporate governance.



1.2.2 Corporate Governance Mechanism

In order to establish a sound supervision and strengthen the management functions, Uni-President set up diversified Board of Directors. The Compensation Committee and the Audit Committee are also founded under the Board of Directors to assist in supervision and corporate governance. Besides this, in order to improve the efficiency of the Board of Directors, we set up a position of "head of corporate governance" based on the resolution made by the 17th term of the 19th Board of Directors meeting in December 19, 2018. The personnel in this position is the highest executive of relevant affairs which include implementing meetings of the Board of Directors and shareholders as per the regulation, preparing the minutes of meetings, arranging at least 6 hours of advanced education for each director, providing the information needed when the director is exercising his duty, ensuring directors' compliance with the law, and other matters regulated in the company's rules or contract. In 2019, the head of corporate governance received 18 hours of related courses, in order to not only improve and enrich the relevant professional knowledge, but also to develop and implement the corporate governance practice. For more information related to the head of corporate governance, please refer to the disclosure of governance framework structure on Uni-President's official website. <https://www.uni-president.com.tw/invest/index.html>

Board of Directors

The Board of Directors has 13 members, including ten general directors and three independent directors; there were four female directors before the re-election of the shareholders meeting on June 18, 2019. Since the re-election, there have been 3 female directors on the Board of Directors. The Board of Directors has diverse expertise, including business management, accounting and finance, business and economics, response to crisis, international marketing, leadership and decision making. Every year, members of the Board of Directors continue to receive courses with regard to corporate governance, company's business, regulations and finance. For instance, the advanced courses in 2019 were as follows: The New Corporate Governance Blueprint and Analysis on the Newest Company Act Amendment, 2019 Economic Prospect and Board of Directors' Major Decisions, Emerging Innovative Economics: Revolution and Challenge of Corporate Business, Management Strategies of Corporate Business and News Crisis, Significant Message Playing a Key Role in Economic Crime: Legal Liability and Case Review, Preparation of Auditing and Certification Working Papers for Small Enterprise, Prevention of Money Laundering, and Lecture on Practice of Countering the Financing Terrorism. From January 1, 2019 to April 30, 2020, the Board of Directors held ten meetings, with an average director attendance rate of 96.15%, showing the directors' highly active participation in the company business. Please refer to our 2020 Annual Report for details regarding the background of each director. The annual report is available for download at: <https://www.uni-president.com.tw/invest/index.html>

Compensation Committee

Based on its expertise, the Compensation Committee establish and regularly review policies, systems, standards and structures for the performance appraisal and compensation policies for directors and managers, and regularly assess the remuneration of directors and managers based on the organization's operational performance and the social and environmental impact of the organization's business activities, in order to ingrain our corporate integrity and culture to pursue sustainable development. From January 1, 2019 to April 30, 2020, the Compensation Committee held four committee meetings, and the actual attendance rate of the convener and committee members was 100%.

Audit Committee

The Audit Committee is mainly responsible for assisting the Board of Directors in fulfilling its effective supervision of whether the company is in compliance with the Company Act, Securities Exchange Act, and other relevant laws and regulations, and to support the Board of Directors in improving the quality of accounting, financial reporting, and internal control procedures. From January 1, 2019 to April 30, 2020, the Audit Committee held six committee meetings, and the actual attendance rate of the convener and committee members was 100%.

Board secretariat

The Board secretariat administers and convenes meetings such as the general meeting of shareholders, Board of Directors' meetings, Audit Committee meetings, Compensation Committee meetings, Investment Management Committee meetings, their re-election and operation, as well as matters related to corporate governance.

Audit Office

The audit office adopts an annual audit plan according to risk assessment results, and conducts audits and prepares audit reports with reference to the working papers and related information monthly to ensure an efficient internal control system, improve corporate governance, and establish a corporate risk assessment and risk management mechanism. It also assists and promotes the improvement of corporate governance from the perspective of corporate sustainable development.

Ethical Management Implementation Team

The Ethical Management Implementation Team is mainly responsible for gathering and reviewing the performance of the ethical management of each related unit, and it reports the performance to the Board of Directors every year. In addition, we have a communication channel and reporting mechanism to ensure that the whistleblower is not improperly treated due to their reporting.

Timely disclosure of material information

Uni-President's operation closely connects with the situation of overall social economics. In order to protect the rights of the cooperation's stakeholders, transparency and integrity are crucial factors to the company. We must do our best to provide diverse channels to deliver the message to and communicate with stakeholders, and present significant information in various, transparent, and instant ways, so as to consolidate the connection and communication between the company and its stakeholders. We adhere to openness and transparency to disclose both our financial and non-financial information in a timely manner, and publish Chinese and English reports so that stakeholders can instantly obtain company information without language restrictions.

- 1 Financial information: We publish financial statements in Chinese and English every quarter and disclose them on the Market Observation Post System. Annual reports, handbooks for the annual general meeting of shareholders (AGM), and AGM minutes are prepared in both Chinese and English to facilitate retrieval for domestic and foreign investors.
- 2 Non-financial information: Non-financial information is prepared with respect to the GRI Sustainability Reporting Guidelines and the Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by TWSE Listed Companies. Apart from disclosing the Chinese version on the Market Observation Post System, an English version is posted on the corporate website to facilitate shareholder retrieval. Please see more on our website: <http://www.uni-president.com.tw/invest/index.html>.
- 3 Others: Major board resolutions and organizational rules and regulations (e.g. Articles of Incorporation and Director Election Regulation) are published in both Chinese and English versions on our corporate website at the same time for user retrieval.

1.2.3 Ethical management and anti-corruption

Uni-President upholds integrity as the core philosophy and focuses on issues of ethical management and anti-corruption. We perform commercial activities based on fair, honest, faithful and transparent principles, and establish ethical company culture and complete risk control mechanism, in the hope of integrating the ethical management guideline into our corporate ethics and culture. To achieve the target, Uni-President observes the changes in the business environment at all times, and coordinates with the government policy review to revise the ethical management guideline, operational procedure, and behavior handbook. Moreover, the promotion of exerting the ethical management in the day-to-day operation is improved through the educational training and promotion of relevant cases from home and abroad via e-mail. In 2015, we also established the Ethical Management Implementation Team which is responsible for reporting the performance of ethical management to the Board of Directors on an annual basis. The internal and independent complaint mailbox and hot line were set up for the use of internal and external personnel.

To ensure that there are no events involving the offering or taking of bribes, Uni-President requires its suppliers and contracting construction plants to sign the supplier commitment on the prohibition of offering or taking bribes. In 2019, the total of 3,837 suppliers (including materials, maintenance, and operation service) and 727 construction plants signed the commitment. As for the audit and internal control, there were 57 audit reports relating to ethical management in 2019, and improvement plans and preventive actions for 42 reports have been proposed and implemented. The Audit Office is continuously following up the improvement of the remaining 15 regular audit reports. In addition, there was no report of providing facilitating payment or illegal political contributions received by the Audit Office during 2019.

1.3 Risk Management

At Uni-President, risk management includes perspectives of governance, environment, and society. After the identification, analysis, and assessment for potential risks of each unit, we take appropriate actions to respond to such risks. Then, we supervise and improve our risk management plan to centralize risk management at different levels based on the characteristics and impact levels of risks, in order to effectively control risks at all times.

1.3.1 Risk Management Mechanism

Types of risk	Risk description	Risk management procedure	Performance description and corresponding chapters
 Food safety (Food safety)	<ul style="list-style-type: none"> Food poisoning incidents are caused through the lack of thoroughly checking food safety and hygiene. Food package labeling does not comply with the law and regulation through the lack of promptly updating the information of the relevant law. 	<ol style="list-style-type: none"> The Food Safety Committee is established and holds regular meetings to review and resolve matters related to food safety and quality management. Fortify the control on the risks of food safety. Since 2018, Uni-President has focused on tracking different levels of consumer complaints and drug residue management goals. Formulate the audit policy of affiliates to improve their food safety management. Build the Food Safety Center Rapid Alarm System (FSCRA) to gather information related to Uni-President products every day and promptly notify respective responsible units, in order to take advance or timely countermeasures. <p>The "Product Regulatory Change Management Process" has been established to evaluate the impact of regulatory changes and adopt the corresponding measures to ensure that all of Uni-President's products are in compliance with relevant law and regulations to avoid damage to consumers' health and our goodwill.</p>	Chapter 2. Create a Safe and Healthy Food Culture
 Environmental risk (Environmental safety)	<ul style="list-style-type: none"> As relevant environmental regulations become tighter, the company is facing transformation risks, including response measures to the carbon reduction and energy conservation, which may cause an impact on the corporate business and financial planning. Increasing incidents of extreme weather may interrupt the corporate business or cause the loss of resources. 	<p>Operational environment management</p> <ol style="list-style-type: none"> Coordinate and manage the operational environment based on various ISO environmental management systems. The third party regularly performs the operational procedure audit to guarantee the efficient environmental management system. <p>Climate change and energy management</p> <ol style="list-style-type: none"> Set up the inter-departmental energy management team to apply the hierarchical management in the energy consumption and greenhouse gas emission of each factory. The Green Energy Management Center was established in 2018 to strengthen our management of energy-saving technology. Integrate ISO-related management systems in order to manage risks, Uni-President's current status, as well as energy-saving and carbon reduction programs, which thereby reduce our dependence on petrochemical energy, and enhance the adaptability towards the potential risks from climate change. <p>Water resource management</p> <ol style="list-style-type: none"> From perspectives of resource development, resource saving and emergency response, we base on the hierarchical management system of the energy management team to control water resource, formulate policies, and set performance of regular water conservation. Integrate the idea of water conservation into our daily business through posters, slogan and educational training. 	Chapter 3. Commit to Sustainable Environment

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity




Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Types of risk	Risk description	Risk management procedure	Performance description and corresponding chapters
 Financial Risk (Capital safety)	<ul style="list-style-type: none"> The market risk, credit risk, and liquidity risk may cause a negative impact on the company's financial status and performance. 	<ol style="list-style-type: none"> The Board of Directors has drawn up a written policy towards the overall risk management, and provided written policies for specific scope and matters of the management. The financial division implements the risk management policy approved by the Board of Directors, and works together with each internal operational unit to evaluate and control financial risks. 	Please refer to 1.3.2 Risk Management Mechanism for detailed information.
 Occupational safety (Occupational safety)	<ul style="list-style-type: none"> Occupational disaster is caused due to the improper operation of mechanical equipment or unimplemented safety measures in the working environment. 	<ol style="list-style-type: none"> The occupational health and safety committee is set up and holds meetings every quarter to review matters related to occupational safety. Introduce the occupational safety and health management systems of ISO 45001 and CNS 15506 to actively manage and care for the safety and health of employees. Continue to organize various educational training and case promotion with regard to occupational safety, in order to implant the concept in employees' minds. Organize contractor safety seminars every year to raise the contractors' awareness of occupational safety through communication and interaction. Construction safety inspections are conducted by the occupational safety room, engineering division, and the occupational safety department of Uni-President's general factories/plants on a regular basis to jointly prevent occupational disasters through guidance and reviews. 	Chapter 4. Building a Healthy and Happy Workplace
 Information security (Information security)	<ul style="list-style-type: none"> Improper computer operation leads to the loss of company data. Hackers intrude systems and steal personal data. 	<ol style="list-style-type: none"> Develop the information security management system, and acquire the certification from the trusted third party. Formulate and announce information security policies as well as set up the "information security team" to fortify security protection. Control the risks of information security by referring to the risk assessment and management procedure to identify and analyze the risks and evaluate their levels regularly each year. 	Please refer to 1.3.3 Information Security for detailed information.

1.3.2 Financial Risk Management

Our daily operation is influenced by various financial risks, including market risk (such as risks of exchange rate, interest rate, and price), credit risk and liquidity risk. In response to financial risks, Uni-President established an overall risk management policy to focus on unpredicted events in the financial market, in the hope of reducing potential negative impact on the financial status and performance. The financial division implements the risk management policy approved by the Board of Directors, and works together with each operational unit to identify, evaluate and prevent financial risks. The Board of Directors has set up a written policy towards the overall risk management, and provided written policies for specific scope and matters, such as the exchange rate risk, interest rate risk, credit risk, use of derivative and non-derivative financial instrument, and investment of the remaining current fund. For more information with regard to financial risks, please refer to page 139 of 2019 Uni-President Annual Report.

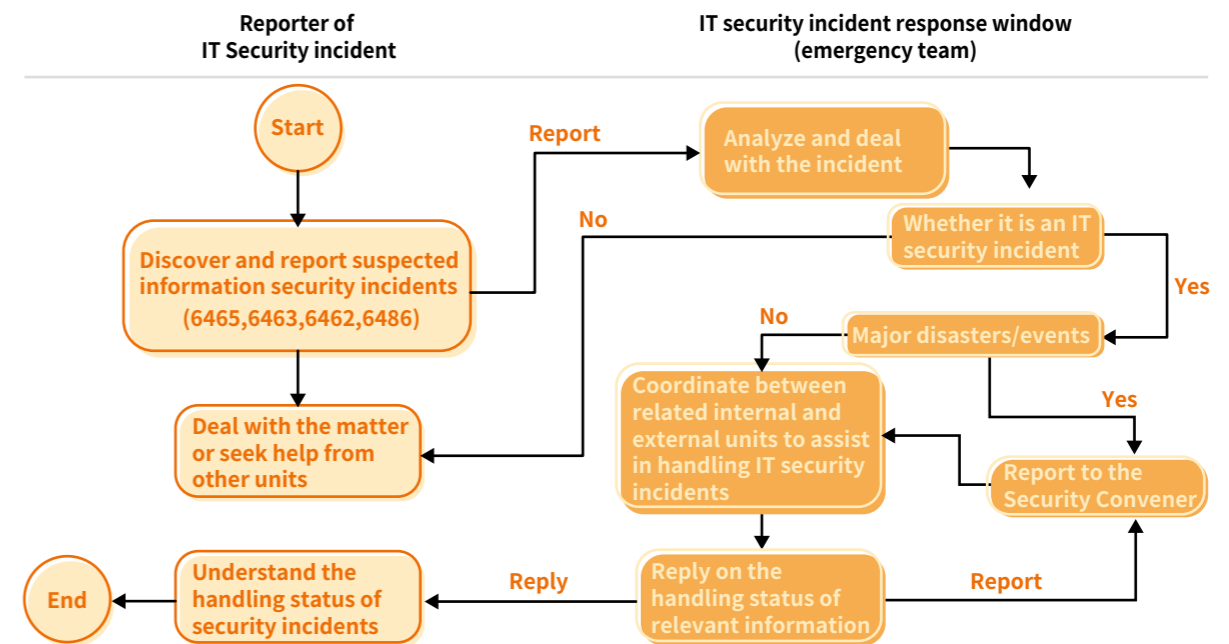
1.3.3 Information Security

Uni-President develops the information security management system, and draws up the four-step management document as a basis for the current operation which is in accordance with ISO/IEC 27001:2013 Information Security Management System (validity period: from April 16, 2019 to April 16, 2022) and certified by third parties. In July 2012, we established the information security policy, and set up the information security management system and team based on ISO 27001 to strengthen security protection. Furthermore, the assessment and management of information security risks has been implemented to ensure confidentiality, completeness and availability of our information asset and protection of personal data.

Uni-President regularly assesses and manages the risk of information security according to the relevant procedure to identify, analyze and evaluate the risks and their levels on an annual basis. If the level exceeds the acceptable level, we will take action to control and improve the situation, so as to eliminate potential risks. There was no risk causing major impact on the operation according to the assessment result of the information security risk in November 2019.

We also pay much attention to the promotion of information security. Therefore, we commission the consultant company to regularly organize educational training to raise the employees' awareness and implement the control of information security. The educational training about information security is held for all employees every year. For 2019, a total of 4,568 hours of courses related to personal data and information security were received by 1,640 attendants.

Information security incident response flow chart



1.3.4 Emerging Risks

Risk of climate change

In the face of potential risks on climate change, we have taken actions based on three aspects, including the organization, business operations and products. With respect to the organization, we set up an inter-departmental energy management team to manage internal energy consumption and greenhouse gas emission of each factory based on the hierarchical management. In addition, in response to the trend in green energy application, the "Green Energy Management Center" was founded in 2018 to coordinate the green energy promotion projects with the Company and the affiliates and manage the techniques of each company from the perspective of group management. In terms of business operations and products, we integrate ISO-related management systems in order to manage risks, Uni-President's current status, as well as energy-saving and carbon reduction programs, which thereby reduce our dependence on petrochemical energy, and enhance the adapting and management abilities towards climate change. For more information related to the risk of climate change, please refer to Chapter 3, Commitment to Sustainable Environment.

COVID-19

On January 15, 2020, the CDC officially announced the "COVID-19 Novel Coronavirus Pneumonia" as a notifiable disease. Uni-President subsequently set up a "COVID-19 Novel Coronavirus Pneumonia Crisis Response Team" (hereinafter refer to as "COVID-19" and "Crisis Response Team") based on the "Crisis Response Guideline." The head of the technical group is assigned to act as the convener to assemble each unit to hold the crisis response team meeting, and coordinate and command the respective teams to implement control measures in response to COVID-19. During the pandemic, the Crisis Response Team holds at least one meeting every week, or more if necessary, and submits reports to the Chairman for review and approval to be announced afterwards.

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

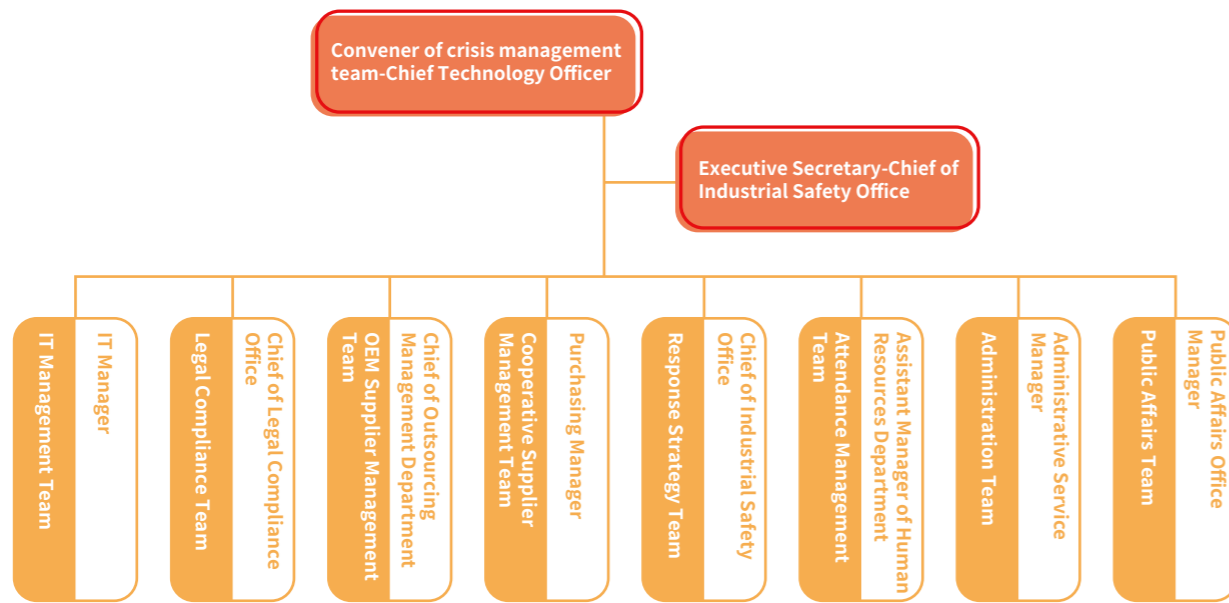
Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix



Employee Protection

We require our employees to take their temperatures, wash their hands frequently, perform the employee health monitoring plans, and sterilize their personal belongings and working environment. Each unit checks on the numbers of prevention items (such as cap for thermometer, mask, etc.) and may ask the responsible division for more items if necessary. Moreover, to educate employees about the correct prevention, we have also provided educational training which include the following:

- 1 Information about Coronavirus (such as virus production, route of transmission, common hosts and prevention).
- 2 Promotion on the correct 5 hand-washing steps.
- 3 Dispensing of disinfectant and instruction.
- 4 Update the latest information of the epidemic and the prevention knowledge in the company's network.

To reduce the chance of gathering employees so as to lower the possibility of cross infection, we set up response measures shown as follows:

- a. Off-site working mechanism: We plan the remote working mechanism which allows assessing the internal information system from external equipment, and perform drill and relevant stress testing.
- b. Serve boxed lunches instead of meals in the restaurant: In order to prevent people from gathering in the restaurant, we have also arranged dining areas in the factory and office building to ensure no infection.
- c. Adjustment of overseas business trip: To coordinate the government's policy on limitation of leaving and entering the country, we remind personnel to postpone or cancel private overseas trips. If there is any loss due to the cancellation of journeys, the company would formulate related measures in the middle of February 2020 to compensate personnel for the loss.
- d. Foreign employee protection: We promote the relevant prevention measures to foreign employees in languages which they can understand, and discuss with them about not returning to their countries for vacation during the pandemic.

Visitor control

Before entering the company, visitors shall fill in a health survey form containing questions regarding their travel history (e.g. have you been overseas within the last 28 days?), take their temperatures, wear masks, and use hand sanitizers. Also, we have arranged a visitor area to centralize management, refused any group visiting to all factories, and stopped organizing external lecturers' educational training.

Supplier control

Uni-President requests its suppliers to sign a commitment to assist us in the epidemic prevention. The commitment requires them to promise to strictly forbid the entry of visitors or their relatives who have been overseas within 28 days (inclusive) or who have been in contact with confirmed cases to any factories or dormitories of Uni-President. Our personnel are also required to wear masks before entering the company, submit the "Personal Travel and Contact History and Health Condition Declaration for Uni-President's Visitors and Guests," and apply for the entry procedure in compliance with the requirements of Uni-President.

Assist government in preventing epidemic and stabilize daily goods (special column design)

The continuous expansion of the COVID-19 epidemic has caused a panic buying of daily goods, such as toilet paper and instant noodles. The Ministry of Economic Affairs hosted a meeting on March 21 to discuss increasing the production of daily goods, and formed a specialized team to assist suppliers in speeding up production every day in the following two weeks, in order to constantly boost the supply and allow relief.

Uni-President spares no effort in coordinating the government policy and quickly deployed the personnel from three food manufacturing factories to work overtime to increase production after the day of the meeting. From March 21 to April 5, we were persistently producing products every day (including three weekends). In 8 holidays, over 3,400 personnel were out on duty. A total of 1 million boxes of daily goods were produced as quickly as possible during these 16 days in response to the emergency demand in the market. We have also actively observed and followed the distribution in the marketing channels by sending the business personnel to coordinate the channels and inquire into the situation, in order to ensure the fastest supply and smoothest sale of the increased daily goods production. Uni-President endeavors to accomplish social responsibility of stabilizing the supply of daily goods during the epidemic prevention.

What is more, Uni-President has cooperated with the social bureau and associated with the Uni-President Social Welfare Charity Foundation and other civil charity organizations to donate the Tung-I Noodles, noodle sticks, MineShine milk tea, instant snack noodles, and canned food as supplies to disadvantaged people for emergency and temporary assistance.

1.4 Regulation Compliance

Operating business in compliance with the law is our primary goal. Internally, apart from reviewing legal compliance periodically, we draw up feasible corrective actions and estimate the time of completion to make timely corrections for nonconformities. We also arrange related education and training courses every year to communicate the importance of legal compliance to employees to engrain legal compliance in our corporate culture.

List of Nonconformities and Corrective Actions for Regulation Compliance in 2019

Nonconformity	Fine (NTD)	Corrective Action	Estimated Time of Completion
Article 15 paragraph 1, Regional Plan Act	130,000	Already applied for the building permit to the competent authorities and acquired the permit in 2019. Other corrective actions were planned.	To be completed by the end of September 2020.
	1,174,700		

Please refer to corresponding sections for the details regarding our responses to regulation compliance in different aspects.

Legal	Corresponding Section
• Food Safety	• Creating a Safe and Healthy Food Culture
• Environmental Protection	• Committing to Sustainable Environment
• Labor and Occupational Safety	• Building a Healthy and Happy Workplace



2 Create a Safe and Healthy Food Culture

- Food Safety Control
- Product R&D and Innovation

Chapter 2. Create a Safe and Healthy Food Culture

Uni-President has operated in Taiwan for more than 50 years. The Group not only covers upstream, midstream and downstream in the food industry chain, but also has a leading position in the development of the food industry. Given high expectations of food manufacturers from society and consumers, we deeply understand that a sound food safety mechanism is not only a key issue for building the trust of consumers and society, but also the first line of defense for Uni-President's business operation. Thus, our food safety control system is based on the Uni-President Group's management, which establishes consistent management regulations, and ensures the safety and health of all products that are provided for the public from the perspective of the value chain, including traceability of raw materials, manufacturing, retail channels, and customer services. We also aim to have great influence on the food industry and bring the industry a positive development.

Targets for management	Achievement rate	2019 Key Achievements	2020 Goals	Middle to long-term target
Food Safety 3-level management system				
<ul style="list-style-type: none"> Food Safety level 1 - No anomalies Food Safety level 2 issues decreased by 20% YoY 	△ (In progress)	<ul style="list-style-type: none"> Food Safety level 1 - No anomalies Established a task to rectify the reason behind the failure to meet the goal of Food Safety Level 2 	<ul style="list-style-type: none"> The number of customer complaints on Food Safety Level 1- No anomalies Food Safety level 2 issues decreased by 30% YoY Public sector audit - No violations 	<ul style="list-style-type: none"> Promotion of food safety culture by affiliated companies Fulfill 3 level of Food Safety management
<ul style="list-style-type: none"> Control on medical residue Zero residue in finished products Medical residue in ingredients decreased by 20% YoY 	◎ (Already achieved)	<ul style="list-style-type: none"> Zero residue in finished products Medical residue in ingredients decreased by 67% YoY 	<ul style="list-style-type: none"> Zero residue in finished products 	
Safety management of traceability				
Development of technology on key ingredients/materials replacement by multi-source	◎ (Already achieved)	<ul style="list-style-type: none"> Applying of the new ingredient, green tea G07 in the production of Mine Shine green tea Ensure the security of milk supplies from domestic and overseas producers Diversified sources of pork are used in all product lines 	<ul style="list-style-type: none"> The establishment of the second source for B2B tea leaves The quality and amount of milk supplies from domestic and overseas producers can be ensured 	Improve the safety management of the sources and lower the procurement risk of ingredients
Product R&D and Innovation				
Research on the technology of taste mechanisms	◎ (Already achieved)	<ul style="list-style-type: none"> "Uni Sunshine No Added Sugar Black Soy Milk" was launched "Original Peanut milk" was launched San Bei Dudu Sausage was developed 	<ul style="list-style-type: none"> Research on high-value plant-based milk technology and product development Reduction of soy pulp and the application of its reuse technology 7-E Bubble Matcha Au Lait(bubbles that can be microwaved) will be launched 	Developing towards product refinement while continuously improving the product quality and taste
R&D of technology for new products and processes of the bakery, fresh food and high-nutrition	◎ (Already achieved)	<ul style="list-style-type: none"> "Uni Custard Bread," "Taro Bread," and "Honey Cake" were launched Noodles for fresh cold noodles and frying and boiling were improved again in quality Establishment of the technology of defrosting meat with changing temperatures Health 3D's certification for controlling blood fats has been upgraded 	<ul style="list-style-type: none"> Development of bread with salty ingredients and refined pastry Fresh soy sauce noodles and beef noodle soups will be launched plan for upgraded certification for controlling blood sugar in Health 3D product Development of LP33 anti-allergy capsules that can be preserved at room temperatures 	Meet the needs of consumers, improving three main categories of products, including fresh food, bakery and nutrition care through R&D

Message from the Chairman and President
 An Enterprise Built on Transparency and Integrity
 Create a Safe and Healthy Food Culture
 Commit to Sustainable Environment
 Building a Healthy and Happy Workplace
 Creating a Healthy and Happy Tomorrow
 About This Report Appendix

2.1 Food Safety Control



Material topic

Food safety management mechanisms, Responsible marketing and labeling, and Compliance



Policy and commitment

"No Food Safety Risk" is Uni-President's core value and commitment



Target

Set up targets for Food Safety level 3 management and control on drug residue to fortify food safety and quality management. (For target achievements, please refer to the chapter of Key Achievements.)



Responsibility and resource

- Establish the Food Safety Center and form the Food Safety Committee which connects the control on food safety of each division to reduce relevant risks
- Marketing & Planning Office is responsible for integrating the product labeling and marketing operation



Action plan

- Set up the QC Laboratory and Food Safety Laboratory and actively acquire the TAF and TFDA Certification to enhance our food safety inspection capacity
- Formulate supplier management policies and complete the supplier management by performing the on-site evaluation and material supplier inspection
- Each plant acquires international food safety management system certifications, such as ISO 22000 and FSSC 22000 to improve the management capability of each factory
- Establish the SOP for package labeling review which is implemented by the joint work of each business group, research unit, marketing and planning office, production plant, and QC unit to prevent improper labeling and marketing



Evaluation of the management approach

- Form the Food Safety Audit Team to regularly monitor and audit the internal food safety risk monitoring operation, in order to ensure the implementation of food safety control
- Continue to maintain the effectiveness of international food safety management systems and laboratory certifications
- Promote the customer satisfaction survey on complaint handling
- Comply with the food-related laws and regulations



Grievance mechanisms

- Establish the Consumer Service Center and provide various channels (e.g. 0800 hotline, corporate website, service mailbox, and retailer feedback) for customers to inquire and complain about products
- Draw up the internal food safety project to provide channels for employees to report and complain about product-related matters

2.1.1 Food safety management mechanism of the Group

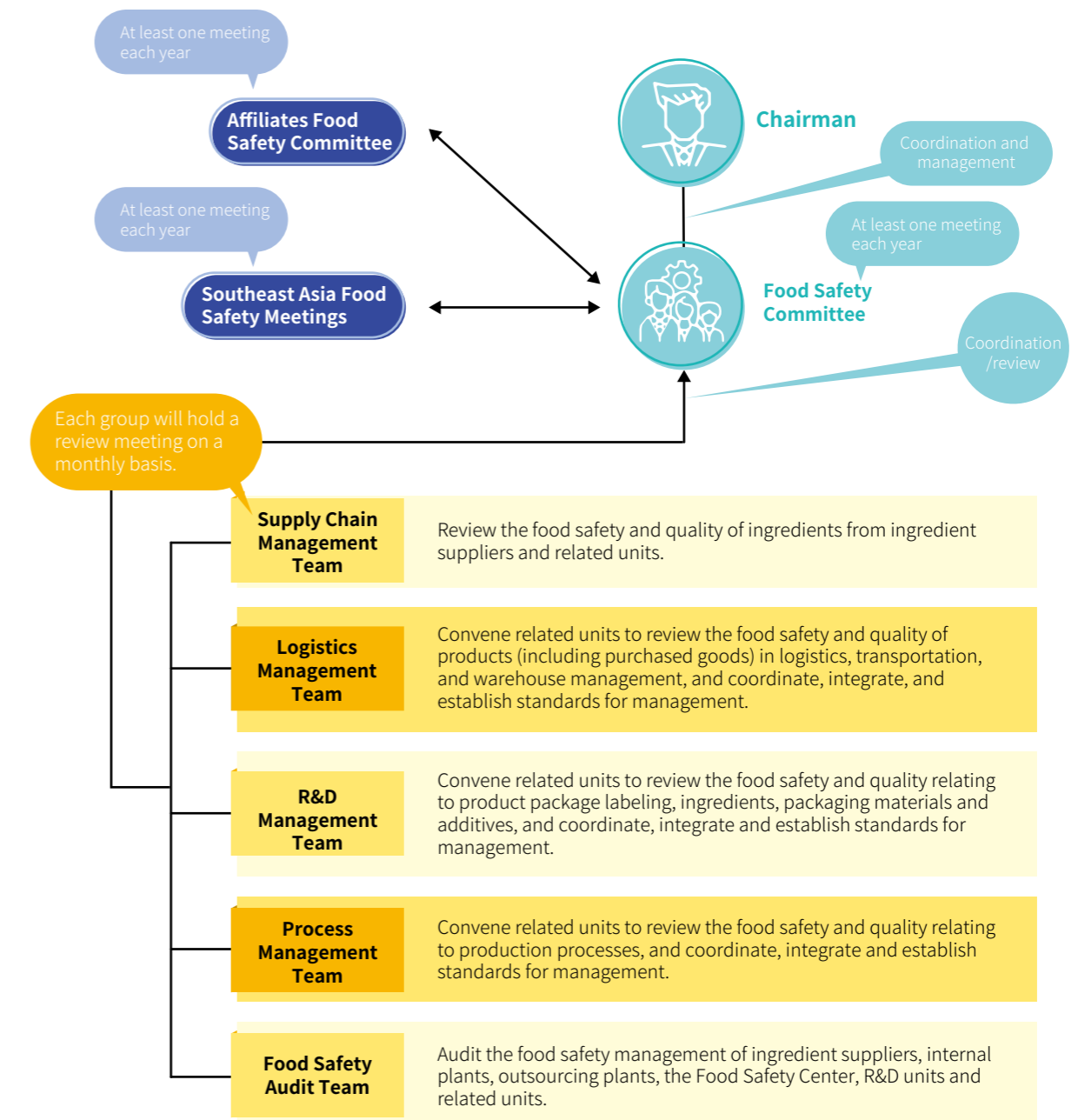
The food industry involves diversified products and complex ingredients/materials, so there are many risk factors that affect food safety, and the risks may also influence each other. Hence, we believe that risk management is based on the improvement of the governance structure and the internal capabilities and cultural shaping of the organization. With that, the Food Safety Committee is the highest management unit for Food Safety control, coordinating on the Group's overall management and audit system, and it encourages all members to gain awareness on food safety and respond immediately, while shaping the Group's food safety culture.

• Food Safety Committee

The Chairman of Uni-President is the convener of the Committee who appoints the head of the Food Safety Center, Procurement Department, Logistics Group, Central Research Institute, Technical Group, each business unit, Food Safety Audit Team, and Public Affairs Office as members. The Food Safety Committee set up five working groups. The Committee holds at least one food safety meeting every month to discuss and resolve matters related to food safety and quality management. Uni-President establishes operating procedures of the Food Safety Committee in accordance with the "Organizational Structure and Operating Procedures of the Food Safety Committee," which covers 100% of our product types.

The Food Safety Committee held 40 food safety meetings in 2019 (including one for Southeast Asia and one for the Uni-President Group.)

Procedures, Teams and Responsibilities of the Food Safety Committee



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

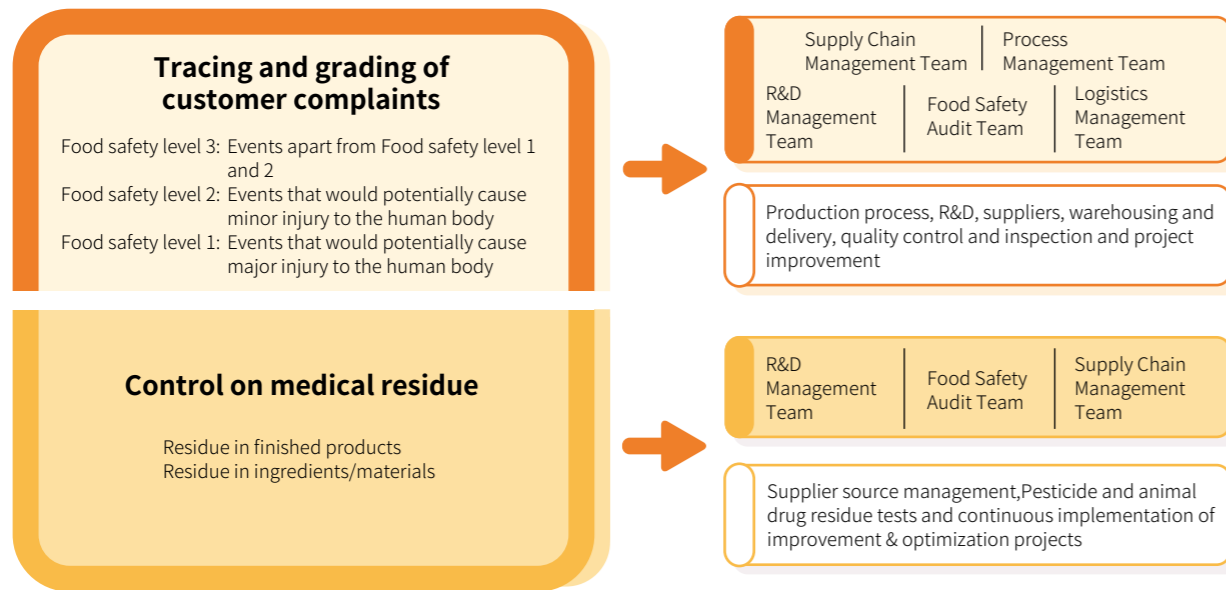
Creating a Healthy and Happy Tomorrow

About This Report Appendix

• **Strengthen the core work of food safety**

To fortify the control on the risk of food safety, Uni-President has set goals for the tracing and grading of customer complaint incidents and drug residue management every year since 2018 and distribute the goals to five working groups to respectively implement the management target and achievement tracing. Since 2019, we have also used the weighted incident frequency as the management evaluation indicator to improve the safety and control risks caused by setting the number of cases as the target in the past. There were three complaint cases regarding Food Safety level 2 occurring in 2019; the main cause of these incidents was the discrepancy of flavor and quality, hence the target of Food Safety level 2 could not be reached. Subsequently, the project team was set up by the Food Safety Center in response to this situation, and is responsible for optimizing and improving control processes of the production, for instance, revising the maintenance standard for the production equipment, increasing the frequency of daily maintenance, as well as promoting the memory quality evaluation training to improve the personnel's sensitivity, so as to prevent the recurrence of relevant risks.

The Core Working Practices of Food Safety Management



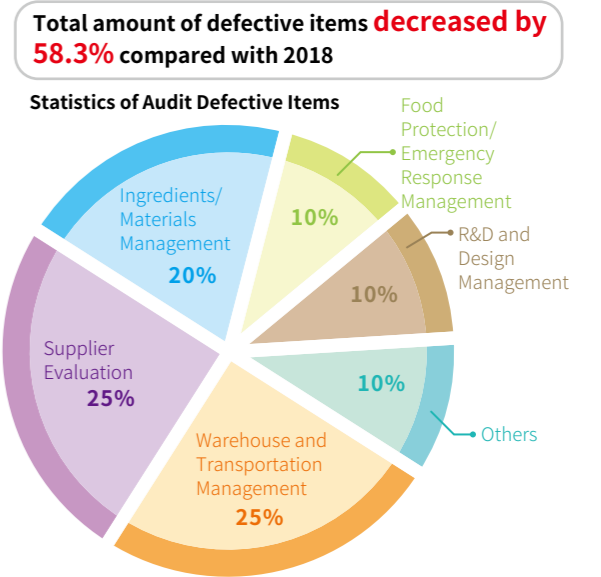
• **Audit of Affiliates**

In addition to coordinating the Uni-President Group's management system by the Food Safety Committee, we also perform audits of affiliates to stimulate their improvement. Thus, we prepare an annual audit plan for affiliates at the beginning of each year, and perform audits on affiliates based on the "Affiliate Food Safety System Evaluation Items." In 2019, Uni-President's seven affiliates were audited, including President Chain Store Corporation, Uni-President Organics Organization, Uni-President Natural Industrial Corporation, President Pharmaceutical Corporation, President Nisshin Corporation, President Kikkoman Inc., and Tait Marketing and Distribution Co., Ltd. With the promotion of the core work of food safety, our affiliates have gradually fortified their management measures of themselves and on suppliers. The audit result of each affiliate in 2019 has improved compared to 2018, and all defects were filed and followed by the Food Safety Center and expected to be corrected during the first half of 2020.

Affiliate Food Safety System Evaluation Items



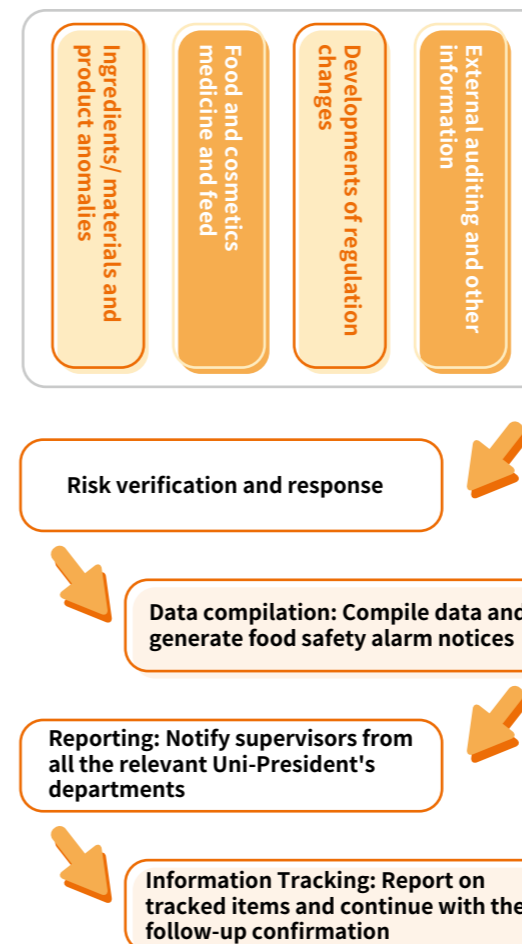
2019 Audit Results of Affiliates



• **Communication and connection of food safety information**

In order to implement the communication on food safety and maintain the efficiency of the plant management mechanism, we have built the Food Safety Center Rapid Alarm System (FSCRA) to gather the information relating to Uni-President products every day and timely notify respective responsible units. With FSCRA, related units can take advance or timely countermeasures to optimize management of food, cosmetics, drugs, and feed safety.

Operating procedures



List of Alerts from the Food Safety Center Rapid Alarm System (FSCRA) in 2019



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

• Regulations identification system

With rapid changes in food safety regulations, responding to regulatory changes immediately is important for food safety risk management. We have set up a "Product Regulatory Change Management Process," evaluated the impact of regulatory changes of the products' safety, health, quality and inspection methods via joint cooperation between the Food Safety Center and related units, and adopted corresponding measures to ensure all of Uni-President's products are in compliance with relevant laws and regulations, in order to avoid damage to consumer health and the company's reputation.



In 2019, the Food Safety Center supervised 75 cases of regulatory changes, which covers all product categories (100%).

The Food Safety Center initiated 70 regulation identifications in accordance with regulatory changes. All of them were completed by January 7, 2020.

The Act Governing Food Safety and Sanitation and its enforcement rules proclaimed by the Taiwan Food and Drug Administration, Ministry of Health and Welfare, are the major laws and regulations applicable to Uni-President products. Please visit the TFDA website for details regarding related laws and regulations (<https://www.fda.gov.tw/TC/law.aspx?cid=62>). The root cause and punishment are as follows:

<p>Root cause</p> <p>The Public Health Bureau, Tainan City Government, sent a letter on April 2 which indicated that the package labeling of the "Wakuwaku Miso Flavor Instant Noodles" received complaints for having the "Preparation Suggestion" with less-than-6mm font width, which was not in accordance with the regulation. (The font length conformed to the regulation.)</p>	<p>Offenses/ Punishment</p> <p>The incident violated Subparagraph 10, Paragraph 1, Article 22 of the Act Governing Food Safety and Sanitation, hence a penalty of NTD 30,000 was imposed in 2019. The violating product was to be recalled and corrected by September 15, 2019.</p>	<p>Corrective action</p> <ol style="list-style-type: none"> 1. Source prevention: Add a "scale" on the electronic drawing attached in the "Product Packaging and Labeling Review Form" to compare the word font size directly. 2. Review process optimization: After the completion of "Product Packaging and Labeling Review Form," the "1:1 Written sample draft" provided by packing material manufacturers will be submitted to the review unit to physically measure the font size. With the confirmation of the review unit, packages of products can then be packaged, printed, and produced samples by the packing material manufacturers.
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2.1.2 Enhance Food Safety Inspection Capacity

Considering that food safety inspection capacity is the foundation for ensuring food safety, Uni-President has set up quality control laboratories in each production plant, while the food safety center has also set up a food safety laboratory to jointly perform inspections on ingredients/materials and finished products. If the inspection result is confirmed to be inconsistent with the acceptance criteria, it shall be judged as unqualified by the QC department, and the procurement unit shall be informed to return the product, or it shall be suspended from use. In addition, the procurement unit would require the supplier to propose improvement and recurrence prevention measures in order to enhance the stability of supply quality.

• TFDA and TAF laboratory certifications

We continue to invest the budget and equipment and improve the test item to strengthen our testing capability while actively acquiring the certificates of the TFDA (Taiwan Food and Drug Administration) and TAF (Taiwan Accreditation Foundation) to fortify Uni-President's control on food safety.

TAF and TFDA Certification Acquired by the Laboratory in 2019

	Food Safety Center Food Safety Laboratories	QC Laboratories				
		Yongkang QC Lab	Xinshi QC Lab	Zhongli QC Lab	Yangmei QC Lab	Hukou QC Lab
TAF(ISO 17025)	V	V	V	√ ^{Note 2}	V	V
TFDA	Note 1	V	V	V	V	V

Note1: The expiry date of TFDA certification was January 11, 2019.
 Note2: The expiry date of Zhongli QC Lab certification was December 16, 2019. We have submitted the extension certification on October 2, 2019 and its review was completed. The new certification is issued on May 25, 2020.

In 2019, the QC Section and Food Safety Laboratory compiled a total of 209 groups of practical testing items (excluding the test items for projects commissioned by external clients) for ingredients, materials, and finished products. These items include the physical and chemical properties and safety factors. All methods of testing have been certified by the TFDA or the TAF. In addition, tests and inspections are conducted with respect to the methods specified by the Ministry of Health and Welfare and the Bureau of Standards, Metrology and Inspection or internationally accepted test methods (e.g. AOAC).

As of December 31, 2019, up to 614 test items of Uni-President's laboratories have been certified by the TAF and TFDA as food-related test items.

List of TFDA and TAF Certified Items

Laboratories	Food inspection		Non-food inspection TAF certified items
	TFDA certified items	TAF certified items ^{Note 2}	
Food Safety Laboratory of the Food Safety Center	NA ^{Note 1}	<ul style="list-style-type: none"> Beta agonist (21 items) Tetracycline (7 items) Chloramphenicol (4 items) Plasticizer (18 items) Aflatoxin (5 items) Antioxidant (11 items) Animal medication (48 items) 	<ul style="list-style-type: none"> Heavy metal (12 items) Nitrofurantol metabolite (4 items) Pesticide (380 items) Antibiotic and their metabolites (16 items) Ionophore coccidiostat (5 items)
QC Laboratories (Yongkang/ Xinshi/ Zhongli/ Yangmei/ Hukou)	<ul style="list-style-type: none"> Microorganism (14 items) Moisture (2 items) Crude ash (1 item) Caffeine (1 item) 	<ul style="list-style-type: none"> Microorganism (32 items) Toxin (1 item) 	<ul style="list-style-type: none"> General ingredient (15 items) Preservative (17 items)

Note 1: The Food Safety Laboratory of the Food Safety Center possesses both the nitrofurantol metabolites and chloramphenicol certificates of the TAF and TFDA. However, since our consideration of the higher wider circulation of TAF, we will stop applying for antioxidants, nitrofurantol metabolites and chloramphenicol certificates of TFDA after the expiration of the TFDA certificate in 2019.
 Note 2: In 2019, each laboratory has added new TAF certified items which are shown as follows: Food Safety Laboratory of the Food Safety Center - Pesticides (6 items), heavy metals (1 item), beta agonists (1 item), antioxidants (11 items), and animal medication (48 items); Zhongli QC Lab - Ingredient: crude protein (1 item); Yangmei QC Lab - Ingredient: propanoic acid (1 item).

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

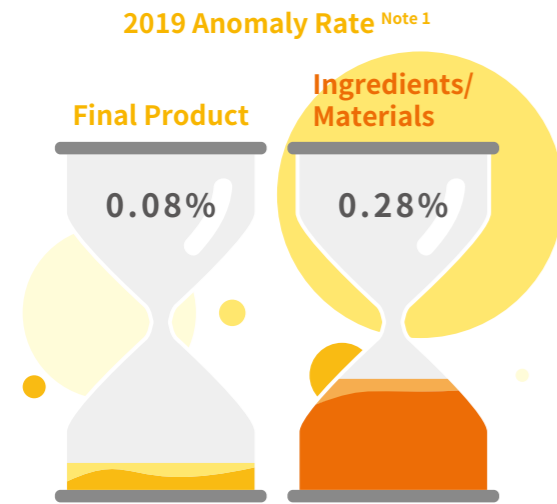
Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

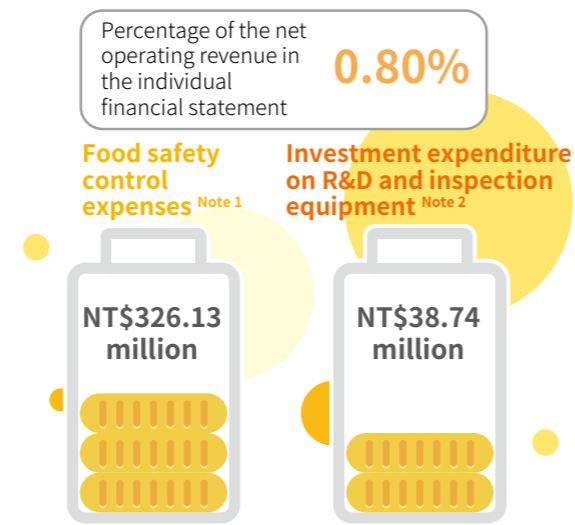
About This Report Appendix

Anomaly Form of Finished Products and Ingredients/Materials Inspection in 2019



Note 1: Anomaly rate = Number of anomalies/total number of tested pieces

2019 Food Safety Control Expense Statistics Form



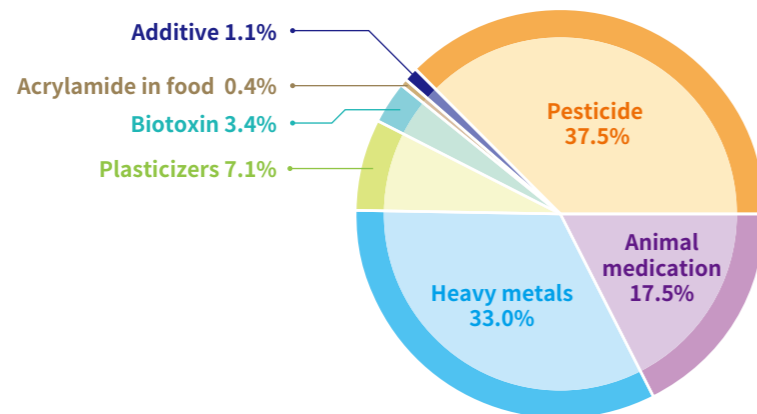
Note 1: Food safety control expenses include laboratory expenses and external inspection fees

Note 2: Expenditure includes the equipment investment of the Central R&D Institute, Food Safety Center, and Technical Group

Expand food safety impact and offer inspection service for external units

In order to meet the requirements of food safety in Taiwan, Uni-President not only performs self-inspections within the factory, but also shares lab technology and resources in related industries by undertaking inspection cases from external units (including food manufacturers, suppliers, schools, catering industry, and fresh food industry). Of these externally commissioned inspection cases, most were mainly for pesticides, heavy metals and animal drugs in 2019. Uni-President will continue to improve lab software and hardware facilities and professional inspection capabilities of employees, in the aim of contributing to food safety in Taiwan.

Analysis of the types of external commissions accepted by the food safety laboratory in 2019



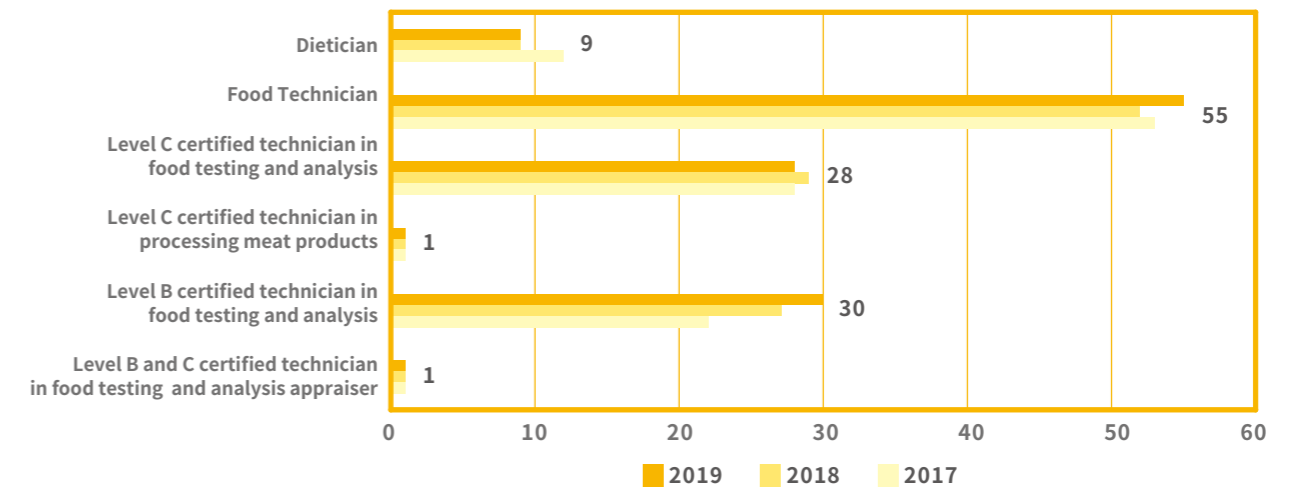
2.1.3 Mold the Overall Food Safety Culture

The prevention system for food safety relies on the cooperation of all personnel in Uni-President. Therefore, we constantly enhance our software and hardware ability, and actively cultivate relevant talents and form the joint participation culture to integrate food safety control into our daily operation. "No food safety, no Uni-President" is the major code of conduct for our employees.

Cultivate food safety talents

Uni-President attaches great importance to food professional talents and encourages employees to acquire relevant food licenses to improve their expertise in the food industry. We have established the "Rewards and Allowances for License and Certificate Acquisition," which applies to all Uni-President employees. As of December 31, 2019, a total of 124 employees obtained food safety certifications, showing an increase of 4.2% compared to 2018. In addition, to raise food safety awareness and enrich food safety knowledge of employees, we continue to arrange courses related to food safety and hygiene management and food inspections. In 2019, the number of participants in food safety training reached 19,232, with a total training of 49,621 hours.

Professional Licenses and Certificates in the past 3 years



Food safety hotline encouraging employees to jointly maintain the safety of food

For product safety and label content, Uni-President has established "Employee Participation in Product Safety Measures" to encourage employees to report any concerns regarding advertisement, labels, ingredients, and legal inconsistencies of current Uni-President products over hotline or mailbox. The Audit Division will process these reports before the Food Safety Committee convenes related units to conduct an investigation. Then, the responsible units will review and take respective actions based on the significance of each report. We also protect and reward employees reporting the information. Currently the maximum reward is up to NT\$5 million. Employees can express their opinions on all company food products (100%) on the food safety hotline. In 2019, there were 2 cases of employee feedback on the food safety hotline, all of which were tracked and solved before August 23, 2019. The cases are related to doubts on contents of labels, which were assessed by relevant personnel who verified that the contents were in compliance with relevant regulations, and there was no misunderstanding for consumers.

2.1.4 Traceability and Implementation of Supply Chain Management

Uni-President produces a wide variety of products with complex ingredients/materials. How to maintain the flavor of the product while decreasing factors that impact food safety is the key to food safety risk management. Thus, we not only minimize the use of ingredients and additives, but also reduce food safety risks by improving our traceability, supplier management, and audit system.

Supplier management mechanism

Uni-President has formulated the code of conduct and management requirement for suppliers. Not only do we build up the basic management regulation for material suppliers, but we also include the ethics regulation, labor and safety (including labor rights), social and environmental responsibilities in the code of conduct. In addition, we require suppliers to respect employees, focus on the safety of the working environment, promote social and environmental responsibilities, and observe the law and regulation of countries and regions in which they operate. Moreover, suppliers are also encouraged to request their upstream manufacturers to recognize and adopt relevant codes.

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

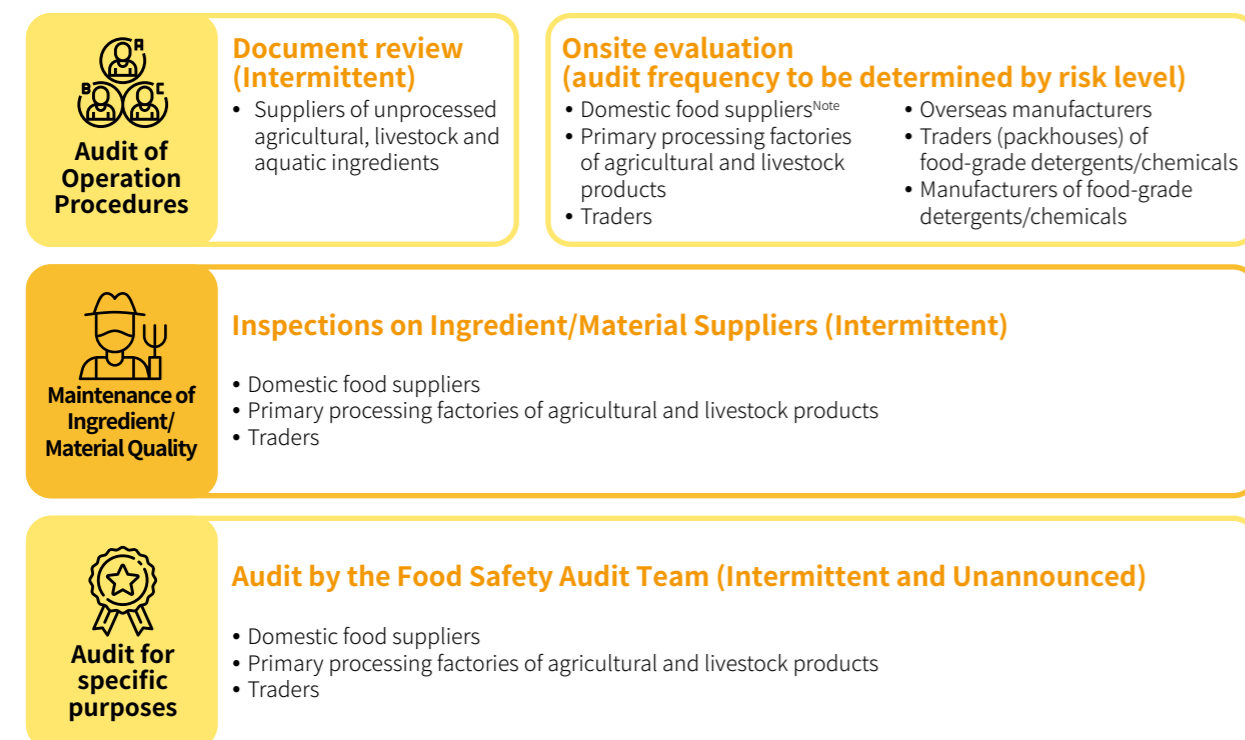
About This Report Appendix

Meanwhile, the on-site evaluation and audits are performed to understand and evaluate the risks of production from different types of suppliers. To optimize the audit mechanism, we have appointed the Food Audit Team, previously under the Food Safety Center, to become an independent unit in 2017 in order to raise the reporting level and allow it to directly report to the President's Office. After the system change, the supplier review mechanism falls into 3 dimensions based on the risk level and purpose of audit. We can improve our control on the ingredient and material quality, supplier operation regulation, and the food safety via the audit and deficiency traceability of the three dimensions.

Supplier management strategy



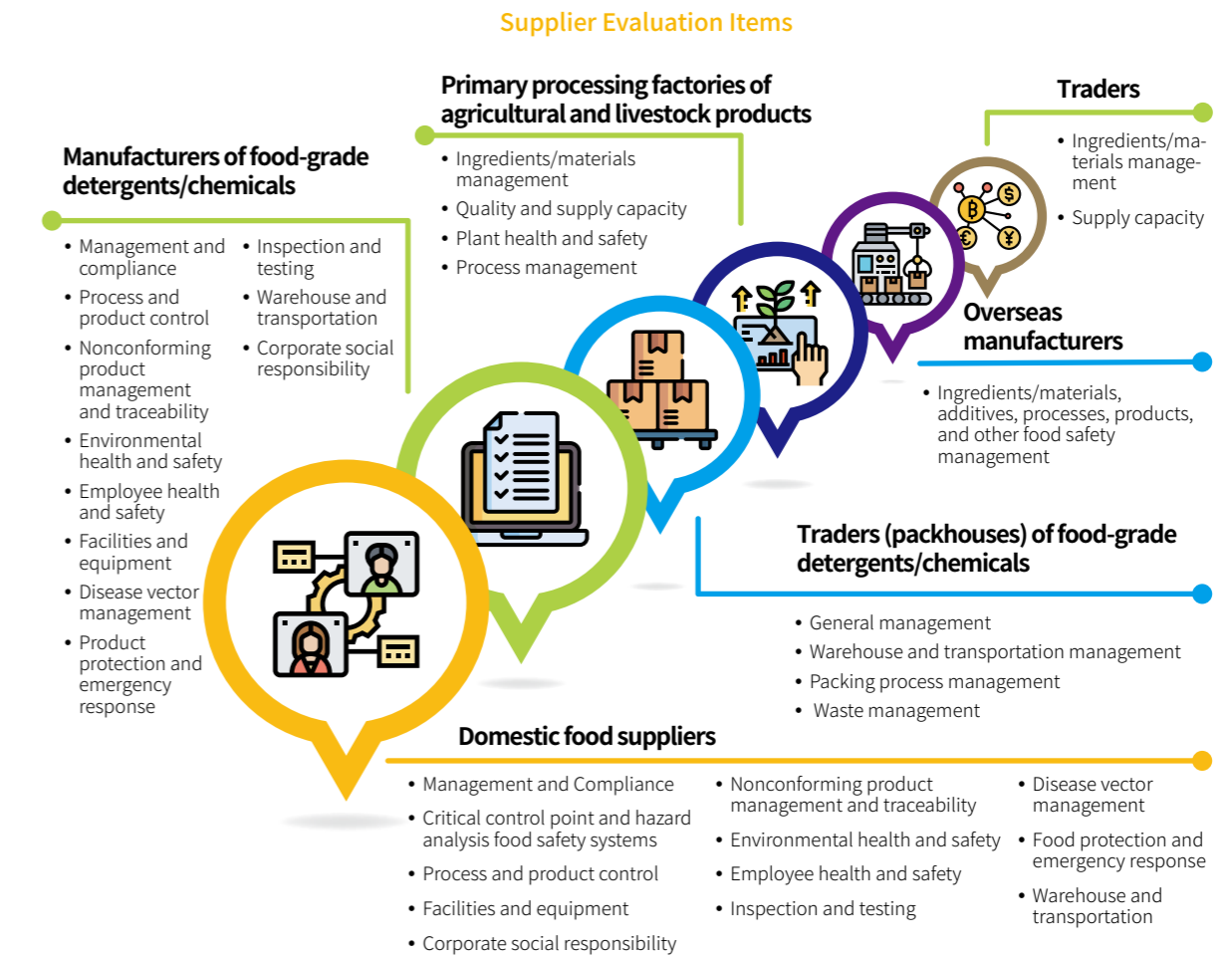
Supplier management mechanism



Note: Including suppliers of packaging materials that have direct contact with foods/products

Onsite evaluation

Uni-President has established the "Supplier Evaluation Procedures" according to the "Regulations on Good Hygiene Practice for Food" and "Food Safety Management Principles," to set up different evaluation items based on types of suppliers.



In 2019, 158 out of 548 suppliers^{Note 1} applicable to the Supplier Evaluation SOP completed the on-site evaluation, a 28.83% evaluation completion rate. The pass grade is 60 marks or above. Suppliers must receive this score and have a clean record of severe defects to be qualified, for example: whether the Food Safety and Hygiene Management System fails or whether the food has immediate safety hazards but immediate improvement is possible. The team adopted a defect tracking and improvement program for follow-up, in order to reduce the recurrence of defects. After the evaluation, suppliers are requested to fill in the "Ingredients/Materials Suppliers Onsite Guidance and Improvement Follow-Up Form" and report the improvement of defects within one week. Suppliers not listed in the qualified supplier list after the review must re-perform an on-site evaluation. Suppliers may receive another evaluation based on the root cause of defects and follow-up result of the improvement, and may be listed as new qualified suppliers if they are qualified. However, suppliers punished (administrative fines) for violation of related laws and regulations will be rejected for re-evaluation.

Note 1: Food suppliers having transactions in 2019 included suppliers not covered by the Supplier Evaluation SOP, such as raw milk suppliers (dairy farms), suppliers of packaging materials having no direct contact with foods, wheat suppliers that import wheat independently, and outsourced factories.

The on-site evaluation of all overseas suppliers was completed in 2016, and all were qualified. With respect to the risk control principles, there was no on-site evaluation for foreign suppliers in 2019 due to the absence of recent material risks. Hence, on-site evaluation of overseas suppliers will be planned and implemented as necessary in the future.

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

On-Site Evaluation Rate in 2019

Total suppliers	548	On-Site Evaluation Completed	158	Rate of On-Site Evaluation Completed 28.83%	28.83%
Suppliers applicable to the Supplier Evaluation SOP ^{Note}	338	On-Site Evaluation Completed	158	Rate of On-Site Evaluation Completed 46.75%	46.75%

Note: Uni-President performs supplier on-site evaluation with frequencies of 1 year, 2 years, and 4 years based on the supplier type and risk level.

• Inspections on ingredients/materials suppliers

In addition to the regular implementation of on-site evaluation on whether the operating procedures of suppliers are in compliance with the company's regulations, we have classified the acceptance anomalies of ingredients/materials into food safety level 1, 2 and 3, in order to maintain the quality of ingredients/materials. The Food Safety Audit Team is responsible for on-site visits and improvement tracking verification on the anomalies of food safety level 1 and 2, whereas the QC department decides whether to perform inspection on an irregular basis for food safety level 3, and prepares a "Checklist on Audit Management for Inspections of Ingredient/Material Suppliers on an Irregular Basis" according to the main inspection results. Any one of the inspected items that does not comply with eligibility standards is regarded as a deficiency, and suppliers of the unqualified items shall complete the Checklist of Ingredient/Material Suppliers Quality Improvement within one week.

The inspection results of ingredients/materials suppliers in 2019

Inspection subject	Suppliers of ingredients/materials rejected by QC for nonconformities during the incoming acceptance or suppliers of ingredients/materials (excluding raw cheese farms) with anomalies found during our manufacturing
Inspection topics	Audit of the management (e.g. regulation conformity) of ingredients & materials/processes/finished products/others
2019 Inspection Results	In 2019, the QC Section audited 36 suppliers in 67 visits. Process management was the main cause of defects. Corrections of all defects had already been completed before December 31, 2019.

• Supplier tracing and auditing

In accordance with the "Level 2 Ingredients/Materials Traceability Inventory and Production Audit Regulations" developed based on the "Food Traceability System," the Food Safety Audit Team conducts traceability and production audits based on the type of manufacturer and trader. The audit items include production history, production process (for manufacturers), COA inspection, and GHP management (including warehousing) inspection. In terms of production history auditing, we trace the suppliers' ingredients/materials, which are regarded as secondary ingredients/materials, during production. The inventory items include import declarations, import licenses, certificates of ingredient/material origin, COA, shelf-life, food safety inspection reports, etc.

In 2019, the Food Safety Audit Team audited 301 suppliers on-site in 809 visits. Good Hygiene Practice (GHP) was the main defect. Corrections of all defects were all completed by March 20, 2020.

• Establishment of the traceability system

With reference to the "Regulations Governing the Traceability of Foods and Relevant Products" announced by the Ministry of Health and Welfare, we require food companies to record and trace the supply source or product flow of food and related supply processes. Uni-President has conducted traceability in accordance with the "Food Traceability Management System" established based on internal regulations, which covers 100% of our product types (excluding animal and aquatic feed).

In 2019, Uni-President has developed the Food Traceability Management System with a total of 184 products, accounting for 42% of all Uni-President food products (excluding feed for livestock and aquatic animals). We also achieved 100% development of the Food Traceability Management System and use of electronic receipts according to the legal requirements. The complete data has been uploaded to the Ministry of Health and Welfare's "Food Traceability Management System (Ftracebook)" (<http://ftracebook.fda.gov.tw>).

2.1.5 Responsible Production and Control of Manufacturing Risks

Given that production management is important for reducing food safety risks, Uni-President has set up a sound food safety management system and supervises the management effectiveness of each production plant by verifying the varying production management. We also implement food processing hygiene management in each plant through the self-audit mechanism and monitoring and verification of the food safety audit team.

• International food safety management systems

Each plant of Uni-President has acquired the certification of CAS (Certified Agricultural Standards), ISO 9001 (Quality Management System), TQF (Taiwan Quality Food), ISO 22000 (Food Safety Management System), or FSSC 22000 (Food Safety System Certification). In addition to TQF which is the basic certification system that shall be required by each plant every year, FSSC 22000 is the management mechanism which is based on ISO 22000 and approved by the Global Food Safety Initiative, and therefore has stricter specification requirements. Uni-President's food production plants except essential oil plant have acquired the FSSC 22000 certification, and the Yongkang feed factory and essential oil plant have obtained the ISO 22000 certification. For detailed product certifications of each plant, please refer to "The plants' food products certified by ISO 22000 and FSSC 22000 in 2019" in the appendix list.

In 2019, food products certified by FSSC 22000 accounted for 99.99% of Uni-President's total food products.

Note: Product certification proportion = Annual production of certified food products/total annual production of food products (unit: the minimum unit of each product)

• Factory Self-audit system

Apart from improving the management regulation of each plant via the food safety management system, we also have a self-inspection system based on different types of production plants to minimize the relevant risks.

2019 Self-audit regulation and achievement

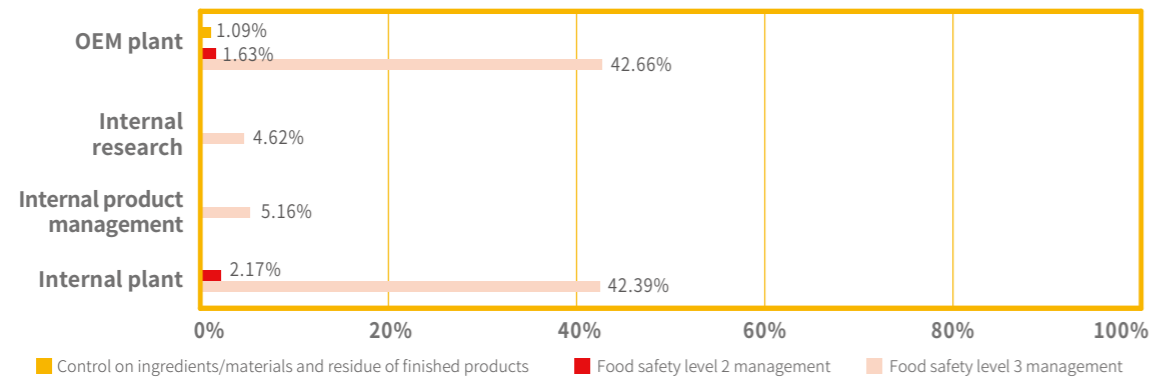
Type of production plants	Management regulations	Audit status
Food factories	<p>We have established the "Internal Food Factory Quality Audit SOP" based on the "Regulations on Good Hygiene Practice for Food" to implement a three-level management audit mechanism.</p> <ul style="list-style-type: none"> Level 1: Factory self-audit Level 2: Audit of all Uni-President food factories performed by general factories Level 3: The Technical Group reviews the audit of all general factories and evaluates the need for spot checks based on the risk. 	<p>2019 Level 2 Audits</p> <ul style="list-style-type: none"> Total number of food manufacturing factories (A): 23 Number of audited manufacturing factories (B): 23 Proportion between the number of audited factories and affected products A/B: 100% <hr/> <p>2019 Level 3 Audits</p> <ul style="list-style-type: none"> Number of manufacturing factories spot-checked by the Technical Group: 23
Feed factories	We have established the "Internal Quality & Food Safety Audit SOP" based on ISO 9001 and ISO 22000.	100% ^{Note}

Note: Only one feed factory completed the internal audits in 2019

• **Monitoring and audits of food safety risks**



In addition to the self-inspection of each plant, we also conduct food safety risk monitoring and audits for internal plants, OEM plants and QC/research units by the independent food safety audit team and the Group's core target of food safety work. By doing so, we can ensure the implementation of food safety control by each production and QC/ research unit and their reports directed to the CEO office to achieve the goal of zero food safety risk. We had audited 52 plants and units in 368 visits by the end of 2019, and defects found in audits have been corrected.

2019 Audit of food safety risk in the production and QC research units



• **Optimize production process and improve operation efficiency**

Since there are various products and diverse production processes in the food industry, one of the crucial ways to maintain the safety of food is to improve the production efficiency and minimize personnel operation factors that may have impacts on food safety. Thus, we review the product and packaging processes of each plant and introduce the automatic technique, in the hope of reducing the complicated manual and improving the production yield rate and operation quality. In 2019, nine projects have been adopted including the automatic packaging process, automatic equipment cleaning, various applications in production lines, etc.

Madou Plant - Toast baking tray automatic cleaning equipment	Yongkang Factory - Composite packaging automatic adjustment
<ul style="list-style-type: none"> Baking tray 180 degrees flipping deep cleaning technique Hot air circulation system Terraced tank cleaning Automatic machine cleaning 	<ul style="list-style-type: none"> With the control of vibration frequency, the single-package gathering tank is able to achieve the automatic material supply and single-package finished product transportation For the split packaging, the design of the number of multi-head sets and feeding time difference changes from 1:1 to 1:2 Amplitude and frequency of vibrating the tray are designed based on hand slapping to avoid material sticking during the composition and sealing 

• **Logistics control**

To allow all products to be distributed to each distributor through the complete logistics system in order to minimize the food safety risk, we aim at the transportation of chilled products and formulate the "Refrigeration Transportation Control Procedure" which is applicable to the checking before shipment, loading and unloading control, and driving safety. In addition, the personnel, cars and operations of contracted car dealers are audited on a regular basis according to the "Audit Regulation for Contracted Car Dealer" to reduce product transportation risks and ensure service quality. In 2019, 67 fleets received and passed audits. Uni-President has reviewed the management contract and audit mechanism of our logistics fleet, in order to maintain the safety and rights of drivers, and we have begun to negotiate with contracted car dealers. Apart from raising the insured amount of the third-party liability insurance, the Advanced Driver Assistance System (ADAS) is expected to be applied to the fleet by 2021.

Four requirements for transportation management to reduce transportation risk

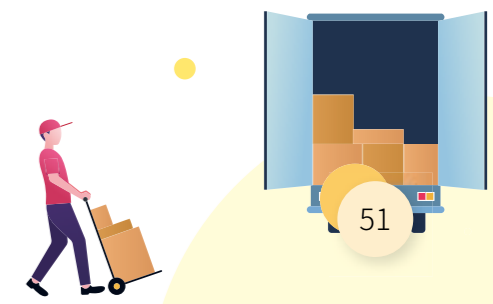
Driving Safety	Product Safety	Transportation Management	Industrial Safety Management
<ul style="list-style-type: none"> Equipment inspection of different models before loading Radiator cooling water, battery fluid, and wiper fluid level Engine oil, fuel, steering fluid, and brake fluid level Alternator belt, tire pressure, engine noise 	<ul style="list-style-type: none"> Multi-point distribution process control Low-temperature transport vehicle Condensing unit inspection and pre-cooling before loading Full temperature control to ensure a refrigerating temperature between 0°C and 7°C or a freezing temperature between -18°C and -25°C Room temperature transport vehicle: Goods to be transported in the car without exposure to sunshine or rain 	<ul style="list-style-type: none"> Loading and unloading control Required GPS and temperature monitoring systems required for vehicles Goods stacking and product packaging control measures Handling of emergencies 	<ul style="list-style-type: none"> Code of Conduct for drivers and staff Driving safety management regulations

2.1.6 Responsible Marketing and Protection of Consumer Rights

Uni-President creates product value with its core competencies and communicates with consumers in an ethical manner. To eliminate consumer misunderstanding of product information and meet consumer needs, we set up regulations on product labeling and after-sales service based on responsible marketing, and dedicate efforts to safeguarding consumer rights.

• **Product labeling and creation review**

The product label and marketing creation provide customers with first-hand product information. Adhering to information transparency and non-exaggeration, we maintain the national regulation as the minimum standard to label all ingredients used in a product and have established the "Package Labeling Review SOP," which combines various business groups, R&D units, marketing and planning offices, production plants and QC units to jointly set the Level 2 key points for primary and secondary review, in order to review the diction of package labels and advertisements, including trademarks, brand names, nutrition labeling, recycling labels, manufacturing source and certification marks, so as to provide consumers with the correct information of the product and prevent misunderstandings. In 2019, a total of 1,326 pieces were reviewed, of which 955 labels were approved, whereas 371 labels were rejected mainly due to errors in word use.



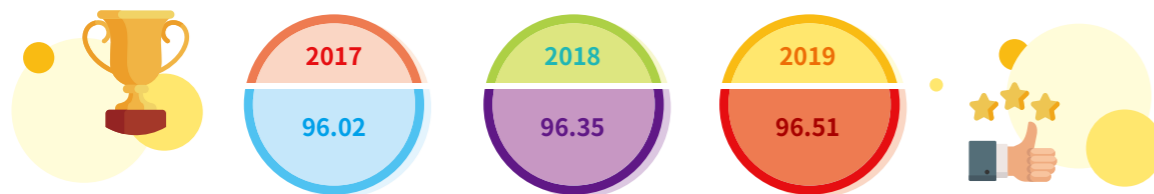
Check on tiny but crucial details level by level



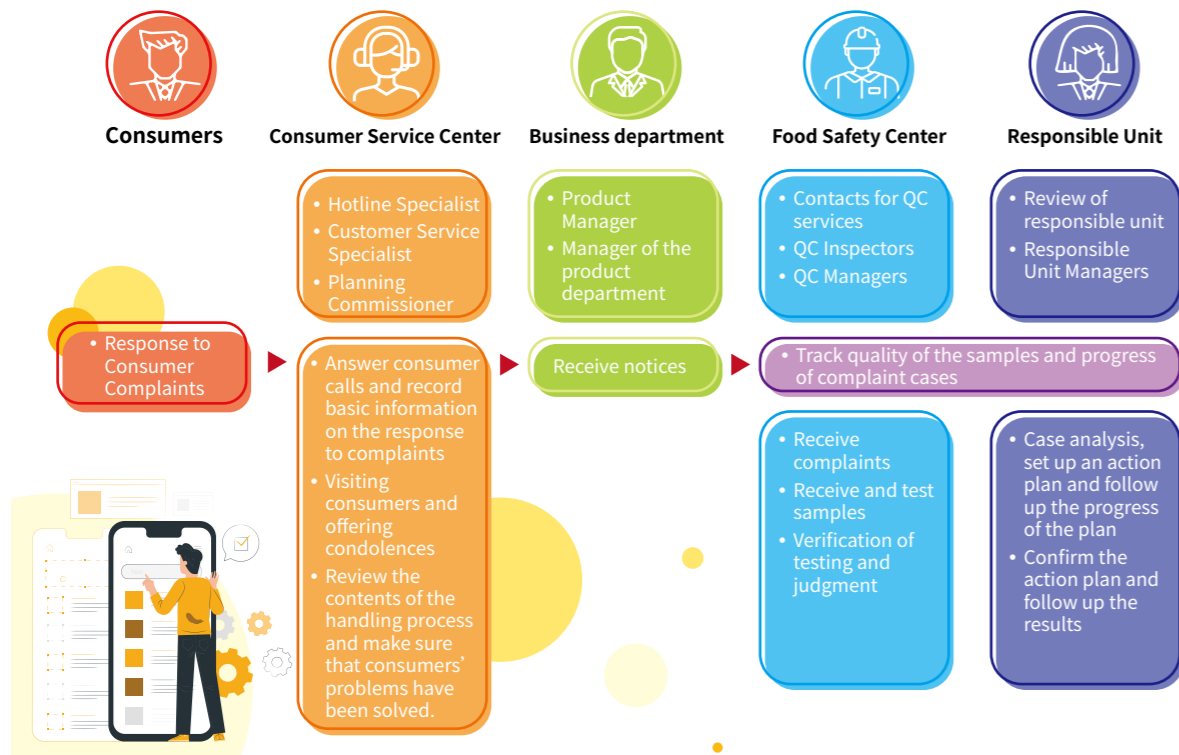
Product inquiries and services for consumers

Through various channels (0800 hotlines, corporate website, service mailbox, and retailer feedback), the Consumer Service Center provides consumers with product inquiries and services based on the target: Voluntary consumer contact within one hour from calling, and dealing with general customer complaints within 24 hours. We also gather the product use comments of consumers and convert constructive recommendations into optimization actions through systematic management, which enable us to develop more products that better meet consumer requirements. After closing a customer complaint case, the Consumer Service Center will perform a survey on consumer satisfaction regarding the customer service staff, so as to improve and provide better services. Since 2016, the survey on consumer satisfaction has exceeded a score of 95 for four consecutive years. We will continue to uphold an ethical and responsible attitude for consumers to enjoy a good service experience.

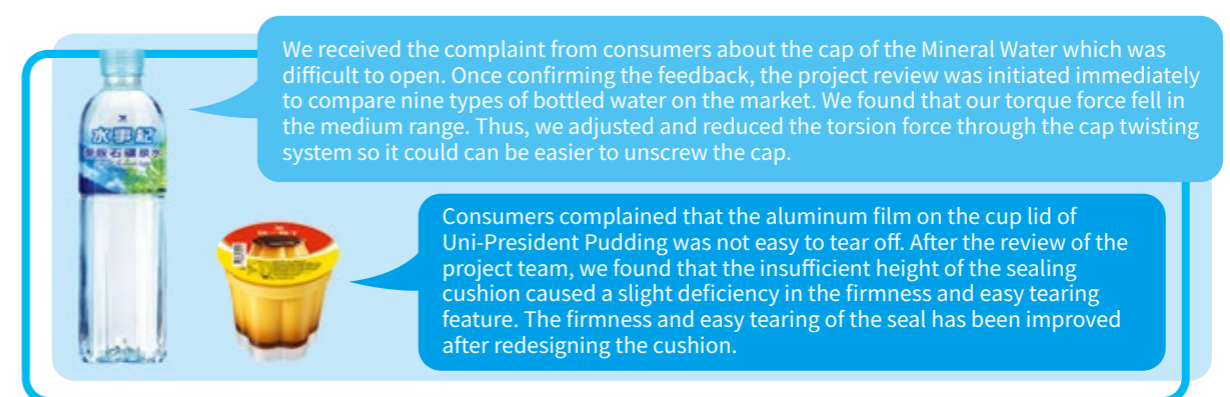
Satisfaction Score



Consumer Service Center Complaint Handling Process



Listen to user's experience to improve the experience on packaging materials



2.2 Product R&D and Innovation

"Putting consumers in a relaxed, delicious and healthy mood by enjoying food" is Uni-President's core value in R&D. For business strategies, we will adopt a safety management model for ingredients/materials in consideration of food safety risks and the public's awareness on health and environmental protection in recent years, in order to ensure food safety for consumers. Uni-President further combines the core of R&D resource, in the hope of achieving a leading position in the food industry and guiding Taiwan's food industry towards innovation and technology development. Not only do we create new types of products which are integrated with the current environmental awareness, but we also actively reduce the environmental impact of products.

2.2.1 Pursue Safe and Delicious Products

The basic principles of Uni-President's product R&D are based on safety and health. All products aim to produce products with low salt, low sugar, and low oil that meet the Taiwan Dietary Guideline of the Ministry of Health and Welfare, and continue to seek optimization opportunities. The Central Research Institute was established and is responsible for product development. We constantly pursue the innovative product and exquisite brand through the basis of an excellent food processing technique. In order to improve R&D capability, we actively cultivate R&D talents and establish professional laboratories in the Central R&D Institute to study product flavor, odor analysis, functional principal component analysis (screening favorable ingredients), preservation test components change analysis, competitive product research, adulteration research and development of new testing methods to improve R&D capabilities. By the end of 2019, we had obtained 418 patents, including patents on food safety, ingredients and materials, environmental safety, occupational safety, product R&D, process optimization and manual process optimization, in order to create various innovative and revolutionary leading products, and develop delicious and novel products for consumers.



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

• Meet healthy dietary needs causing no burden to the body

In response to the current type of lifestyle and the public's rising health awareness, we continue to adjust our product formulas to provide consumers with a selection of healthy products. In addition to salt and sugar reduction as the basic principle for our products, we also introduced products with no additional sugar, of which there are currently 21 items without additional sugar, such as tea, coffee, yogurt, soymilk and fresh milk. For low salt, the current instant noodles in the market did not exceed 2,400 mg per day, which was the recommended daily salt intake for adults announced by the Health Promotion Administration of the Ministry of Health and Welfare. There are also 32 items of instant noodles which contain salt of less than 2,000 mg per serving, which do not exceed the reference value of 2,000 mg per day that is set by the Food and Drug Administration of the Ministry of Health and Welfare.

Furthermore, an unbalanced diet and insufficient exercise are quite common for modern people who have a lot of stress in their lives. Thus, we develop the products which meet nutritional requirements of the people nowadays, and provide consumers with the nutritional supplement needed in one day.

Healthier Fruit Fiber Drink with more fiber and less sugar

We can obtain dietary fiber needed for each day from this fruit flavor fiber drink which has been the best-selling drink in stores during summer in recent years. To release dietary burdens for consumers, we readjusted the formula of the Fruit Fiber Orangeade Drink to cut 2.2% of sugar. During 2019, we have reduced sugar use by 7.48 tons.



Bodytalk with high fiber and low fat, a new drink for pairing with light meals

Bodytalk consists of the low-fat milk and dietary fiber developed by Japan. It is a healthy drink which contains fiber and calcium in one bottle. You may also pair Bodytalk with other types of fresh food to obtain satiety and calorie control at the same time. Bodytalk is a healthier choice for busy consumers who care about their body shape.



• Further evolution of food flavor

There is currently a wide selection of foods in the food market. Hence, the R&D capabilities of food companies in the industry include capturing consumers' taste buds. "Food that's not only safe but also delicious to eat" is the principle that we have followed to constantly improve food flavor. In addition to quality control, we also improve the user's drinking and eating experience by enhancing the production technique and breaking the current processing limitation, such as the technique of producing soymilk without a beany smell, multi-layer filling technique of popsicles, and the single cell raw tea extraction technique of Chai Li Won.

Chai Li Won's Upgraded Sweet Aftertaste

"The fresh, sweet aftertaste" is Chai Li Won's one-of-a-kind flavor originating from the "single cell raw tea extraction technique" which is further upgraded to produce all series of products this year. By using the black sunshade net in tea planting and adopting the advanced single cell raw tea extraction technique, the sweetness of the aftertaste has improved 9%.

Disclosure of the black sunshade net in tea planting

Cover the tea with the black sunshade net as if it is a blanket. This kind of planting measure is able to increase the "theabrownin" in tea due to reduced sunshine and mitigate the bitter taste and reserve molecules to create sweetness in the tea.



Traditional tea-making process mixes with the advanced single cell raw tea extraction technique

The complex traditional tea-making process can easily destroy the sweet substances in tea. However, the "single cell raw tea extraction technique" can break the cell wall through the enzyme and extract the sweet substance in tea by simulating the fermentation and twisting process of the traditional process; and further, more sweetness originating from the tea can be retained as a result of avoiding the heat damage.



• High quality products receive countless awards

Uni-President keeps the faith of always developing a better product to improve the techniques and food flavor, and then acquires external certificates and medals to exhibit our excellent products to the world.

The Emergence of "Delicious Taste" International Taste Institute (ITI) (originally named iTQi)



The jury, composed of the world's leading taste-experts, "blind taste" products through their senses including vision, olfaction, taste, texture and in-mouth sensation. Finally, products are awarded under three evaluation levels according to the appraisal (one star to three stars). The ITI awards "The Crystal Taste Award" to the producer which persists in providing a consistent outstanding product quality over the years. (Products won 3 stars for 3 consecutive years)



The Guarantee of "Excellent Quality"! Monde Selection



The jury comprises the world's various experts who utilize different evaluation criteria and parameters based on diverse types of products to evaluate products from overall aspects including sensory evaluation, physicochemical analysis, safety, ingredients, label, and package. Finally, Bronze, Silver, Gold, and Grand Gold Awards are awarded to the winners according to evaluation results. Products receiving Gold or Grand Gold Awards for three consecutive years are awarded the International High Quality Trophy. In addition, products selected respectively from each type of product by the jury will be awarded the "Prize of the Jury" award every year. Each type of product is considered to possess an outstanding product quality and selected by members of the jury anonymously.



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix



National Certification Taking Care of Groups with Different Dietary Needs

Health Foods



In order to meet the healthy eating habits of consumers and enhance the value of products, we continue to develop and maintain various nutritious products based on the health benefits announced by the Ministry of Health and Welfare. Currently, we have 22 products certified for the Health Food mark. Their health benefits include improving gastrointestinal functions, regulating lipidemic levels, reducing body fat formation, adjusting body to reduce allergic reactions, boosting immunity, and regulating blood sugar levels. (For detailed information, please refer to the Food and Drug Administration of the Ministry of Health and Welfare - Food and Drug Consumer Inquiry Website: <https://consumer.fda.gov.tw/Food/InfoHealthFood.aspx?nodeID=162>)

Elderly-friendly foods



We will continue to improve the quality of existing products designed for the elderly in consideration of their dietary habits and bodily functions, and strengthen communication with the activities held by foundations in respect of taste, convenience and nutrition, in the hope to enhance understanding on product functionality related to consumers.

As of 2019, there were 6 products (Ruisui Ultra-Low Temperature Pasteurized Milk, LP33 Functional Yogurt, Milky Madeleines, Ji di steamed dumpling, Uni Custard Bread, and ManHan Garlic Flavor Dudu Sausage) which were selected as elderly-friendly foods by the Council of Agriculture, Executive Yuan.



2.2.2 Innovative Business Mode and New Brand Value

In the face of rapid and diverse dietary culture and varying consumer market of today, apart from promoting products that met consumer needs through our basic product R&D, Uni-President has also actively worked with external units in recent years to implant new value into our brand via the new style of cooperation and activity.

Instant Noodles and Boutique - Crossover Between ManHan Imperial Beef Noodles and Palace Museum Boutique

ManHan Imperial Beef Noodles is the exquisitely-made and dainty leading product with a great completion of premium crafts. Great attention has been paid to the coordination between the color, aroma, flavor, shape and tableware of the dish, which therefore demonstrates the abundant Chinese cuisine flavor in the ManHan Imperial Beef Noodles. The ManHan Imperial Beef Noodles combines with the blessing symbolization of Chinese New Year and cooperates with Palace Museum Boutique to integrate the Tibetan Dragon Sutra, the first-made sutra in the Qing Dynasty, into the packaging of ManHan Imperial Beef Noodles. Through the combination of the national treasure and beef noodles, which is one of the representatives of Chinese dietary culture, the instant noodles are considered as not only fast and convenient, but also artistic and cultural.



Uni-President Baking Competition - Innovative Student Profit-Sharing System in Food Industry Opportunity to Hit 7-Eleven Store Shelves



"Provide students with a stage to pursue their dreams." Since Uni Bread acts as a leading brand in Taiwan's baking industry, we provide Taiwanese students with a stage and an opportunity in order to connect to the campus and implement industry-academia cooperation. Consequently, the 1st "Uni-President Inter-school Baking Competition" was initiated spontaneously. The 1st Competition in 2019 attracted 30 universities around the country, with a total of 246 students participating in it. During the game, participants are allowed to bring their imagination into play, and the students winning "the Prize of the Jury" may have the opportunity to work with the bakers of Uni Bread and sell their own creative product in 7-Eleven and possess the profit-sharing qualification to achieve their dreams.

Competition Feature



- First-established student profit-sharing system in the food industry
- The instructor group consists of the bakers in the Uni baking group which allows students to learn from their instructors.
- The team which wins "the Prize of the Jury" and signs the contract will work with the Uni baking group to perform the mass production testing and adjustment. After completing the revision and the trial of mass production, the product will hit 7-Eleven store shelves.

Ching Kuo Institute of Management and Health: Hsieh, Yung-Hsin and Hsu, Fang-Ling



Purple Sweet Potato Mochi Bread

"I have always liked purple since I was a kid, but the purple bread is not common in the market. We carefully chose the special ingredient that fits for the mochi stuffing in hopes of creating our delicious and dainty bread. In order to achieve our goal, we have been trying to present the beautiful purple on the bread and finding another way after several failures. At that moment when our team was announced to win the prize, we were in tears because of what we had been through. We were touched by being recognized and keeping our faith."

Purple Sweet Potato Mochi Bread was made mainly from Taiwanese purple potato. The bread is stuffed with purple sweet potato and mochi and covered with purple pineapple bun crust, forming a four-layer structure rarely seen in the industry.



Cheese and Cream Sauce with Chicken Bread

Hungkaung University: Chen, Yen-Ming and Chuang, Fu-Kai

"We just love making bread. What we love the most is to see people's happy and satisfied faces when they are eating the bread that we made. 'Cheese Cream Sauce Smoked Chicken Bread' is the ordinary but dainty delicacy that we want to deliver to people. We are common students who are willing to provide the hardworking people energy that creates happiness and satisfaction. We hope that the ones who eat this bread are able to gain great vitality from it every day."

The inspiration of the bread came from spaghetti with cream sauce. With cream and cheese sauce, sweet corn and salty chicken as well as the spiral shape which creates a firm mouthful, the bread is remarkable for its look and flavor.

2.2.3 Improve Product Sustainability and Reduce Environmental Impact

In addition to product quality and safety, we also focus on environmental impacts caused by our products. Thus, from the perspective of product life cycle, we actively look for the opportunity to reduce the environmental impact through the procurement of ingredients/materials, production and manufacturing, and packaging materials reduction, in the hope of fulfilling the product's environmental responsibility.

- Sustainable procurement of ingredients/materials**

The source of food materials is often derived from nature. In addition to reducing the use of natural resources, we also hope to use and manage natural resources in a more sustainable manner. Thus, we purchase ingredients/materials in accordance with internationally recognized product responsibility standards, screening cooperative suppliers to actively enhance the type and proportion of sustainable ingredients/materials procurement. In 2019, Uni-President raised the procurement proportion of soybean certified by the U.S. Soybean Sustainability Assurance Protocol (SSAP), showing an increase of 24% compared to 2018.

Type of ingredient/material	Procurement source of sustainable ingredient and material	2019 procurement results
Paper packaging materials	Use paper packaging materials certified by the Forest Stewardship Council (FSC™) in the production of aluminum foil paper for the "MineShine" and the "Try it!" series of products.	The ratio of FSC™ procurement amount accounted for 44.18% of the total procurement amount of paper packaging materials in 2019.
Soybean	Use SSAP-certified soybeans in related products	SSAP-certified soybean procurement accounted for 33.48% of the total soybean procurement in 2019.

- Reduce the use of GMO ingredients**

We have been reducing the use of GMO ingredients for the past few years. Currently, no GMO ingredients are used in over 400 products loved by consumers, such as soymilk and soy sauce. GMO ingredients are only used in two food oil products which are free of the genetically modified segment after high processing and labeled with GMO information completely according to regulations in Taiwan.

- Minimize the environmental impact of production**

Apart from the active procurement of ingredients/materials in accordance with internationally recognized product responsibility standards, we also improve the production and manufacturing through energy saving, waste reduction, etc., to minimize the resource consumption in production. In the future, we expect to carry out the agricultural waste-to-resource project. We seek the opportunity of reusing the tea and soybean residue as a new resource to prompt the effectiveness of the circular economy. For detailed achievement of reducing production environmental impact, please refer to Chapter 3 Commitment to Sustainable Environment .

- Packaging materials revolution and use of plastic reduction**

In the face of the trend in plastic source reduction and waste recycling, Uni-President set up the "packaging material technical team" (packaging material R&D unit) to pursue the goal of environmentally friendly materials or packaging material reduction. The team is also responsible for evaluating the optimization availability of current product packaging materials every year. Despite the relevant amendment not having been made to the current domestic regulation on the use of food packaging materials to accommodate the global trend in plastic reduction, we are still actively looking for a feasible plastic reduction measure with the premise of ensuring food hygiene and safety to gradually reduce the plastic consumption. Uni-President has been the first to take the inventory of plastic packaging material consumption used in products in 2019, and progressively adopting the plastic reduction project to products with the potential for reducing plastic. During 2019, we promoted several relevant projects, such as the thinner shrink film for the packages which pack multiple products, lightened 4,530 ml PE milk bottle used in business purposes for City Café, and replacement of the packaging for Uni-President Flour, with a total of 210.51 tons of plastic consumption reduction.

2019 Plastic Consumption Survey of Uni-President's Products

Materials of plastic	Types of products	Consumption (tons)
PET	PET bottle	10,293.9
PP/PE	Milk bottle, pudding cup, cups for coffee or drinks	5,912.1
PS (inexpansible)	Containers for yakult and ice products	491.3
Bioplastics (PLA)	Cups for ice products	4.7

Note: Here we only focus on the plastic consumption of packaging materials. The consumption of materials of plastic is estimated based on the weight of packaging materials and production volume.

"No plastic in packaging material" to all series of Uni-President Flour products further evolve the baking industry

Over the years, the ingredient of flour used in the baking industry has been mostly packed with the PP woven bag. However, there are seams on the surface of this kind bag which may easily cause several food safety problems, such as pollutant infiltration and penetration of foreign material. To rectify these food safety problems and combine relevant measures with the current environmental trend of plastic reduction, we've taken Japan and Europe as advanced models to stop using traditional PP woven bags since 2019 and switched to paper packages with higher protection and safety, becoming the first brand in Taiwan that applies paper packages to all flour products. Meanwhile, we lead Taiwan's baking industry to take a step forward.



[Features of new paper packaging materials]

- Better self-management of food hygiene: With no seam paper bags, any leaking of flour and penetration of foreign materials can be prevented to maintain the cleanliness in the customer's operational environment and storage space. Switch to the "high-frequency heat sealing machine" to seal packages without having the stitching, so as to prevent the stitching from mixing with dough.
- More convenient: With the "easy-to-tear line" sealing, packages can be opened more easily and conveniently.
- Reduction in plastic use: Packaging materials were replaced, resulting in a 102.51 tons of reduction in PP plastic use in 2019.

GO Green H₂O





3

Commit to Sustainable Environment

- Environmental Management Responsibility
- Climate Change and Energy Management
- Water Resources Management
- Pollution Prevention

Chapter 3. Commit to Sustainable Environment

The Global Risks Report published by the World Economic Forum every year indicates that extreme climate incidents had been the issues of the highest occurrence for three consecutive years and the climate action failure is the environmental issue that brings about the most serious impact in the 2020 report. The result of this research not only demonstrates the high environmental risk in the current circumstances, but also reflects the increasingly stricter environmental protection policies and regulations of the governments in the world. Most of the ingredients/materials in the food manufacturing industry come from nature, and Uni-President's production processes are involved with various environmental issues. Thus, we attach great importance to the recent development of various environmental topics around the world and the environmental impact caused by our production process. We manage environmental topics based on "beyond regulations," and actively engage in various environmentally friendly activities in the hope of sharing our experience and technology within the value chain, and contributing to sustainable environment with our leading position.

Targets for management	Achievement rate	2019 key achievements	2020 goals	Mid- to long-term target
Climate change and energy management				
An average annual electricity conservation rate of 1% and above for every factory	◎ (Already achieved)	An average electricity conservation rate of 2.27%	An average annual electricity conservation rate of 1% and above for every factory	
85% of steam is generated by natural gas boilers	△ (In progress)	Achievement rate 90.6%	90% of steam can be generated by natural gas or biomass boilers	
The average carbon emission intensity lower than 120 tCO ₂ e/ MT production for every factory	◎ (Already achieved)	The average carbon emission intensity was 119.47 tCO ₂ e/ MT production	<ul style="list-style-type: none"> The units that reached the targets in the previous year need to reach the target of reducing 1% of 2019 average carbon emission intensity The units that didn't reach the targets in the previous year need to reach the target of reducing 2% of 2019 average carbon emission intensity 	<ul style="list-style-type: none"> An average annual electricity conservation rate of 1% and above for every factory >1% GHG emissions will have reached 80% of 2005 level by 2025 (189,221.6 tCO₂e)
Continue to promote energy conservation and carbon emission reduction programs	◎ (Already achieved)	Combined reduction programs total <ul style="list-style-type: none"> Reduced 5,212 tCO₂e Saved electricity 5,728 thousand kWh Saved fuel oil and diesel 54 kL Saved natural gas 252 thousand m3 	Continue to promote energy conservation and carbon emission reduction programs	
Water resources management				
Supervise water condition to ensure stable production	◎ (Already achieved)	No production loss due to water scarcity in 2019	Supervise water conditions and continue to optimize response measures and management mechanisms	Supervise water conditions and continue to optimize response measures and management mechanisms
Enhance the efficiency of water consumption	◎ (Already achieved)	Annual saved water amount was about 144 million liters, with the reduction of 3.67 million NT dollars in management cost	Continue to optimize the efficiency of water consumption in each factory and introduce reduction programs	Continue to optimize the efficiency of water consumption in each factory and introduce reduction programs
Annual COD average intensity < 70 mg/L	◎ (Already achieved)	Annual COD average intensity 32.87 mg/L	Annual COD average intensity < 70mg/L	Annual COD average intensity < 65mg/L
Pollution prevention				
Annual waste recycling rate 95.5%	◎ (Already achieved)	Waste recycling rate 95.98%	Waste recycling rate > 95.5%	Waste recycling rate > 96.5%
Reduction in air pollutant emissions	△ (In progress)	Continued improvement in boiler equipment, and switching to natural gas boilers	Completely switching to natural gas or biomass boiler equipment in all plants	Continue to supervise the status of air pollutant emissions, and actively introduce reduction programs

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

3.1 Environmental Management Responsibility

Material topic	Environmental impact from business operations, Compliance
 Policy and commitment	Develop the environmental management policies covering six aspects of "Legal Compliance, Pollution Prevention, Green Procurement, Performance Management, Communication Mechanism, and Continual Improvement" as the highest guidelines of environmental management.
 Target	Develop the annual management goals based on the management items of energy conservation, carbon reduction, waste reduction, and wastewater discharge reduction to minimize the impact on the operating environment. (Refer to the Key Achievement for the target achievement status)
 Responsibility and resource	<ul style="list-style-type: none"> An EHS team is established at each production plant and takes the responsibility for proper execution of the internal environmental management system Inter-department teams are established to conduct project-based management with regard to energy, water resources and other related issues NT\$376.65 million was invested in environmental protection matters in 2019
 Action plan	<ul style="list-style-type: none"> Introduce ISO 14001 and all the documents and operating processes are subject to inspection of a third-party certification institution on a regular basis Build a green procurement system and explicitly incorporate the priority in purchasing green products in the procurement policy Establish a green energy management center within the Group to collectively plan the promotion of the green energy related projects within Uni-President and its respective affiliates The project management team of energy and water resources develops emergency response mechanisms and conducts risk assessment on a regular basis The production plants introduce the energy conservation, carbon reduction, water saving and waste recycling projects to reduce the impact on the environment due to production
 Evaluation of the management approach	<ul style="list-style-type: none"> Continue to maintain the effectiveness of the ISO 14001 management system Comply with relevant laws and regulations Review the annual achievement rate of the energy conservation, carbon reduction, waste reduction, and wastewater management goals
 Grievance mechanisms	<ul style="list-style-type: none"> Develop environmental communication and management procedures; the Administration and the environmental protection team are responsible for internal and external communication matters. Stakeholders may report environment related matters by dialing the contact phone number of the plant. When receiving relevant messages, the plant shall start the communication and management procedures and handle the issue according to its type and relevant matters, and give a response accordingly.

3.1.1 Environmental management mechanism

For overall environmental management, Uni-President adopts Group management which comprehensively takes into consideration the trend of international environmental issues and direction of environmental policies in Taiwan, integrates key issues encountered by the Group and its respective affiliates, and improves the overall environmental impacts on the operation of Uni-President. We conducted ISO 14001 environmental management systems as our management basis, and appointed third-party verification units to be responsible for the regular review of documents and operating procedures to ensure correct implementation of the plant's internal environmental management system. For environmental risks that require active management, we have set up management teams for project management on matters related to climate change, energy and water resources.

Uni-President has six aspects of environment management policies as the highest principle guiding environmental management. Currently, all the general factories in Taiwan have passed the new environmental management system ISO 14001:2015 certification, while each general factory has further set annual targets and action plans for the company's priorities in order to continuously improve environmental management performance.

Uni-President environmental management policies

Legal Compliance <ul style="list-style-type: none"> Follow the environmental protection regulations of the government and the concerns of the stakeholders. The heads at all levels shall take supervision 	Pollution Prevention <ul style="list-style-type: none"> Implement source management right at the product development stage to mitigate ecological and environmental impact. Establish an environmental management system and implement greenhouse gases inventory 	Green Procurement <ul style="list-style-type: none"> Establish a green procurement mechanism Purchase green ingredients/materials in priority
Performance Management <ul style="list-style-type: none"> Establish environmental protection and improvement goals and implement performance management Disclose performance management status on a regular basis 	Communication Mechanism <ul style="list-style-type: none"> Establish communication and consultation channels to facilitate delivery and understanding of information Disclose environment-related information outward and make improvements with reference to the opinions of the stakeholders 	Continual Improvement <ul style="list-style-type: none"> Organize educational training continuously to enhance environmental protection awareness among employees Enhance the environmental protection system and regulations and implement systematic management

Main targets, and programs of ISO 14001 in 2019

Targets for management	Programs	Annual management achievements
Enhancement of environmental protection concepts	Conducted environmental and general training	80 man-hour/year
	Issued environment and safety information	12 issues/year
Legal compliance	Implemented internal Level 3 auditing of environmental protection parameters	119 deficiencies were identified with respect to the issues of air pollution, drinking water, toxic chemicals, wastewater, and waste; all the plants have made improvement for these deficiencies
Improvement of the working environment	Mitigated odor at the wastewater treatment plant	The test of order was less than 50
	Improved discharge at waste treatment plants	Additional exposed and concealed drains were constructed
Reduction of wastewater/waste	Improved reuse rate of cooling water in tank frames	<ul style="list-style-type: none"> Reduced wastewater by 240,067.5 tons/year Reduced trash ice by 3% Reduced fodder waste by 320 kg/year
	Improved sugar dissolution rate	
	Reuse of RO water	
	Improved setup of ice maker screen mesh	
	Optimized pre-cooling and defrosting	
Reduction of energy consumption	Improved energy efficiency at sterilization stations integrated with PE line production processes	Saved 687,875 kWh/year
	Updated energy reduction projects for refrigerating compressors	
	Replaced freezer units	
	Improved UASB tank return sludge pumps	

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

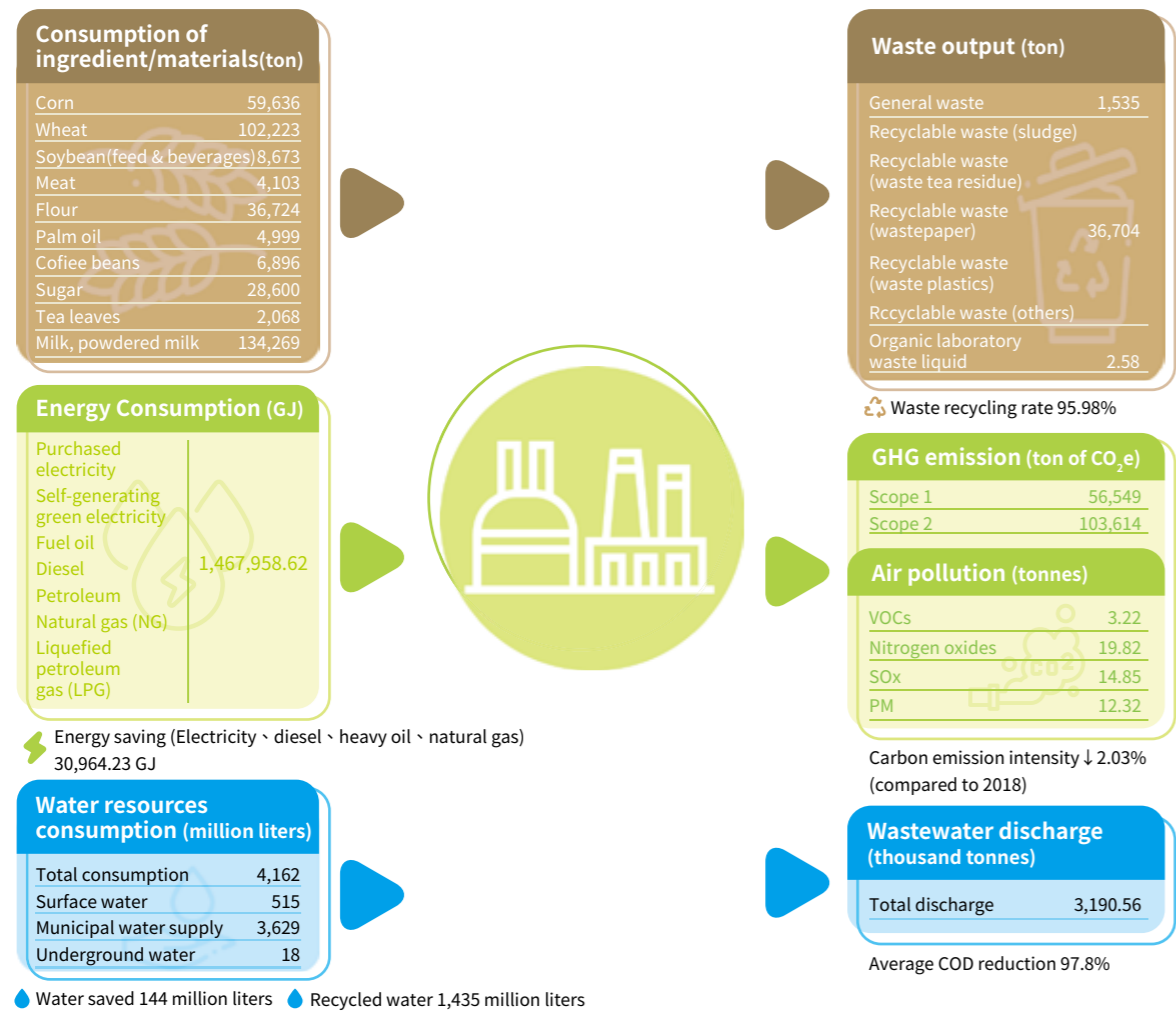
Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix



Uni-President's environmental footprint in 2019

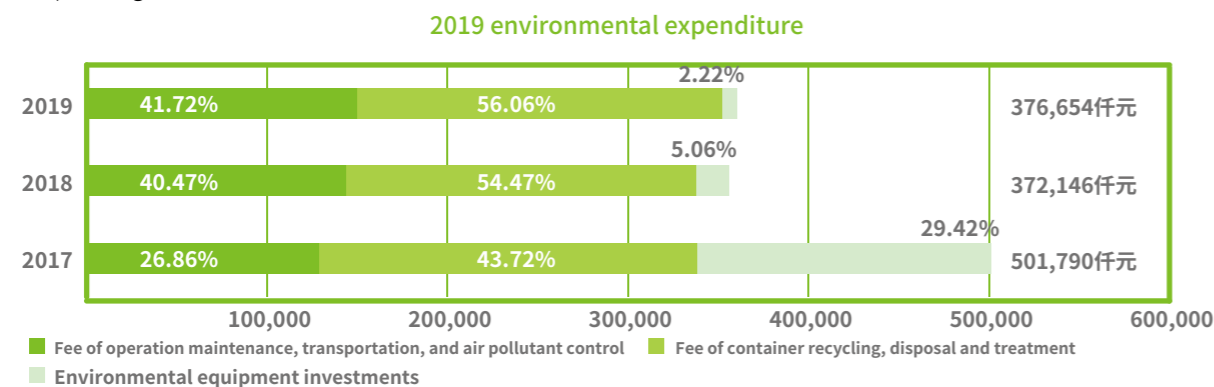


3.1.2 Green procurement

Green procurement is an essential part of the environmental management policy. Thus, we have established a green procurement mechanism, and clearly stated in the procurement policy to prioritize the procurement of green products as well as focus on environmental protection and energy conservation in the supply chain, with the aim to gradually reduce environmental impacts caused by factory operations. Since 2013, Uni-President has been awarded the Private Enterprise Green Procurement Excellence Award by the Environmental Protection Administration of the Executive Yuan for six consecutive years. The total green procurement amount was NT\$118 million in 2019.

3.1.3 Environmental expenditure

In 2019, we invested NT\$376.65 million in environmental protection mainly for the annual operation maintenance fees and administrative charges. There was no major investment in environmental protection equipment. In 2017, we invested NT\$125.38 million to improve wastewater and waste treatment plants. Both projects were completed and operating in 2019.



3.1.4 Legal Compliance

In 2019, there was one environmental violation with fines NT \$ 6000 and one non-compliance with the requirements of Tainan City Low-Carbon City Self-Governance Ordinance with fines NT\$ 48,000. Major nonconformities include inconsistencies with the contents in the waste disposal plan and the failure to install PV facilities at 10% contract capacity. The reasons and corrective actions of offences are tabulated below:

Reasons and Corrective Actions for Offences in 2019

Offence	Waste Disposal Act	Tainan City Self-Government Ordinance for a Low-Carbon City
Plant	Yongkang	Yongkang, Xinshi, Xinying Frozen Food, Matou Bakery
Reason	Mar 8, 2019: The Southern Branch BE of the EPA found that the code on the scrapped disposable bowls was inconsistent with that in the waste disposal plan.	Violation of Article 23 of the Ordinance: Failure to complete PV facilities at 10% of the contract capacity before Dec 28, 2017.
Sanction	Fine NTD 6,000.	Fine NTD 48,000.
Corrective Actions	1. Updated the waste disposal plan on June 18, 2019. 2. Enhanced internal audits and audited the waste disposal plan and operations management SOP of all plans to prevent the recurrence of the same mistake.	Active feasibility assessment of the construction of facilities using renewable energy is in progress. Facilities will be installed by law after the enactment of the enforcement rules for the Renewable Energy Development Act for high electricity users.

3.2 Climate Change and Energy Management

The Global Risks Report published by the World Economic Forum in 2020 indicates that the "climate action failure" is the risk that has a high occurrence rate and the most extensive impact in the year. Many governments or organizations in the world announced the "climate emergency" state in 2019; that is, emergency actions must be taken to mitigate climate change in order to avoid irreversible environmental damage. It is obvious that the issue of climate change is important to the global development and the operation of enterprises in the future. Hence, we actively improve the management of climate change and energy and take specific actions to reduce operational impact, responding to the concerns of the stakeholders and making contributions to the mitigation of climate change.

3.2.1 Climate change and energy management strategy

In the face of potential risks of climate change, we have set up an inter-departmental energy management team, and promote the energy management of each factory under classified management based on three aspects, including the organization, business operations and products. Under government and market expectations for green energy applications, Uni-President and its affiliates officially established the "Green Energy Management Center" in 2018 to coordinate and manage promotional programs related to green energy from the perspective of group management, and appointed professional technicians to be responsible for energy saving technologies in each company. In terms of business operations and product, we integrated ISO-related management systems in order to manage risks, Uni-President's current status, as well as for energy saving and carbon reduction programs, which thereby reduce our dependence on non-renewable energy, and enhance the capability of climate change adaptation.

Management strategy of climate change issue

Risk Control

- Risk identification and response in policies/regulations
- Evaluation of physical risks
- Establishment of countermeasures and implementation of drills

GHG and Energy Inspection

- Inventory and performance evaluation of annual energy consumption and greenhouse gas emission of the organization
- Evaluation of product carbon footprints

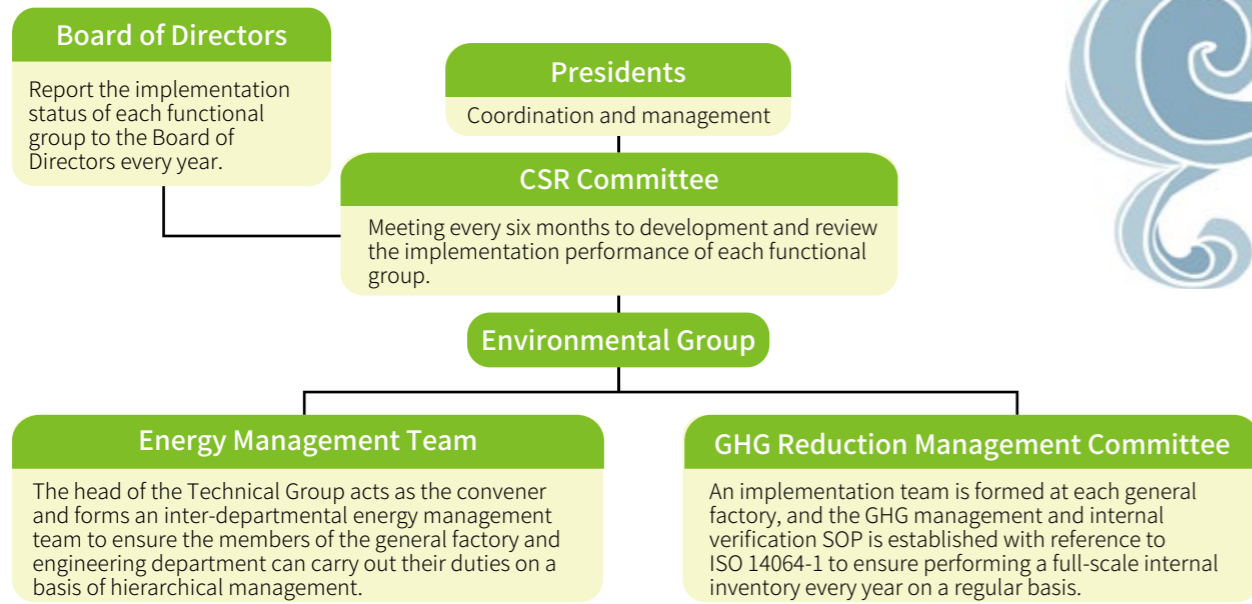
Implement of Energy Saving Projects

- Implement of energy saving projects within the plant
- Renewable energy usage

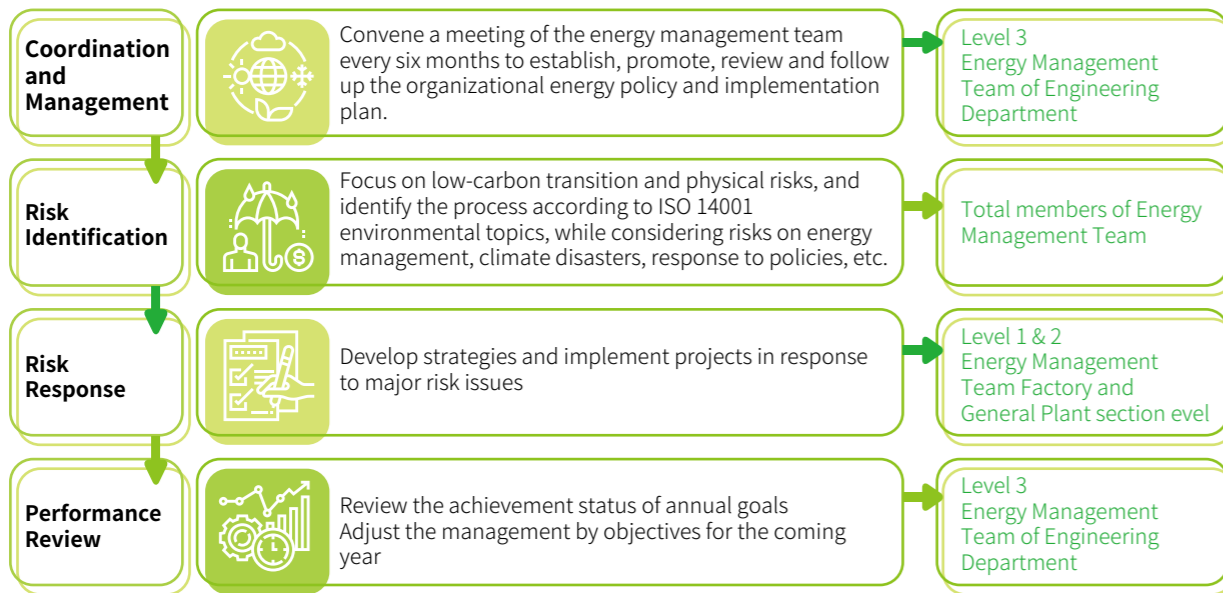
• **Climate Change and Energy Risk Management Mechanism**

To implement the greenhouse gas and energy management at the plant effectively, we appoint the Environmental Group of the CSR Committee as the senior management unit and, via the inter-departmental energy management team and the GHG Reduction Management Committee, ensure all the units of the general factory and engineering department perform their duties properly. The CSR Committee shall report the important implementation performance of the Environmental Group to the Board of Directors on a regular basis every year.

Governance structure of climate change and energy risk in Uni-President



Climate change and energy risk management process



• **Risk identification and response**

In consideration of the increasingly serious physical risk, the regulations and policies deriving from response to climate change, and the risk in the low-carbon transition process, we identify the process according to ISO 14001 environmental topics and make operation-related assessment with respect to the amendment of the regulations and policies every year. Now, we have identified potential risk issues and developed relevant response actions. However, as the climate change and energy issues are more emphasized and the business operation becomes more uncertain, we will make impact assessment for each risk issue to understand its short-term, mid-term and long-term effect on the business operation of Uni-President and the impact on the business, strategy and financial planning of the company.

Identification of climate change and energy risks and response actions

Source	topics	Response actions
Transition (Response to regulations/policies)	<ul style="list-style-type: none"> Greenhouse Gas Reduction and Management Act Energy Administration Act Renewable Energy Development Act Changes in carbon emission factors due to the structure of national energy 	<ul style="list-style-type: none"> Formation of an energy management team and GHG Reduction Management Committee for monitoring of energy consumption and GHG emissions Setup of the targets and promotion of the measures for energy saving and carbon reduction Implement of the ISO 50001 Energy Management System Establishment of the Green Energy Management Center to coordinate and manage green energy programs, and actively assess the applicability and relevance of extending the use of renewable energy Execution carbon footprint inventory to assess about highly emissions suppliers
Transition (Market)	<ul style="list-style-type: none"> Increasing procurement cost due to raw materials shortages 	<ul style="list-style-type: none"> Attempts to increase the proportion of the local procurement of raw materials Seeking alternatives on diversified suppliers
Physical	<ul style="list-style-type: none"> Extreme weather events, such as droughts or floods 	<ul style="list-style-type: none"> Established the SOP of natural disaster response and drilling emergency response regularly. Formation of water condition response teams to monitor and enhance the efficiency of water consumption

• **Enhance the performance review and set an award mechanism and the standard for internal carbon pricing**

In addition to setting the targets for management and annually reviewing the achievements of each factory by the energy management team, we also have an incentive scheme for energy management to encourage the improvement of management. We divide each factory into teams based on their operational characteristics and energy expenditure. For those who achieve daily management and annual energy saving targets, the plant will get incentive awards. In addition, in order to directly link carbon reduction with operating costs, we annually review the trend of international carbon pricing, which is the basis for calculating the efficiency of carbon reduction in each factory, and is an important reference for managing our internal operations.

3.2.2 Energy consumption and GHG emissions management performance

In support of the national and global policies, we set 2005 as the base year for the GHG reduction and energy management in accordance with national policies of Taiwan. The short-term target focuses on energy and carbon intensity control, and the long-term target stresses the total cap of the emissions.



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Targets and Status of GHG Reduction and Energy Management

	Annual targets for management	Target achievements
2019	The annual average electricity saving rate of each general factory is up to 1% and above	◎ (Already achieved) (An average electricity saving rate of 2.27%)
	Reduce carbon emission intensity by a minimum of 2% compared to 2017 for each plant (The average target of the entire company in 2019 was 120 tCO ₂ e/MT production)	◎ (Already achieved) (The average carbon emission intensity is 119.47 tCO ₂ e/MT production)
	85% of steam is generated by the natural gas boiler	△(In progress) (Achievement rate of 90.6%)
2020	The annual average electricity saving rate of each general factory is up to 1% and above	
	90% of the steam coming from natural gas or biofuel	
	<ul style="list-style-type: none"> The departments that achieved the target value in the previous years shall set the goal to reduce the average carbon emission intensity of 2019 by 1% The departments that did not achieve the target value in the previous years shall set the goal to reduce the average carbon emission intensity of 2019 by 2% (The factory daily average target in 2020 is 117.75 tCO₂e/MT production) 	△(In progress)
2020-2024	The annual average electricity saving rate of each general factory is more than 1%	△(In progress)
2025	Reduce to 80% (189,221.6 tCO ₂ e) of the 2005 emissions volume ^{Note 1} by 2025.	△(In progress))

Note 1: 2005 annual carbon emissions were 236,527 tCO₂e.

"Energy Saving Benchmark - Marching toward the Future" Hukou plant won the silver medal of the 2019 MOEA Energy Saving Benchmark Award

The Hukou plant has the first factory building of Uni-President designed and planned based on the concept of green buildings. The plant is the pioneer in the introduction of the ISO 50001 Energy Management System and improves the energy utilization efficiency effectively by establishing internal systems and execution of guidelines. Hukou plant won the silver medal of the 2019 MOEA Energy Saving Benchmark Award



[Highlighted Energy Saving Project]

- Improvement of the air pressure loop pipes at the baking factory: The air pipes of the air compressor at the factory are designed based on a looping concept. This ensures a more stable and smoother operation of the packaging equipment, and the pressure supplied by the air compressor is reduced by 6.4% to save energy effectively.
- Saving of the indoor lighting energy at the water treatment plant: Existing lamps were replaced with light guiding systems to make use of the outdoor sunlight and save energy.
- Optimization of dough temperature reduction at the food factory: Improving the process and saving energy by replacing the equipment within plate cooling approach.

• Energy consumption

In 2019, Uni-President's main energy source was electricity (47.68%), followed by natural gas (45.84%) and fuel oil (4.93%), with a total energy consumption of 1,467,927.38 GJ^{Note 2}, which was higher compared with 2018 owing to increased production. Due to gradual replacement of fuel oil boilers with natural gas boilers, the consumption of natural gas increased, and the annual energy consumption was affected as a result.

Note 2: The calorific value conversion factor is based on the latest calorific value of energy products announced by the Bureau of Energy of the Ministry of Economic Affairs.

In addition, to reduce the indirect GHG emitted from electricity use, we are considering the feasibility of replacing electricity with solar energy along with wind power streetlamps in existing factories. Since the development of renewable energy in 2010, we have generated 115,967 kWh of green energy in 2019.

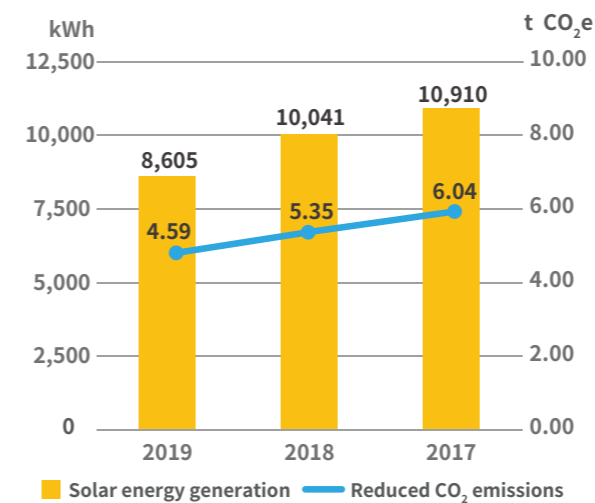
Energy consumption

Type of Energy	Unit	Energy consumption		
		2017	2018	2019
Purchased electricity	thousand kWh	181,303	184,652	194,398
Self-generating green electricity (solar energy and wind energy)	kWh	10,959	10,116	8,675
Fuel oil	kL	2,298	1,823	1,800
Diesel	kL	561	538	522
Biodiesel	kL	2.39	0.00	0.00
Petroleum	kL	145	134	125
Natural gas (NG)	thousand m ³	18,878	19,583	20,090
Liquefied petroleum gas (LPG)	kL	11	11	10
Consumption of non-renewable energy	GJ	1,402,250.45	1,417,662.64	1,467,927.38
Consumption of renewable energy	GJ	39.46	36.43	31.24

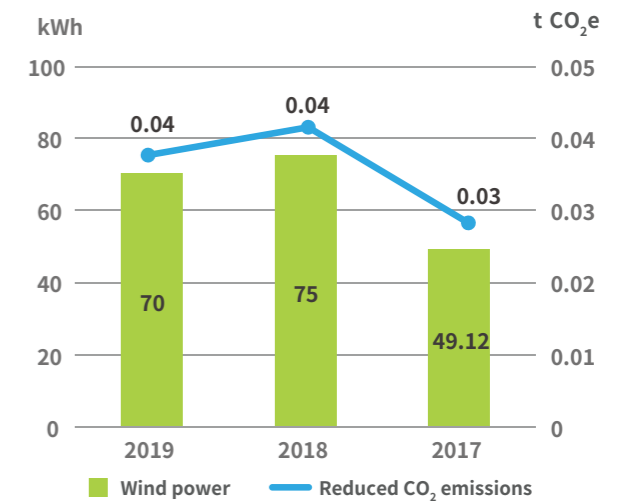
Note: The purchased energy is calculated according to the energy bill, while self-produced energy is calculated according to the results of the meter record.

Note: The calorific value conversion factor is based on the latest calorific value of energy products announced by the Bureau of Energy of the Ministry of Economic Affairs.

Renewable energy generation (solar)



Renewable energy generation (wind)



Note: Given that the Bureau of Energy has not announced the 2019 emission factor in the statistical period, we calculated the carbon emissions in 2019 based on the 2018 factor of 0.533 kgCO₂e/kWh, while carbon emissions in other years are based on the statistical announcement.

• GHG emissions

Uni-President's 2019 annual GHG emissions were 160,163 tCO₂e. The GHG emission intensity was 119.47 tCO₂e/MT production and reduced by 2.03% compared to 2018. In order to achieve the emission reduction goals efficiently, the Energy Management Team conducts reviewing with regard to the general factories that did not achieve the goals and adjusts the goals with reference to the historical implementation status.

GHG emissions

Type	Unit	2017	2018	2019	difference rate between years
Scope 1	tCO ₂ e	56,544	57,356	56,549	↓ 1.41%
Scope 2	tCO ₂ e	95,894	102,151	103,614	↑ 1.43%
Total GHG emissions	tCO ₂ e	152,438	159,507	160,163	↑ 0.41%
Biogenic CO ₂ emission	tCO ₂ e	6.12	0	0	-
GHG emissions intensity	tCO ₂ e/MT production	116.5	121.95	119.47	↓ 2.03%


Note:1. According to 14064-1 requirements, it took method of operation control to inventory GHG emissions by the boundary covers the Yongkang general factory and the Xinshi general factory (including the ice plant and cold food factory), the Taichung General factory, the Yangmei General factory (including the mineral water factory), the Zhongli General factory (including the Madou bread factory), TMR, logistics warehouses, the Taipei Branch, and the Hukou factory.
 2. Greenhouse gas types: CO₂, CH₄, N₂O, HFCs, SF₆
 3. Referring to Taiwan's GHG management policy, we set up the based year in 2015 and the total GHG emissions (Scope1 & Scope2) is 236,527 tCO₂e
 4. The emission factors is based on the information published by Environmental Protection Administration Executive Yuan, R.O.C. (Taiwan).
 Moreover, given that the Bureau of Energy has not announced the 2019 emission factor in the statistical period, we calculated the carbon emissions in 2019 based on the 2018 factor of 0.533 kgCO₂e/kWh, while carbon emissions in other years are based on the statistical announcement.

3.2.3 Conservation action

In order to achieve mid- and long-term reduction targets, we gradually replace fuel oil with natural gas which reduces air pollution, coupled with the implementation of annual energy-saving programs including equipment replacement, equipment parameter optimization and production process control. In 2019, the total energy-saving programs in each factory reduced 5,212 tCO₂e emissions and saving NT\$33.47 million.

2019 representative energy conservation projects

Yangmei Milk Plant 1 - Energy saving for the 7°C chiller at the soymilk production line




The electricity saved was	the emissions were reduced by	the cost saved was
363.01	193.49	NT\$1.11
thousand kWh	tCO ₂ e	million

In consideration of the consumption in summer and other seasons, we adjusted the operation mode of the existing chiller and improved its freezing capability to increase its efficiency.

Note: The annual energy saving estimate is compared with the annual unit energy consumption before the project is executed.

Xinshi Refrigeration Factory - Replace of compressors



The electricity saved was	the emissions were reduced by	the cost saved was
869.68	463.54	NT\$2.67
thousand kWh	tCO ₂ e	million

The efficient inverter refrigerator (standalone dual-pressure mode with an energy consumption of 1.86KW/RT) with a total pressure of 150 HP was used to replace the low-pressure condensing unit to improve the efficiency of the compressor.

Note: The annual energy saving estimate is compared with the annual unit energy consumption before the project is executed.

3.3 Water Resources Management

Uni-President has multiple products and has a high dependence on water in the process of manufacturing juice, tea, milk and other beverage products. Although there is sufficient rainfall in Taiwan, water resources are unevenly distributed, and on top of that, climate change has recently intensified torrential rain and water depletion, which increases the complexity of water management. Thus, we regard water as a major environmental and operational issue, and will dedicate efforts to improve our resilience and adaptation on water resource management.

3.3.1 Water resource management strategy

To avoid different risks in water resources, Uni-President has three perspectives, including resource development, resource saving and emergency response, and manages water resources based on the energy management team's hierarchical management system. We also held regular meetings to discuss issues related to water resources, set up policies, and review the performance of water conservation, as well as integrate water conservation concepts into details of planning, design, production and working environment via various means such as posters, slogans and training courses.



Water resource risk identification and response

Uni-President's products are closely linked with water resources, especially at the raw material and manufacturing stages in the overall value chain. Part of the raw materials come from crops, and water as an integral part of the products is crucial for production. Though the rainwater in Taiwan is abundant, the long-term water condition in Taiwan is unstable due to the substantially uneven distribution of rainwater in terms of space and time and the running water supplied from reservoirs as the water source. To understand more about the water source risk and impact on the environment, we refer to the research information published by the National Science and Technology Center for Disaster Reduction to understand the potential drought risk of each water source and identify the overall water consumption risk of each factory with reference to the 2019 water consumption data as supporting evidence, indicating that the understanding of water conditions and adaption of production are the major points of the management.

Analysis of water consumption risk in plants

	Yangmei plant	Zhongli plant	Hukou plant	Taichung plant	Yongkang plant	Xinshi Plant
Water condition risk (Note 1)	Shihmen Reservoir	Shih men Reservoir	Baoshan Reservoir	Liyu Carp Lake Reservoir	Nanhua Reservoir	Wushantou Reservoir Tsengwen Reservoir
Water consumption percentage (Note 2)		0.2%	0.51%	0.01%	0.12%	0.3%
Overall water consumption risk (Note 3)						

Legend: Low risk (light green), Moderate risk (medium green), High risk (dark green)

Note 1: Water condition risk data: Refer to the Disaster Risk Adaption by National Science and Technology Center for Disaster Reduction <https://dra.ncdr.nat.gov.tw/Frontend/Disaster/RiskDetail/BAL0000022>

Note 2: Water consumption percentage: Water consumption of the factory in 2019/water supply data published by the reservoir in 2018

Note 3: Overall water consumption risk: The risk level identified after the comprehensive assessment with reference to the data of water condition risk, water consumption percentage, and the operating experience of each factory over the past years.

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Risk and adaption of water resources

Source	topics	Response actions
Legal	<ul style="list-style-type: none"> Response to laws and regulations Regulations governing the imposing of water conservation charge (draft) Water Pollution Control Act 	<ul style="list-style-type: none"> Establish water condition response teams to closely monitor water consumption in each factory and water condition in all areas Acquire green building certification for all new factory buildings Invest in and upgrade environmental equipment Target setting and supervision of water quality
Disasters	<ul style="list-style-type: none"> Insufficient water resources Increased possibility of rainstorms and floods 	<ul style="list-style-type: none"> Established the SOP of natural disaster response and drilling emergency response regularly Promoting water conservation projects to enhance water use efficiency Equipping all new factory buildings with the stormwater harvesting system Establishing a water rationing response plan

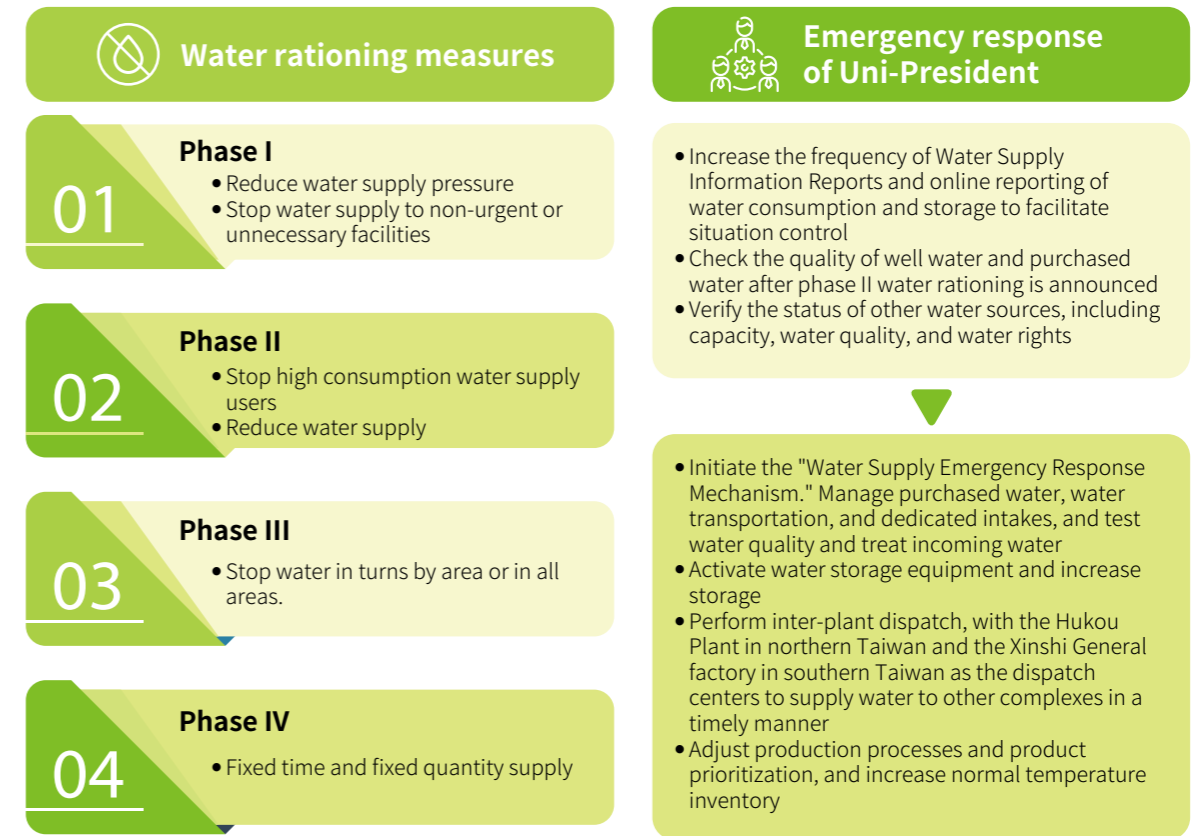
Mechanisms for water resources risk control

We have set up a water resources response team to prevent production losses caused by water instability. The manager of the technical group is appointed as the convener, and is responsible for cooperating between all relevant units and assigning work duties in order for different units to jointly develop response plans and strengthen the coordination between the emergency response team. We also signed a purchase agreement with the water supplier, agreed on reasonable transportation costs with the water carrier, and effectively controlled its schedule to ensure water supply during water scarcity. When water supply is insufficient, we initiate related countermeasures according to the phases of water rationing announced by the government to minimize operational losses caused by water shortages.

Management mechanism and division of labor of the Water Resources Response Team

Coordination and Management	<ul style="list-style-type: none"> Decide on, announce, and implement countermeasures Coordinate the work and capture status 	Technical Group
Water Consumption Monitoring	<ul style="list-style-type: none"> Understand water demands and cultivate water sources Monitor water conditions in production areas and announce related information Establish the water shortage response plan of the factory and coordinate production based on water consumption sequences. 	Engineering Department
Water Consumption Monitoring	<ul style="list-style-type: none"> Dispatch water trucks Conclude transportation service agreement 	Transportation Service Department
Water prices Management	<ul style="list-style-type: none"> Conclude agreements on the unit price with water suppliers 	Procurement Department
Water Quality Monitoring	<ul style="list-style-type: none"> Water quality and truck safety control 	Food Safety Center
Water Conservation Measures	<ul style="list-style-type: none"> Publicize and implement drinking water conservation measures in office buildings and dormitories. Promote and implement technologies for water conservation and recycling in the process. Implement technologies relating to water recycling 	Engineering Department Administration Department Production plants

Water shortage countermeasures of Uni-President



3.3.2 Water withdrawal

In 2019, our factories in Taiwan withdrew 4,162 million liters of water (municipal water supply of 3,629 million liters, surface water of 515 million liters and underground water of 18 million liters). The total water withdrawal was reduced by 4.87% compared to 2018. We will continue to enhance water efficiency to mitigate impacts on water withdrawal driven by increasing production.

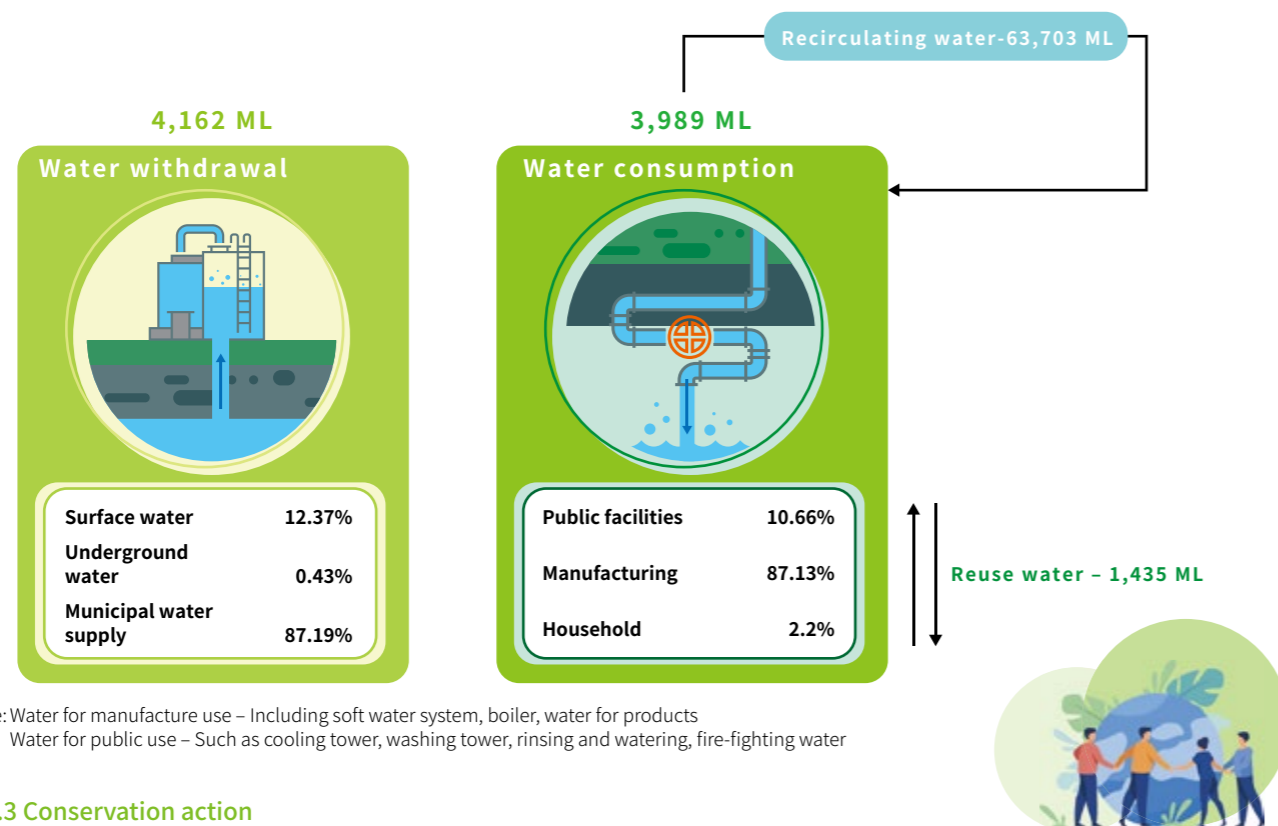
Water withdrawal

Water source ^{Note 1}	Factory ^{Note 2}	2017	2018	2019
Surface water	Yangmei General Factory	150	139	143
Surface water	Xinshi General Factory	954	706	372
Underground water	Yangmei/Hukou/Yongkang General Factory	41	31	18
Municipal water supply	Yangmei/Zhongli/Hukou/Yongkang/Xinshi/Taichung General Factory	3,114	3,499	3,629
Total withdrawal		4,259	4,375	4,162

Note 1: Water sources are fresh water ($\leq 1,000$ mg/L TDS). Municipal water supply is calculated according to the annual water bill, whereas surface water and underground water are calculated according to the meter reading.

Note 2: As pointed out using the water resources risk analysis tool developed by the World Resources Institute, Taiwan is not in water stress area. None of our production plants has a high water resource risk according to the internal assessment.

Analysis of water usage at production plants



3.3.3 Conservation action

Apart from the water consumption that is required in the production process, we actively promote efficient water usage in the plant via the 4 types of water conservation strategies (water source cultivation, source improvement of water for production, process water recycling, and reclamation of end-of-pipe wastewater) and implement of water-saving projects.

Water conservation strategies

Water source cultivation	<ul style="list-style-type: none"> Stormwater: Equip all new factory buildings with the stormwater harvesting system to harvest stormwater for use by the cooling tower and toilet flush Air-conditioning condensate: Reclaim condensate to the clear water system or for replenishing cooling tower water
Source improvement of water for production	Select low-water-consumption machines and establish the "Water Consumption Balancing Chart" to control the reasonable consumption of machines in each factory for the reference of calculating the factory's water reclamation rates and water conservation rates
Process water recycling	Extend the scope of water reclamation to all equipment condensate for recycling and wastewater reduction, such as steam condensate reclamation, RO wastewater reclamation, and finished product iced water reclamation
Reclamation of end-of-pipe wastewater	Intermittently check the discharge water quality during operations based on wastewater characteristics of machines for effective treatment and reclamation at the wastewater treatment plant. For example, acidic and alkaline wastewater from production will be reclaimed as secondary water to the clear water system or cooling tower after treatment and monitoring

2019 representative water conservation projects

Yangmei Milk Factory 1- Improvement of the ice water recycling from the semi-finished product barrels

Annual water conservation of **14.77 million liters**

The ice water overflowing from the safety valve was recovered to reduce the replenishment to the ice water tank

Note: The annual water saving estimate is compared with the ice water replenishment after the project is executed

Yangmei Beverage Factory 1- Optimization and improvement of the hot water system configuration

Annual water conservation of **15.41 million liters**

The CIP procedure in the process system was adjusted and the production schedule is adapted to reduce the additional water consumption due to transfer of product types

Note: The annual water saving estimate is compared with the soft water consumption (per ton) after the project is executed

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

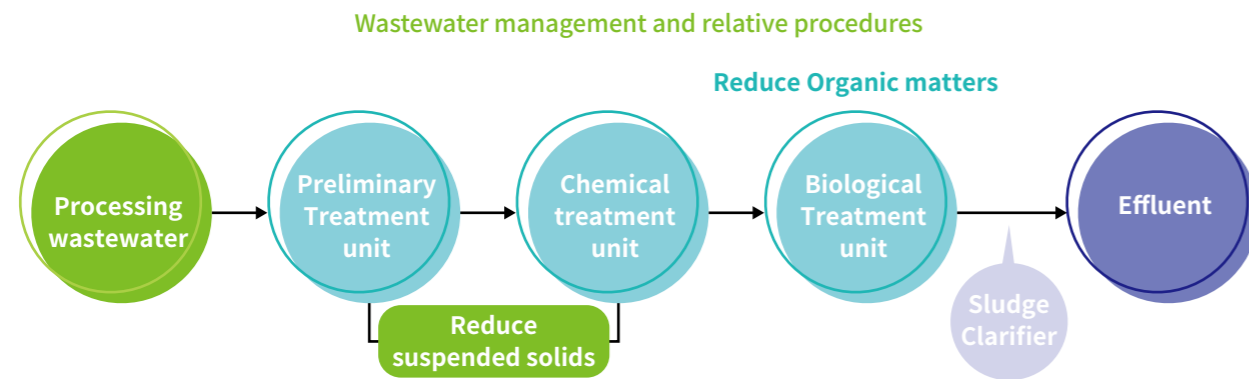
About This Report Appendix



3.3.4 Wastewater management

Uni-President's types of wastewater are mainly organic wastewater, oil and suspended solids. We have set up wastewater treatment equipment for each factory, of which wastewater is discharged after front-end pretreatment and biological treatment, or directly discharged into wastewater treatment plants in the industrial zone. In order to comply with national discharge standards, we have established stricter standards in accordance with national laws and regulations to inspect the functions of wastewater treatment plants and the concentration of discharged water in each factory. We have also set up targets for management on annual wastewater quality as the basis for assessing management effectiveness.

In 2019, the factories discharged only 3,190.56 million liters of plant wastewater. The COD average intensity was 32.87 mg/L, which was reduced every year and significantly lower than the custom target of 70 mg/L, while the average COD reduction equivalent remained the same compared with 2018.



Wastewater Management Targets and Achievements of Uni-President

Year	Annual targets	Target achievements
2019 年	Annual average COD <70mg/L	◎ (Already achieved) (Average COD : 32.87 mg/L)
2020 年	Annual average COD <70mg/L	△(In progress)
2024 年	Annual average COD < 65mg/L	△(In progress)

Uni-President effluent discharge management standard

Effluent discharge standards in plant	National/industry zone effluent standards	Principle of standard setting
BOD ≤ 22.5 mg/L	BOD ≤ 30 mg/L	Strictly standard setting within regulations by internal management demand (75% of the limit value specified in relevant laws and regulations)
COD ≤ 75 mg/L	COD ≤ 100 mg/L	
SS ≤ 22.5 mg/L	SS ≤ 30 mg/L	

Wastewater discharge in 2019

Wastewater Management Items	Unit	Wastewater discharge ^{Note 1}		
		2019	2018	2017
Discharge (Surface water) ^{Note 2}	Million liters/year	3,190.56	3,082.98	3,114.31
Average COD	mg/L	32.87	34.07	42.59
COD equivalent reduction	thousand tons	4.65	5.18	6.54
Rate of average COD reduction	%	97.8	98.01	98.01
Average BOD	mg/L	9.54	8.81	11.17

Note 1: The factory connects its pipes to the sewage treatment plant of the industrial park or to the natural water body. Yongkang Factory, Xinshi Factory - Yanshui River; Yangmei Factory - Shezi River; Hukou Plant - Xinfeng River; Taichung Factory - sewage treatment plant of Taichung Industrial Park; Zhongli Factory - sewage treatment plant of Zhongli Industrial Park.

Note 2: The wastewater discharge volume is determined based on the measurement value on the water meter. The water classified to other categories (>1,000 mg/L TDS) was not used by other organizations.



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

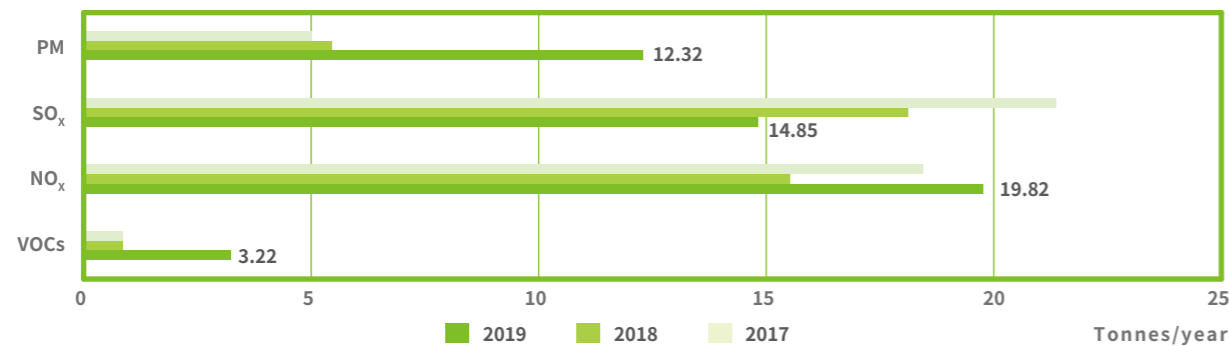
About This Report Appendix

3.4 Pollution Prevention

3.4.1 Air pollution management

Our air pollutants mainly include PM, SO_x, NO_x and volatile organic compound (VOC). The pollutants come from material processing and boiler combustion. To reduce air pollutant emissions effectively, the factory sets up preventive equipment such as cyclone dust collectors, pulse/bag type dust collectors, and washing towers to improve the pollutant capture rate. To reduce the SO_x and NO_x emissions effectively, the fuel oil boilers have been replaced with natural gas boilers year after year. 50.22 tons of air pollutants were emitted in 2019. Since the Environmental Protection Administration added particle emission to the air pollution fee in 2019, the Yongkang food, fodder and flour factories added 7.3 tons of particle emission, and Xinshi and Yangmei factories added 2.5 tons of VOC emission due to the additional bottle blowing process.

Air pollutant emissions in 2019



Note : Calculation based on site-specific data

3.4.2 Waste management

Uni-President has formulated the "Waste Management Act" to ensure that all wastes are properly classified, managed, cleared and disposed of. The factory waste can be divided into general waste, hazardous waste (organic laboratory waste liquid) and recyclable waste. Plant operations have generated a total of 38,242 tons in 2019, which decreased compared to that of 2018 due to additional production capacity. In order to promote waste reduction and improve the factory's resource classification and management, we have set up targets in waste recycling rate. We have achieved the annual targets for management goals for three consecutive years since 2016. To increase the efficiency of waste management, we re-adjusted our targets for management in 2019, in the hope of reducing the environmental impact of waste through source minimization and resource recycling.

Waste management targets and achievements of Uni-President

Year	Targets	Target achievements
2019 年	Waste recycling rate > 95.5%	◎ (Already achieved) (Recycling rate of 95.98%)
2020 年	Waste recycling rate > 95.5%	△ (In progress)
2024 年	Waste recycling rate > 96.5%	△ (In progress)

Waste generation and disposal method in 2019

Unit : Tonnes

Waste Type	Item	Treatment	2017	2018	2019
Non-hazardous waste	General waste	Incineration	1,598	1,440	1,535
	Recyclable waste (sludge, waste tea, others)	Composting	-	24,090	24,636
	Recyclable waste	Recycling	34,891	10,698	12,068
	Waste recycling rate (%)		95.62%	96.02%	95.98%
hazardous waste	Organic laboratory waste liquid	Incineration	1.84	2.28	2.58

Note: The waste disposal method is handled by the appointed outsourcing company

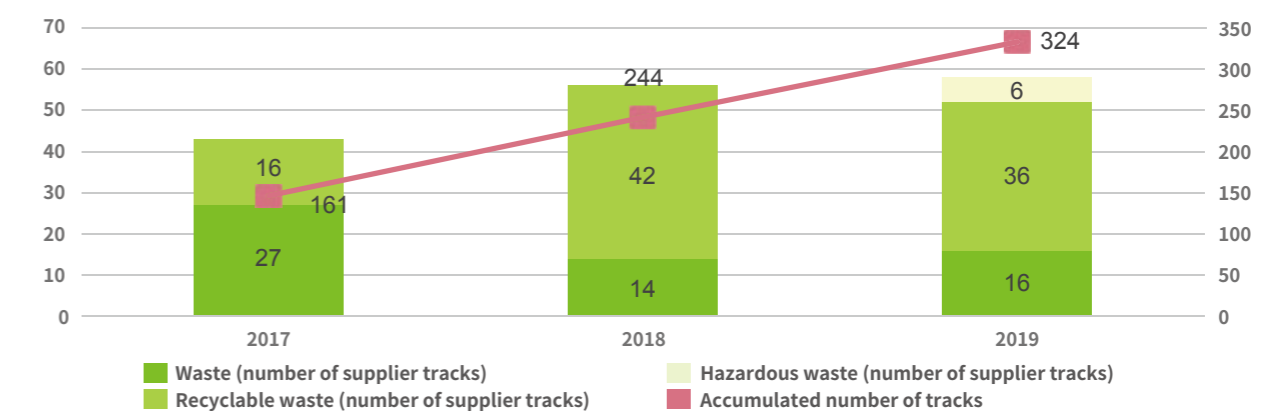
Waste generation reduction by circular economy concept

Due to special features of the food industry, "food safety" is the first priority for our management principle, whereas the effectiveness on waste source reduction is often limited. Thus, we believe that increasing the potential on waste recycling to effectively achieve resource saving can lower the environmental pressure. With that, we actively plan innovative waste recycling projects. For example, we commission external suppliers to develop sludge and tea residue into organic compost, while soybean residue is recycled as feed and pallets are recovered for repeated use. The Xinshi Factory sludge reduction project was planned in 2019 and sludge dryers will be set up as planned in 2020 to reduce water content in the sludge to 40% and realize a sludge reduction of 2,949 tons.

Flow tracking of waste to ensure effective management

Uni-President's wastes are entrusted to the legal cleaning and transporting agent to dispose of and properly use recycled materials, and the company has set up clear regulations that strictly prohibit recyclable wastes in food processing or food materials to ensure food safety. In addition, in order to strengthen the flow tracking of waste, we use the GPS system to clearly track and check the flow of waste, resources, and hazardous waste generated by each factory. The investigation includes treatment of waste and resources, waste storage approaches, disposal records, flow, and transportation licenses. In 2019, a total of 58 waste, resources, and hazardous waste treatment companies were inspected, with a total of 80 tracked, and there were no violations discovered in the inspection and tracking results.

Record of flow tracking of waste and recyclable waste in 2019



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix









4 Building a Healthy and Happy Workplace

- Strengthening human capital
- Occupational health and safety

Chapter 4. Building a Healthy and Happy Workplace

Talents are the foundation for the sustainable development of the enterprise. Uni-President systematically draws up our talent development map in terms of pragmatism and long-term operations. We also build well planned talent development systems based on the corporate visions, missions, and strategy implementation, in the aim to attract, develop and retain more talents and strive for the mutual and sustainable growth of the personal career and corporate developments. Uni-President was selected as a constituent of the Taiwan High Compensation 100 Index (HC 100) and Taiwan Labor Rights Index in 2019. The index takes the public information such as the corporate social responsibility report, corporate working conditions and occupational health and safety performance into consideration to select companies with excellent performance in the labor rights as the subjects. Thus, we were recognized for the emphasis of talent and outstanding results once again.

4.1 Strengthening human capital

Material topic	Talent development and management, Compliance
 Policy and commitment	Upholding the concept of "Professional cultivation, career development and lifelong learning," we cultivate the human capital and employ domestic and overseas talents to strengthen our competitive advantage in talents.
 Target	We establish a learning organization trend and shape good business style as well as corporate culture to continue enhancing the competitive advantages of the employee and the Company and jointly create outstanding performance and the win-win situation for both parties.
 Responsibility and resource	Human Resources Department, Education and Training Center
 Action plan	<ul style="list-style-type: none"> • Recruitment of Management Associates and foreign employees • Continuous improvement of the education and training and the salary and welfare system
 Evaluation of the management approach	Performance evaluation, regular review and improvement of the management system
 Grievance mechanisms	Please refer to the information on our website for the contact person of Uni-President's stakeholders. https://www.uni-president.com.tw/other_service/contact.asp

Management strategies

Uni-President considers that "talents are the foundation of corporate development" and maintains a reasonable and fair working environment to share our business results with employees by providing various benefits; upholding the concept of "Professional cultivation, career development and lifelong learning," we cultivate the human capital and employ domestic and overseas talents to strengthen our competitive advantage in talents. Meanwhile, to shape a good business style and corporate culture, we maintain open channels for labor-management communication and comply with the labor regulations to prohibit any violation against dignity, human rights and any form of discrimination against employees to continue enhancing competitive advantages of the employee and the Company.

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

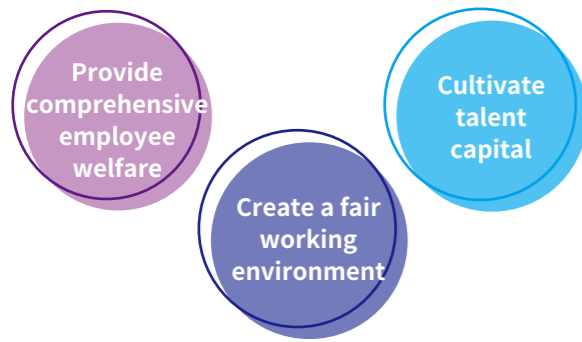
Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Vision and concept



Management Targets	Achievement rate	2019 Key achievements
Create a reasonable and fair working environment	☉ (Already achieved)	Optimize internal management regulations and procedures
Diversified talents in Uni-President	☉ (Already achieved)	Recruitment of Management Associates and foreign employees

In 2019, Uni-President won the Top 1 company in commodities manufacturing industries from the "Top 20 Most Popular Companies Among the New Generation in 2019" by Cheers Magazine and was selected as a happy enterprise in the "2019 Happy Enterprise Awards - Manufacturing and Building Sales Agency Category" of the 1111 Job Bank by office workers. These honors indicated our excellent business performance and comprehensive training system were well recognized by the public.

4.1.1 Human resources profile

Uni-President's employees are very loyal to the Company. Despite the low turnover rate, we also face the trends and risks of aging and declining population in society. There were 100 people who retired in 2019. Thus, in accordance with internal regulation, employees of more than 60 years old are appointed as a project aide or a senior commissioner to assist other employees in order to respond to the passing down of generations and enhance the breadth and depth of human resources, and the recruitment of MAs and foreign talents are expanded to keep up with the business development, in the hope to create more value for the Company.

New/terminated employees

Total numbers and ratio of new employees								
Age	Domestic employees (Taiwan)				Foreign employees			
	Male	Ratio of new employees	Female	Ratio of new employees	Male	Ratio of new employees	Female	Ratio of new employees
Aged below 30	77	1.43%	53	0.98%	42	0.78%	4	0.07%
Aged 31-50	41	0.76%	13	0.24%	2	0.04%	0	0.00%
Aged above 51	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	118	-	66	-	44	-	4	-

Description: Ratio of new employees (%) = number of new employees in the category of the year/total number of employees at the end of the year.

Total numbers and ratio of terminated employees								
Age	Domestic employees (Taiwan)				Foreign employees			
	Male	Terminated ratio	Female	Terminated ratio	Male	Terminated ratio	Female	Terminated ratio
Aged below 30	36	0.67%	19	0.35%	1	0.02%	0	0.00%
Aged 31-50	31	0.58%	16	0.30%	0	0.00%	0	0.00%
Aged above 51	85	1.58%	12	0.22%	0	0.00%	0	0.00%
Total	152	-	47	-	1	-	0	-

Description 1: In 2019, there was a total of 100 people at retirement age.

Description 2: Ratio of terminated employees (%) = number of terminated employees in the category of the year/total number of employees at the end of the year.

Workforce distributions

	Total number of employees by gender		
	Male	Female	Total
Employees	3345	2040	5385

	Domestic employees (Taiwan)		Foreign employees	
	Male	Female	Male	Female
Full time	3287	2034	58	6
Temporary	73	94	0	0
Total	3360	2128	58	6

	Domestic employees (Taiwan)		Foreign employees	
	Male	Female	Male	Female
Full time	3287	2034	58	6
Part-time	73	94	0	0
Total	3360	2128	58	6

Uni-President aims to create a fair working environment and has dedicated efforts to ensure equal rights and interests to the employment. In 2019, the number of employees with disabilities totaled 85, accounting for 152%^{Note 2} of the total statutory number of employees^{Note 1}.

Note 1: According to Article 38, Paragraph 2 of the People with Disabilities Rights Protection Act, private schools, groups and private institutions whose total number of employees is more than 67 shall employ disabled people with disabilities with capability to work and the number of employees with disabilities shall be no less than 1 percent of the total number of the employees and no less than 1 employee.

Note 2: The percentage (%) of the total number of disabled employees/statutory number of employees.

4.1.2 Diversification of talent recruitment and training

Regarding the emphasis of the talent development and training, Uni-President established a dedicated unit for education and training in 1982, which was approved by the government in 1996 and formally became an education and training center for Uni-President. The Company actively develops talents, plans learning maps for all levels of employees, and deeply cultivates the functional training of all levels of talents, while developing a group platform for resource sharing to attract, develop and retain more talents.

2019 Education and training courses

To deepen the talent cultivation, Uni-President plans the learning blueprint based on the functions of employees and establish a comprehensive talent development system according to four main subjects of OJT, OFF-JT, digital learning and self-inspiration. In 2019, we won the golden award of the Talent Quality-management System (TTQS). According to the training system of professional talents, Uni-President systematically designs the training plan for employees. Besides providing basic OJT, including production management, marketing training, human resource training and financial/accounting training, each department also actively implements OFF-JT to integrate with the market, including legal compliance, negotiations, marketing, management and business operation. In addition to the functional training, we also provide multiple self-inspiration courses covering visual and aesthetic taste and growth in body, spirit and mind to improve employee literacy and inspire their innovative ideas. In addition, in response to the trend of international and domestic corporate governance, Uni-President planned six types of courses to assist employees in enhancing and improving relevant professional knowledge. Besides related training held by the Company, we also have external training courses to expand the ground and broaden the horizons of employees to maximize the education and training efficiency.

Classification of Corporate Governance Courses

- 1 Regulation Compliance of Ethical Management**
 Including corporate governance, business concept and culture, operational/brand management, internal training of instructors, new employee/MA training.
- 2 Food safety and health management and inspections**
 Including food safety, laboratories, R&D, QC, inspection and testing, and on-site mechanical operations related to food safety
- 3 Accounting and internal control systems**
 Including financial/accounting groups, business integration, and finance and accounting courses
- 4 Courses related to the Board's secretariat and audit office**
 Including the Board's secretariat, audit office, and audit related courses
- 5 Occupational and environmental safety**
 Including occupational safety, environmental safety, health promotion, healthy living, art and human culture, engineering/machine maintenance/contracting
- 6 Personal information and information security**
 Including the IT department, individual information/information safety

In 2019 we invested a sum of NT\$17.56 million in employee learning resources, i.e. NT\$3,261 per employee on average. The average training length for each employee was 33.44 hours. In addition, we also developed relevant training regulations for different levels of employees. The minimum training hours per year for senior level managers, mid-level managers and base level employees are 36 hours, 30 hours, and 24 hours, respectively.

Total Training Hours of Employees in 2019

2019	Male			Female			Total Hours of Training	Total Number of Employees	Average Hours of Training
	Hours	Persons	Average Hours of Training	Hours	Persons	Average Hours of Training			
Senior	9,110.5	184	49.51	1,746.5	32	54.58	10,857.0	216	50.26
Intermediate	29,482.0	528	55.84	10,728.5	207	51.83	40,210.5	735	54.71
Junior	37,736.5	663	56.92	16,622.5	145	114.64	54,359.0	808	67.28
General	47,445.5	1,970	24.08	27,207.5	1,656	16.43	74,653.0	3,626	20.59
Total	123,774.5	3,345	37.00	56,305.0	2,040	27.60	180,079.5	5,385	33.44

4.1.3 Salary and welfare system

Uni-President has maintained a reasonable and fair working environment via mechanisms such as the promotion system, salary raise, performance appraisal, rewards and punishments, and regularly reviews management regulations over a certain period. We also improve the management systems, such as responding to current prices and consumption standards, and amendment of business travel rules, in the hope of motivating employees through improved employee welfare and care to enable the employees to notice the value of their work and grow together with Uni-President and march toward the future.

Welfare system

We share our business results with our employees by continuing to commit to improving the software and hardware facilities and quality of employee food, clothing, housing, transportation, education, and entertainment. We also have a comprehensive welfare system and provide care for employees with the aim to create a happy working environment.

Welfare item

- Welfare facilities**
 In addition to venues for recreation and exercise, including the library, recreation room, staff lounge, table-tennis room, billiards room, and basketball court, we provide employees with dormitories, cafeterias, car parks and breastfeeding rooms.
- Benefits and allowances**
 All employees enjoy Labor Insurance, National Health Insurance, group insurance, travel allowance, marriage allowance, birth allowance, children's education allowance, funeral allowance, birthday cash gift, retirement reward, gifts on three major folk festivals and special offer items, and health examination.
- Other benefits**
 In addition to special offer items and staff discounts for purchasing Uni-President products, employees enjoy statutory maternity leave, paternity leave, and parental leave. Female workers pregnant for over 32 weeks may apply for paid prenatal maternity leave.

Salary information of full-time employees in non-management positions

Uni-President provides a reasonable and fair working environment with fair pay rule such as equal pay between men and women, as well as between foreign workers and local workers. In accordance with Article 4 of the Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by TPEX Listed Companies, we disclose the average and median salaries of the full-time employees in non-management positions as shown on the right.

Year	Full-time employees in non-management positions	Average salary of full-time employees in non-management positions (in thousand dollars)	Median salary of full-time employees in non-management positions (in thousand dollars)
2019	5,271	1,200	1,021
2018	5,291	1,160	NA
Variance	-20	40	NA

Description: The employees in non-management positions are employees apart from managers defined in Letter No. Tai-Cai-Zheng-san-zi No. 920001301, whose working hours meet the specified normal working hours of Uni-President.

4.1.4 Communication and employee rights

At Uni-President, we attach great importance to the relationships between employees and establish sound labor-management interaction to protect employee rights and interests through comprehensive two-way communication channels, such as the trade union general assembly, the sexual harassment prevention hotline, the performance appeal mechanism, the labor-management meeting, the punishment/reward appeal procedures, the suggestion email, various activities, and internal publications. In addition, we pay attention to the issues of human rights by supporting and complying with the regulations and principles of human rights recognized internationally, including the "Universal Declaration of Human Rights," "The UN Global Compact" and the "Declaration on Fundamental Principles and Rights at Work" of the International Labour Organization. We also established related human rights policies and comply with the local labor regulations to avoid violations against human rights. In 2019, there was no employment of child labor, forced labor, restriction on the freedom of assembly and association or violation against the body or benefits of the employees in Uni-President.



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Human rights issues emphasized by Uni-President



The Uni-President trade union has been established for more than 40 years and actively conducted employee meetings and maintained their freedom of speech. As of the end of December 2019, there were a total of 5,285 members, accounting for 98.14% of total employees. In the trade union, the highest priority has been given to safeguarding and fighting for members' rights and interests, and the negotiation results are presented in the form of Group Agreements. The Group Agreements were approved by the 17th term of the 10th Board of Directors in November 2017, and is valid from January 1, 2018 to December 31, 2020. The employers and employees have high consensus on maintaining the traditional harmonious interaction by holding a labor-management meeting once every 3 months to continue to develop a win-win situation for the working environment.

4.2.1 Management strategies

Uni-President adheres to occupational safety principles to build a safe, comfortable and healthy workplace to ensure the safety of all employees. It has conducted various types of occupational safety education and training and advocates relevant cases via systematic safety and health management and health care management in order to enhance and implement our employees' awareness on occupational safety. In terms of contractors, all contractors and outsourced workers of Uni-President's plants are considered employees and are required to comply with the Company's safety and health regulations. Furthermore, contractor safety seminars are organized on an annual basis in order to exchange ideas and improve communication between both parties. Construction safety inspections were conducted by the occupational safety room, engineering division, and the occupational safety department of Uni-President's general factories to jointly prevent occupational disasters through guidance and reviews, which thereby improve the safety quality, and implement "self-protection, mutual care and supervision" with the hope to achieve the ultimate goal of "zero disaster" under continual improvement.

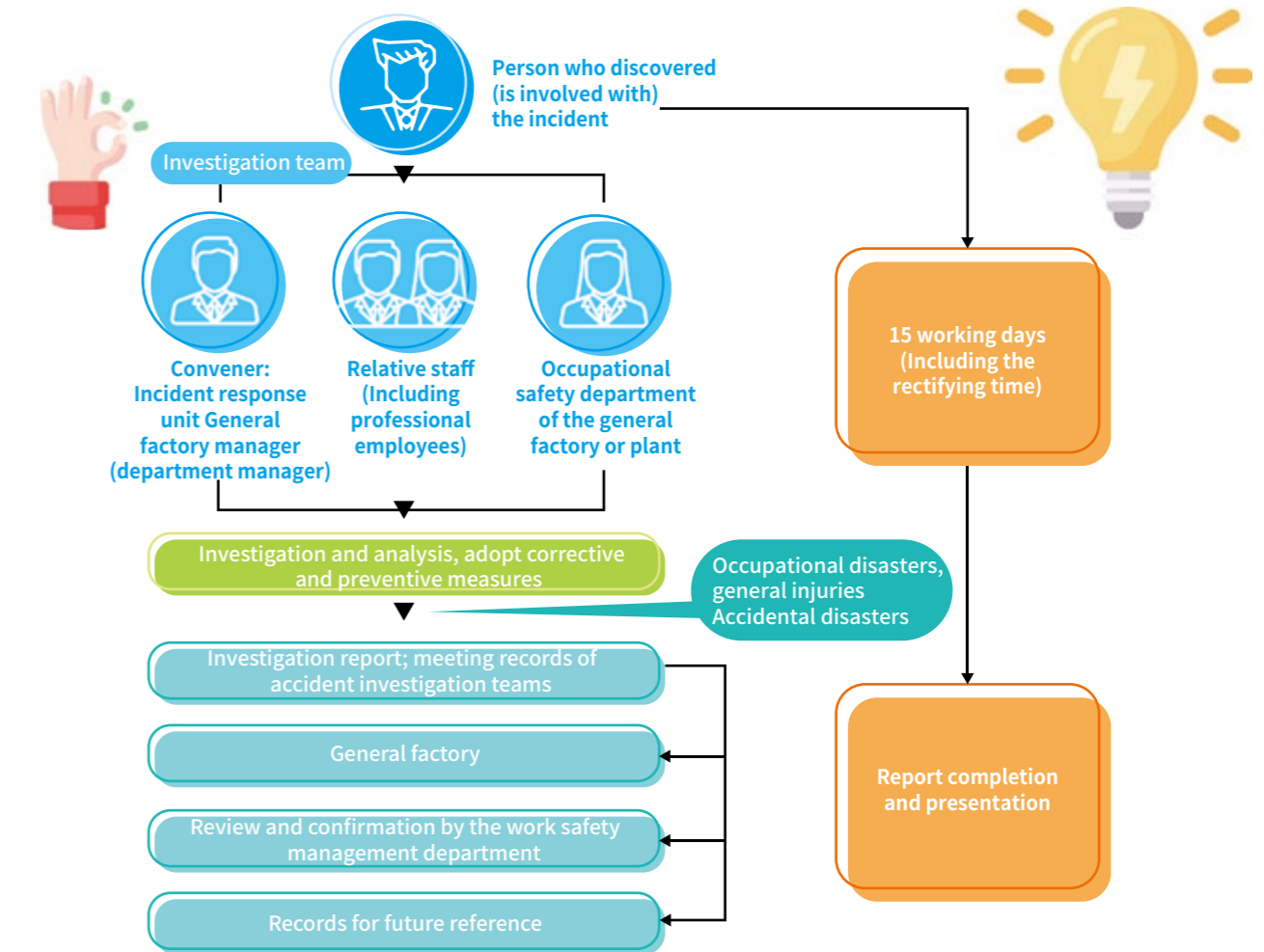
4.2. Occupational health and safety

Uni-President pays great attention to the safety and health of employees and has established sound regulations for matters such as road safety, pre-employment physical examinations and annual health check-ups, safety education and advocacy, mechanical equipment maintenance and repairs, the use of protective gear, and safety and health work practices for on-site employees, to prevent occupational disasters, improve safety quality and create a safe and comfortable working environment.

Material topic	Occupational health and safety, Compliance	
<p>Policy and commitment</p>	<ol style="list-style-type: none"> 1. Compliance with the laws and regulations 2. Popularization of the safety awareness 3. Improvement of communication and consultation 	<ol style="list-style-type: none"> 4. Implementation of risk management 5. Prevention of injury and disease 6. Continual improvement performance
<p>Target</p>	Adopting the "zero occupational disasters" as the ultimate goal.	
<p>Responsibility and resource</p>	Work safety related unit	
<p>Action plan</p>	<ol style="list-style-type: none"> 1. Continuous promotion of the ISO 45001 Occupational Health and Safety Management System. 2. Implementing the safety and health management and care for the employees, utilizing the electronic safety and health management system and integrating measures such as the education and training with promotions of cases. 3. Implementing the guidance and inspection of the graded audit. 	
<p>Evaluation of the management approach</p>	The occupational safety and health personnel implements the safety and health checks and audits irregularly while the occupational safety room and the occupational safety department of Uni-President's general factories/plants supervise and assist in the promotion of occupational safety and health practice in each plant and department.	
<p>Grievance mechanisms</p>	Please refer to the information on our website for the contact person of Uni-President's stakeholders. https://www.uni-president.com.tw/other_service/contact.asp	

Accident investigation and handling procedures

Applicable to accidents such as occupational disasters, general injuries, and accidental disasters.



Vision and concepts



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Management Targets

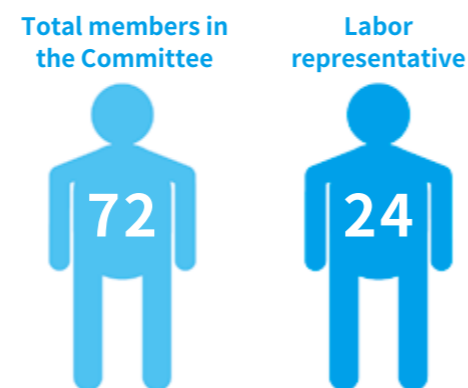
Management Targets	Achievement rate	2019 Key achievements	2020 Goals	Long-term targets
Create a reasonable and fair working environment	◎ (Already achieved)	<ul style="list-style-type: none"> Xinshi General Factory and Zhongli General Factory won the Five Star Award of the Excellent Enterprise in Promotion of Occupational Health and Safety Xinshi General Factory received the "high-distinction award" of Tainan city hall's "2019 Safety and Hygiene Family Performance Evaluation" Yongkang General Factory received the "excellence award" of Tainan city hall's "2019 Safety and Hygiene Family Performance Evaluation" 	<ul style="list-style-type: none"> Hukou plant received the excellent award of the 2019 Excellence at Occupational Safety and Health Promotion Continue to gain the ISO 45001 certification 	<ul style="list-style-type: none"> Implementation of the ISO 45001 Management System <ul style="list-style-type: none"> (1) Conduct internal and external audits annually to continue to improve the work environment (2) General factory/ plant managing representatives regularly convene management review meetings every year Continue to gain the ISO 45001 certification
Occupational safety level 3 auditing	◎ (Already achieved)	Deficiencies tracking and improvement	Continued auditing of occupational safety, deficiencies tracking and improvement	Improve the implementation of occupational audits to enhance occupational safety and quality.
Organize health promotion courses	◎ (Already achieved)	Recognize occupational stress and overworking	Continue to organize and improve health promotion courses, helping the employees create awareness of workplace health	Create a healthy and safe workplace through health promotion courses
Conduct general and special health check-ups	◎ (Already achieved)	Hierarchical management and tracking	Continue to conduct employee health check-ups and implement hierarchical management and tracking.	Safeguard health and safety of the employees through the long-term implementation of employee health check-ups

4.2.2 Occupational health and safety management system

An occupational health and safety management system is implemented through the identification, risk assessment and control and safety observation technology to improve the operation and reduce the occupational hazard risk to employees through the systematic management. Uni-President's Yongkang General Factory, Xinshi General Factory, Yangmei General Factory, Zhongli General Factory, Taichung General Factory and Hukou Plant are all certified by the occupational safety and health management system ISO 45001 (International Occupational Health and Safety Management System) and CNS 15506 (Taiwan Occupational Safety and Health Management System, originally named TOSHMS). The scope of management covers all employees and workers. Workers include contractors, materials suppliers, drivers, and dispatched labor. In addition, each unit conducts occupational safety management reports and exchange through the production management system review meeting which is held twice a year to actively manage and care for the safety and health of employees and improve our corporate safety and health culture.

Occupational Health and Safety Committee

The Company has established a safety and health committee for the whole company and general factories/plants, and held 1 meeting every three months to review matters related to occupational safety and health; for example, review of occupational disaster investigation reports, review of safety and health education and training programs, review of health management and health promotion matters, review of safety and health performance, and review of monitoring reports for the operating environment. Number of labor representatives accounts for one third of the total members of the Committee which is in accordance with the regulation.



Occupational safety performance

Uni-President constantly promotes the occupational safety and health management systems ISO 45001/CNS 15506 to manage and care for the safety and health of employees. Through the electronic safety and health management system and activities that we organized, such as educational training, promotions of cases, mutual occupational safety audits and proposal improvement and occupational safety experience, we actively implement the hierarchical audit guidance and perform audits. We will continue to execute the safety and health management system and regulations in order to improve the management performance and ensure the zero occupational safety risk.

Occupational hazard assessment process

- 1 Resolve every production including the ingredients/material intake and all workstations during production.
- 2 Fill in an operation inventory with the frequency, operation condition, condition for qualified personnel and responsible unit.
- 3 Fill in a "hazard identification and risk assessment form" with information from the operation inventory and list steps of the operation.
- 4 Find hazards that may harm the product form and current control measures: Cover all of the hazards as much as possible (including physical, chemical, biological, ergonomic and mental factors) while identifying hazards.
- 5 Conduct hazard identification, and risk assessment and control.

Year	2017	2018	2019 ^{Note 8}
The number of hours worked (Unit: hours)	10,742,055	10,937,236	10,681,879
Persons affected by general work-related injuries ^{Note 1}	2	3	9
The number of high-consequence work-related injuries (excluding fatalities) ^{Note 2}	0	1	0
The number of fatalities as a result of work-related injury	0	0	0
The number of recordable work-related injuries (persons)	2	4	9
Rate of fatalities as a result of work-related injury ^{Note 3}	-	-	-
Rate of high-consequence work-related injuries (excluding fatalities) ^{Note 4}	-	0.09	-
Rate of recordable work-related injuries (Disabling injury frequency rate) ^{Note 5}	0.18	0.36	0.84
Food manufacturing industry Disabling injury frequency rate	2.25	2.32	2.28
Disabling injury severity rate ^{Note 6}	27	34	24
Food and feed manufacturing industry Disabling injury severity rate	174	120	107
Frequency - Severity Indicator ^{Note 7}	0.07	0.11	0.14
Food manufacturing industry Frequency-severity indicator	0.63	0.53	0.49

Note 1: Persons with less than 180 lost days

Note 2: Persons (excluding fatalities) with more than 180 lost days

Note 3: Rate of fatalities as a result of work-related injury = Number of fatalities as a result of work-related injury * 1,000,000 / Number of hours worked

Note 4: Rate of high-consequence work-related injuries (excluding fatalities) = Number of high-consequence work-related injuries (excluding fatalities) * 1,000,000 / Number of hours worked

Note 5: Rate of recordable work-related injuries = Number of recordable work-related injuries (persons) * 1,000,000 / Number of hours worked

Note 6: Disabling injury severity rate = Lost days * 1,000,000 / Number of hours worked

Note 7: Frequency-severity indicator = $\sqrt{\text{Disabling injury frequency rate} * \text{Disabling injury severity rate} / 1,000}$

Note 8: Due to the insignificant proportion in number, the information on occupational safety performance of non-staff workers was not disclosed.

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Year	2017	2018	2019
The main types of work-related injury	Injured cases (persons)		
Others (feeling physically unwell)	0	0	1
Rolling-up	1	1	3
Cutting	1	1	0
Slips-and-falls	0	2	4
Contact with high/low temperature	0	0	1

Remark: 1. No fatality incident was reported during 2017-2019.

2. Cut during bread knife replacement was the severe occupational injury reported in 2018. OH&S education and training has been enhanced and foolproof devices have been installed. The incident has been included in the zero-accident prevention drill under the topic "Equipment Cleaning Hazards Preventive Management".

4.2.3 Raise occupational health and safety awareness

Internal educational training

Considering that corporate safety culture is the foundation of promoting occupational safety and health, Uni-President specially designed 15 SOP teaching plans for the work safety issues to develop and strengthen the employees' awareness on occupational safety. The plans include fire safety equipment management, hot work management, emergency response management, employee health monitoring management, operating environment monitoring management, hazard identification, risk assessment and control management, hazardous materials management, change management, confined space management, contract engineering safety and health management, electrical safety management, outsourcing contractor safety and health management, safety observations management, stacker safety management, and free radiation safety management. In 2019 the number of occupational and environmental safety related courses totaled 82,965.5 hours and 30,748 employees.

Sharing and exchange

In addition to the internal occupational safety and health educational training, Uni-President cooperates with the Labor Affairs Bureau of Tainan City Government to organize the "Safety and Health Educational Training" with the principle of "guide and support." Targets of the training focus on members of contractors, managers of Uni-President's factories, and safety and health management personnel. The training allows them to share experience, exchange with one another, and receive on-site guidance, so as to assist members in developing complete safety and health management mechanisms, improving occupational safety facilities, preventing occupational disasters, strengthening abilities on operational hazard identification and prevention, and integrating the occupational safety and health concept into our daily operation. In 2019, Uni-President received various occupational safety awards from government agencies, showing that the Company is recognized in its effort and achievement in occupational safety and health.

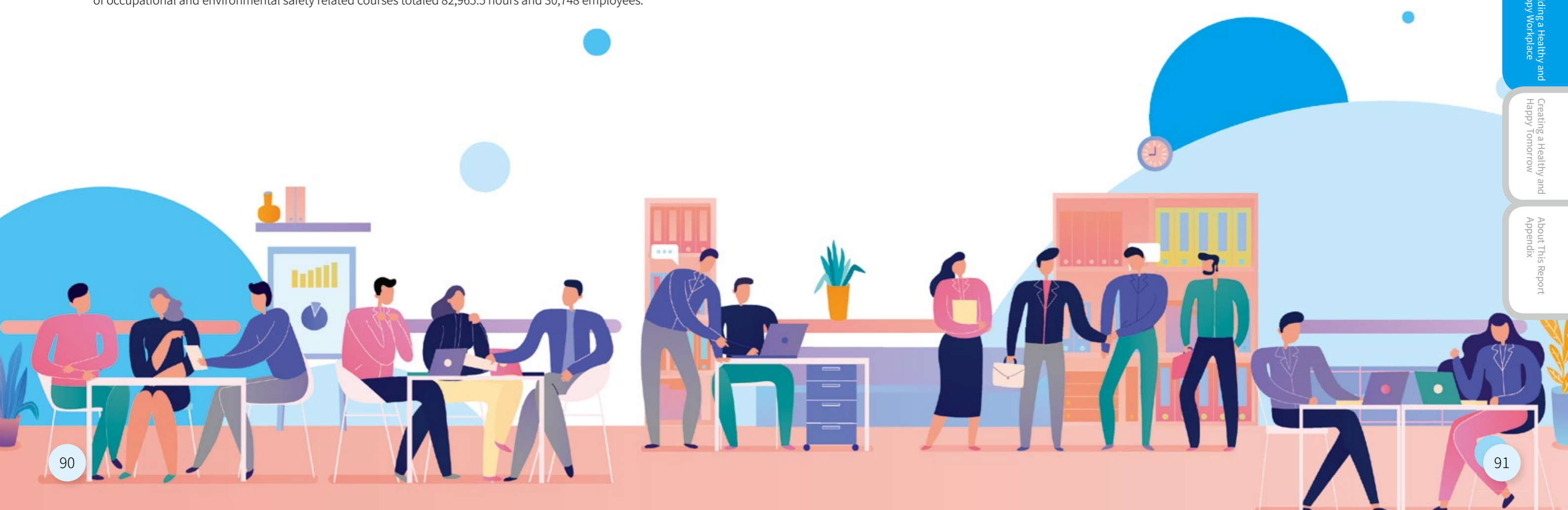
4.2.4 Building a healthy workplace

Health checks and description of high-risk occupational diseases

Since Uni-President values our employees' safety and health, employees regularly receive health checks. In 2019, we invested about NT\$ 6.74 million in the employee health check, and the total number of persons who received health checks was 5,191. We have also assay abnormal items and follow up the condition based on the 2019 employee health check report. Meanwhile, in order to ensure the occupational safety and health of employees and prevent personnel from impairing their hearing due to noisy high-risk working environments in parts of areas, we formulate relevant responses and prevention measures including the source of environmental noise improvement, earplugs or earmuffs, special health checks for the personnel working in noisy areas, the noise hazard prevention plan, and hearing protection educational training.

4.2.5 Legal Compliance

Employee workplace health and safety is our prime concern. In 2019, two offences of Article 6 paragraph 1 of the Occupational Safety and Health Act with fines totaled NTD270,000 was reported. Hence, we have taken various corrective actions, such as reviewing the workplace safety condition, adjusting the internal operating procedures, and enhancing the safety awareness education of employees and contractors to prevent the recurrence of similar incidents.





5







Creating a Healthy and Happy Tomorrow

- Social Commitment of Uni-President
- i · Sharing
- Social Engagement
- Preventive Medicine

Chapter 5. Creating a Healthy and Happy Tomorrow

The foundation of the corporate social responsibility consists of the promotion of national policies and satisfaction of social demands as well as support of social development within the fundamental business of the enterprise. Based on the fundamental business, Uni-President Corp. cares for socially vulnerable groups and promotes the concept of prevention of lifestyle-related disease through the Uni-President Social Welfare and Charity Foundation (hereinafter referred to as the "Social Welfare and Charity Foundation") and Taiwan Millennium Health Foundation (hereinafter referred to as the "Millennium Health Foundation") to provide required support for disadvantaged families, enhance the respect for and awareness of health among the public, and create a better life and society for the future.

5.1 Social Commitment of Uni-President

Material topic	Community welfare and public interest
 Policy and commitment	<ul style="list-style-type: none"> • Spread warm-heartedness, share love, and deliver positive power to all people in society with the concept of "i · Sharing" based on love and sharing. • Take care of the requirements of society, give support to socially vulnerable groups, and help them improve their living quality in line with national policies. • Promote social education, research and development, and international academic exchanges on preventive medicine, nutrition, and health care.
 Target	2020 1. Empowerment and support of disadvantaged groups <ul style="list-style-type: none"> • 48 schools in Yunlin County are incorporated in the Nutrition Program for the schools with less than 50 pupils in remote areas • 5 locations were added to the Community Canteens Group Meal Program for the Elderly • 2 sessions were added to the Hukou FUN Experience Camp in Hsinchu 2. Promotion of the concept on prevention of lifestyle-related disease <ul style="list-style-type: none"> • Continuously organize the National Health Examination Day, 80–90cm Waist Measurement Day, and prevention of sarcopenia events • Provide 10 sessions of preventive medicine seminars for the public • Invite the departments of health from 22 cities and counties to participate in the summer waist measurement events for the pupils of elementary schools • Operate web media and build a database of preventive medicine
 Responsibility and resource	Uni-President Corp., Social Welfare and Charity Foundation, Taiwan Millennium Health Foundation
 Action plan	Uni-President Corp. Spread love and warm-heartedness among the public through the "i · Sharing" series events and financial support for public welfare. Uni-President Social Welfare and Charity Foundation Provide disadvantaged groups with emergency assistance resources, support them with nutriment and after school programs, and improve the education quality and nutrition of pupils in remote areas. Taiwan Millennium Health Foundation Organize the promotion activities on prevention from metabolic syndromes and sarcopenia to enhance the awareness of "prevention is much more important than treatment" among the public and mitigate the risk of suffering from chronic diseases.
 Evaluation of the management approach	An annual business report is prepared every year to follow up the results in a quantitative management manner. The report is submitted to the Board of Directors for review and approval.
 Grievance mechanisms	Please refer to the information on our website for the contact person of Uni-President's stakeholders. https://www.uni-president.com.tw/other_service/contact.asp Please refer to the information on our website for the contact person of Uni-President's Social Welfare and Charity Foundation. https://foundation.uni-president.com.tw/contact.php Please refer to the information on our website for the contact person of Uni-President's Taiwan Millennium Health Foundation. https://www.1000-love.org.tw/official/contact

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Uni-President Social Impact Management Model

1 Identification of social needs

With reference to the 17 sustainable development goals (SDGs) and 169 targets, we identify our social impact corresponding to the five indicators of No Poverty (SDG1), Zero Hunger (SDG2), Good Health and Well-Being (SDG3), Quality Education (SDG4), and Reduced Inequalities (SDG10).



2 Focuses of implementation

- i · Sharing series events and financial support for public welfare
- Emergency assistance, empowerment of disadvantaged groups, happy retired life, public welfare event
- Promotion of social education on preventive medicine, nutrition, and health care

3 Implementation performance

Item	2019 Implementation status
Emergency assistance	Benefited a total of 725 families
In-kind donations	Benefited a total of 21,360 families
After School Programs for Remote Areas	Benefited a total of 600 students
Remote Area After School Club and Scholarship Programs	Benefited a total of 150 students
Talent Empowerment Programs in Remote Areas	Benefited a total of 800 students
Grants for tuition and fees of students from low-income families with outstanding performance	Benefited a total of 38 students
Provision of beverages for school lunches of 182 schools	Benefited a total of 5,633 students
People with disabilities empowerment program	Benefited a total of 250 persons
Promotion of the Community Canteens Group Meal Program for the Elderly in 20 communities	Benefited a total of 845 seniors
Students and families from vulnerable groups watched Uni-Lion baseball games	Benefited a total of about 600 students and families
Campus lectures on "Communication of Values"	Reached up to a total of 1,600 students
Company visits for students from vulnerable groups	Benefited a total of 100 students
Old but Warm Clothing	Benefited about 1,232 persons

Item	2019 Implementation status
Millennium Health Station	<ul style="list-style-type: none"> • Organized 494 Small Shopping Area of On-site Blood Measurement events in Taiwan. • 1.628 million visitors used the Millennium Health Station in 2019.
National Health Examination Day	<ul style="list-style-type: none"> • Attracted a total of 34,000 participants around Taiwan.
2019 Health Care Service on Campus	<ul style="list-style-type: none"> • Reached up to a total of 141,620 Grade 3 and Grade 4 pupils.
2019 80-90cm Waist Measurement Day	<ul style="list-style-type: none"> • 45 celebrities showed their support on social platforms and 3,202 fans were attracted. • Provided a total of 1.248 million free waist measurement scales.
Sarcopenia prevention events	<ul style="list-style-type: none"> • Organized a muscle strength test and challenge defeating game for the senior citizens in Taipei City. This was the first testing in Taiwan and it attracted 350 participants.
Seminars and conferences on preventive medicine organized by Taiwan Millennium Health Foundation	<ul style="list-style-type: none"> • Organized 9 seminars and 2 conferences to attract a total of 2,636 participants.

5.2 i · Sharing

The business of Uni-President stretches from meeting the basic living needs of consumers to taking care of their daily life and providing multiple services for everyday life. With continuous innovations and reforms, Uni-President expects a better society and spreads warm-heartedness, shares love, and communicates positive power through the "i · Sharing" events based on love and sharing.

5.2.1 i · Sharing: Christmas Tree Lighting and New Year's Eve Party

"i · Sharing" sets up a topic for the city each year for different Christmas experiences in Taiwan. The "i · Sharing" Christmas series events entered its 5th year. Las Vegas City in the USA was selected as the topic of 2019 in the hope that this extraordinary city might bring people crazy experiences and romantic memories. Uni-President organized the "2019 i · Sharing Kaohsiung Dream Mall New Year's Eve Party" at Shihdai Blvd. in front of the Dream Mall. The resources of all the Group's brands were integrated for the party. In addition to setting up the MineShine Brand Area for visitors to experience the products, Uni-President breads and instant snack noodles were provided for them to taste, making visitors happy to experience and prepare themselves for the New Year's Eve Party. As usual, celebrities were invited for the party. They sang and danced to celebrate together with the visitors and share love and warm-heartedness with them.



5.2.2 Campus lectures on "Communication of Values"

The campus lectures on "Communication of Values" were a series of lectures held at the campus of the university with the purpose of cultivating future leaders in terms of their vision and basic literacy, and helping young people participate in public matters. Our high-level management, including Uni-President's Managing Director Lin Cang-Sheng, Director Lin Chong-Sheng, General Secretary Tu Zhong-Zheng and Uni-Lions Pro Baseball Team's General Manager Su Tai-An enthusiastically shared their experience in their life. They came to the universities in north, central and south Taiwan to share with students their experience in the development of their career as well as how they adapted themselves in their attitude, in order to help the graduating students with the development of their career, extension of their vision, and increase of their value. Lectures were held at eight universities in 2019 and attracted 1,600 students.



5.2.3 Financial support for public welfare

Uni-President supported the WBSC U12 Baseball World Cup and sponsored the game together with the Uni-Lions Pro Baseball Team in the hope of making a contribution to the development of baseball in Taiwan by providing the resources of the Group. Uni-President also supported Taipei Lantern Festival, which attracted more than 4 million visitors in 2019. The 9-day Taipei Lantern Festival and the colorful lanterns surely left the citizens of Taipei City and the visitors a wonderful memory.

5.3 Social engagement

The Social Welfare and Charity Foundation takes care of the requirements of society, gives support to socially vulnerable groups, organizes emergency assistance, empowerment, care for the elderly and other public welfare activities on an ongoing basis through the core profession of the Group and with its abundant resources to help these groups improve their living quality and create a better society.

5.3.1 Emergency Assistance and Nutrition Program

In 2019, we continued to provide emergency assistance to victims of accidental disasters through donations of funds, supplies, and medical resources. As for distribution of supplies, we worked with social bureaus of 20 counties and cities, and effectively linked with the victims and their families through a matchmaking mechanism. In addition, we continuously provided Ruisui Fresh Milk and Original Soymilk for the schools with less than 50 pupils from remote areas in Chiayi, Tainan, Kaohsiung, and Pingtung. In 2019, the Social Welfare and Charity Foundation invested NT\$7,530,000 and provided beverages for the lunches of 182 schools. The program covered 5,633 students from vulnerable groups so that they could focus on learning and grow healthily and happily without the concern of nutrition.

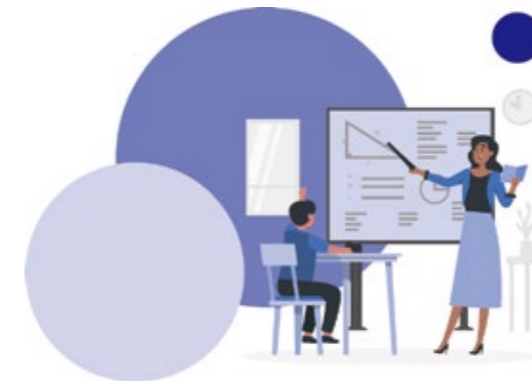


5.3.2 [Empowerment] Education for Students from Vulnerable Groups in Remote Areas

The Social Welfare and Charity Foundation has been dedicated to the education for students from vulnerable groups for 5 years. As the social environment changed, it took measures to solve the problems of low willingness and ineffectiveness of learning among the students from vulnerable groups in remote areas due to deficiency of learning resources and other factors. The foundation supported the regional revitalization program of the government and gave comprehensive support to the pupils by taking three approaches of after-school programs, scholarships and grants, and talent empowerment activities to help them increase the motivation and effectiveness of learning. The Social Welfare and Charity Foundation arranged after-school guidance for the students from vulnerable groups in remote areas. The program in 2019 covered 13 classes in Tainan, Kaohsiung and Pingtung. An investment of NT\$3,000,000 was made to benefit 600 pupils of vulnerable families. We also provided for 150 pupils scholarships and grants to the amount of NT\$404,000 to recognize the outstanding learning effectiveness of the students who participated in the after-school program, hoping to improve their motivation and autonomy in learning. In addition to the basic support for learning, we invested funds in the versatility and empowerment development program to cultivate the talent and skill of the pupils in remote areas and help them find their enthusiasm and create a totally different future. In 2019, we invested a fund of NT\$1,175,000 in 12 schools in Tainan City, Kaohsiung City, and Pingtung County to support the development of the versatility and empowerment among pupils in the remote areas along the west coast by providing lion & dragon dance, table-tennis, ocarina and other courses to develop their talent. The program benefited 800 pupils.



In addition to the elementary education, the Social Welfare and Charity Foundation gives scholarships to outstanding college students from the families in straitened circumstances every year to encourage them and give them assistance in their study, so that they can focus on learning during their study at the university and college, make use of what they have learnt after the graduation, and contribute to society with a gratitude to what they have accepted. Scholarships to the amount of NT\$1,673,000 were granted in 2019 to benefit 38 college students.



Locations covered by the after-school programs for the pupils from vulnerable groups in remote areas.



5.3.3 [Care for the elderly] Community Canteens Group Meal Program for the Elderly

To improve the care and attention to the low-income households and the elderly living alone from the communities in remote areas, we promoted the Community Canteens Group Meal Program for the Elderly at community care centers to mitigate the burden on the social economy and medical environment. To support the Long-Term Care 2.0 Program of the Ministry of Health and Welfare, the Social Welfare and Charity Foundation has sponsored community canteens for the elderly since 2018 to encourage them to walk out of their home and have meals at the specific community canteen. The purpose of having the meal together is not only for satiation, but also for the interaction with others when the meal is under preparation and while having their meal, in the hope of improving their interpersonal relationship and health as well as enhancing the care for their life. A total of NT\$1,268,000 was invested in 2019 to implement the program at 20 community care centers, and 845 seniors benefited. To provide more healthy and nutritious food, the Social Welfare and Charity Foundation invited Uni-President's chefs to exchange experiences with the voluntary chefs of the community canteens. Five sessions of cooking classes were arranged at 17 community canteens in 2019, and 24 dishes were demonstrated. A total of 79 voluntary chefs participated in the classes.



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

5.3.4 [Care for the elderly] The 2nd Gold & Diamond Wedding Ceremony

Taiwan has entered into an aging society. To arouse the attention to the aging society, the Social Welfare and Charity Foundation organized a Gold & Diamond Wedding Ceremony event in 2019 in the hope that the public could experience the regret of the seniors who have been married more than 50 years without wearing wedding dresses when they married in the 1920s or 1930s, and learn from them about their attitude toward marriage over the past 60 years and take them as an example for young couples to manage their marriage. A total of 88 pairs of seniors registered for the event and 1,500 persons participated in the activity. A fund of almost NT\$6 million was invested.



5.3.5 Christmas Party for New Immigrants

About fifty percent of vulnerable groups in the remote areas in Taiwan are grandparenting families, new immigrants and low-income households. New Taiwanese children face more challenges than Taiwanese children in culture, language, life, and learning. For this, the Social Welfare and Charity Foundation organized a public welfare event for Christmas and arranged booths for new immigrants to provide their delicacies, dresses and adornments, challenge defeating games, and culture experiencing activities. Pupils and their parents could recollect the culture, delicacies, dresses and adornments of their mother countries and experience the love and care of the Taiwanese people. The event targeted the people from seven countries: Vietnam, Indonesia, China, the USA, the Philippines, Thailand, and Cambodia. A total of 400 pupils, parents, and teachers participated in the event. Uni-President and other sponsors were invited to support this great event and the public were called on for public welfare and the policy of care for vulnerable groups. The event was organized in the hope of communicating the care of the enterprises for the families of new immigrants in remote areas and arousing the attention of the public to the families and pupils of the new immigrants.



5.4 Preventive Medicine

Chronic diseases may be incurred by the people living in modern times due to changes of life habits and dietary styles, and the diseases can further impose heavy medical burdens on the family and nation. To improve the health management awareness of the people, the Millennium Health Foundation, in line with its purpose, promotes social education, research and development, and academic exchanges favorable to preventive medicine, nutrition, and healthcare. With the "prevention of lifestyle-related disease and improvement of sub-health status" as the goal, the Millennium Health Foundation called on youths and people in their prime of life to prevent "metabolic syndromes" and the middle-aged and elderly to prevent "sarcopenia" in 2019 with the purpose of enhancing the awareness of "prevention is much important than treatment," improving the healthiness of dietary and living styles, reducing the risk of suffering from chronic diseases, and creating social welfare.

5.4.1 National Health Examination Day & 80-90cm Waist Measurement Day

According to the Nutrition and Health Survey in Taiwan (NAHSIT) conducted by the Health Promotion Administration, Ministry of Health and Welfare, the prevalence rate of metabolic syndromes in Taiwan reached up to 30%. To provide the equipment for the community residents to prevent metabolic syndromes, the Millennium Health Foundation has worked with the Good Neighbor Foundation since 2008 and made use of the highly available channels of Uni-President to build Millennium Health Stations in the selected 7-Eleven stores. Currently, more than 660 stores participate in the event and 84 of them are in the 60 townships and districts of the "Promotion Area of Regional Revitalization and Eugenics." In May 2019, the Millennium Health Foundation worked with 652 7-Eleven Millennium Health Stations and 200 COSMED stores to organize the 11th "National Health Examination Day" for measurement of blood pressure and waistline. A total of about 34,000 persons participated in the event. In addition to the one-on-one health education with the support of 580 nurses, students from senior high, vocational high schools and colleges were called in the 2019 event to act as "One Day Volunteers for Grandchildren" and assisted citizens with measurement of waistlines and blood pressure, hoping that the youths and the people in their prime of life had the opportunity to take care of the health of their families and compatriots, and deeply rooted the education of three hypens. A total of 308 volunteers provided the service.



- 84 Millennium Health Stations have been set up in 60 townships and areas of the "Promotion Area of Regional Revitalization and Eugenics" since 2008



To enhance the healthy-waist awareness of "80-90cm Waistline for Maintenance of Health" among citizens, the actress Ms. Megan Lai was invited to act as the Health Ambassador at the "2019 80-90cm Waist Measurement Day" to promote the idea of "Health Maintained with a Measuring Scale" and the importance of measuring the waistline. A total of 1,248,000 waist measurement scales were provided through the channels of the Group in 2019. As for online promotion, up to 300,000 visitors browsed the videos of the event and 2,437 persons participated in the online measuring scale drawing event with the support of 45 celebrities and 47 Uni-President affiliates on social media. 32,020,000 fans were touched, and it was expected to attract more attention of the public by making use of the influence of the celebrities.



5.4.2 Health Care Service on Campus

The education of preventing the chronic diseases of three hypers has extended from adults to pupils since 2011. The departments of health from 16 cities and counties were invited to participated in the summer waist measurement events for the pupils of elementary schools in 2019. The waist measurement scales and learning worksheets were distributed free of charge. The pupils measured the waists of their parents and all of them learned about health management. A total of 141,620 Grade 3 and 4 pupils were touched and 153 elementary schools from 31 townships and areas of the "Promotion Area of Regional Revitalization and Eugenics" participated in the event.

5.4.3 Promotion of Prevention of Sarcopenia

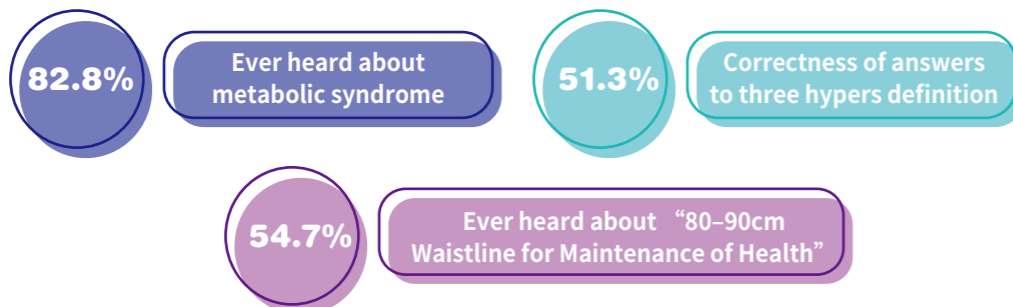
Sarcopenia is one of the major factors bringing about disabilities among aged people. Hence, the Millennium Health Foundation launched a "Sarcopenia" prevention event in 2018 and called on the middle-aged and aged people to prevent loss of muscle to maintain their ability and living quality at old age. A press conference was held in 2019 to demonstrate the calf circumferences as the assessment indicator of the risk at home. The public was reminded to take more premium protein and engage in resistance exercise more frequently in the hope of reversing the awareness of diets and exercises among the people at the mature stage.

The Millennium Health Foundation organized the first physical Sarcopenia prevention event in 2019 and aged experts were invited to give instructions. By integrating the resources of Uni-President, the "Christmas Muscle and Protein Party" was held to provide a complete set of muscle tests, the first of such tests in Taiwan, as well as the muscle growth and nutrition education event. In addition to physicians who provided professional medical consultation services, dietitians and workout coaches were invited to give instructions on muscle growth and resistance exercise. A total of about 350 participated in the event. Citizens over 50 were encouraged to prevent sarcopenia as early as possible to avoid falling, disabling injuries or death due to lying in bed for a long period of time.



5.4.4 Metabolic Syndrome and Sarcopenia Understanding Survey

In order to understand the public's concept of metabolic syndrome, the Millennium Health Foundation conducts electronic interviews and online questionnaires on an annual basis as a reference for future disease prevention advocacy. According to the survey of 1,450 participants in 2019, the understanding of the metabolic syndrome, definition of three hypers, the "80-90cm Waistline" slogan of the Foundation, and the standard waistline among the public created a historical high, indicating an obvious achievement of the promotion in the public and private sectors.



As another sarcopenia understanding survey of 1,200 persons over 50 in 2019 indicated, 52.7% of seniors had heard of sarcopenia, only 26.4% of the seniors gave the correct answers to the questions about the dietary principles for prevention of sarcopenia and 10.1% gave the correct answers to the questions about the types of muscle gain exercises. Hence, the Millennium Health Foundation will conduct promotion events continuously to improve the awareness of preventing sarcopenia among the public.

5.4.5 Seminars and Conferences on Preventive Medicine Organized by Taiwan Millennium Health Foundation

To provide the public with the latest disease prevention knowledge and promote health issues, the Millennium Health Foundation continuously invited professional physicians and professors to give lectures in 2019. Seven sessions of lectures were organized in the National Chang Kai-Shek Memorial Hall in Taipei City and two sessions were organized in cooperation with the National Science and Technology Museum in Kaohsiung City. The topics of the lectures included allergy and immunology, bones and muscle strength, eyes and maintenance of memory. A total of 2,636 persons participated in the lectures in 2019 and they gave enthusiastic recognition of every session. The Millennium Health Foundation worked with the Taiwanese Association of Diabetes Educators to organize a Sarcopenia Conference at the annual assembly of the association in 2019 to promote the sarcopenia prevention awareness among the diabetes educators; the association sponsored the 5th ACFS (Asian Conference for Frailty and Sarcopenia) and published the 2019 diagnostic criteria and process for sarcopenia of the Asia Working Group for Sarcopenia (AWGS) as the reference. We expect to promote health knowledge in the future based on the exchange of practical and academic experiences.



About This Report

This report is prepared in accordance with the "Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by TWSE Listed Companies" and the Global Reporting Initiative (GRI) GRI Standards, and includes strategic guidelines such as complementary indicators for food manufacturing. With the 5 orientations, including to build an enterprise on transparency and integrity, create a safe and healthy food culture, commit to sustainable environment, build a healthy and happy workplace, and create a healthy and happy tomorrow, we will disclose Uni-President's views and countermeasures in the face of material issues during sustainable development.

• Reporting period, boundary and scope

The main period of the published data in this report is from January 1, 2019 to December 31, 2019, with part of the data tracing back to related performances before 2019. The scope of this report is mainly focused on Uni-President's businesses in Taiwan, including the 5 general factories in Yongkang, Xinshi, Taichung, Yangmei, Zhongli, and Hukou. During the period of this report, there was no significant change in the company's scale, structure or ownership, with no material impacts on the status of the report.

We plan to gradually include our overseas businesses into the reports in the future to present comprehensive information related to the Group's corporate social responsibility. Please refer to p.146-p.156 in our 2019 Annual Report for details regarding the Group's structure.

The financial information provided in this report, denominated in NTD, has been audited by the CPA and is published in the annual report for the general shareholders' meeting. All non-financial data is provided by relevant internal departments. The data was then compiled in accordance with requirements of GRI Standards and indicators to reflect Uni-President's performance. Adhering to the GHG emission inventory standard with respect to ISO 14064-1. The data for each indicator was collected, measured and calculated according to local regulations. International standards (such as ISO) are used where no local regulations apply. If there are no international standards available, then industry or applicable standards are used. The index in the report is compiled with only material issues identified, information on other topics are supplementary to our performance results of sustainable development.

• Latest verification of each factory management system

Item	Plant	Certification date and its validity period
ISO 50001 : 2011	Hukou plant	2017/10/06-2020/10/06
	Yongkang General Factory	2019/12/24-2022/12/23
	Xinshi General Factory	2017/12/12-2020/12/11
	Taichung General Factory	2019/12/24-2022/12/23
	Yangmei General Factory	2018/12/15-2021/12/14
	Zhongli General Factory	2019/2/5-2022/2/4
ISO 14001 : 2015	Hukou plant	2017/2/6-2020/2/5
	Appendix - The plants' food products certified by ISO 22000 and FSSC 22000 in 2019	
ISO 22000 : 2005		
FSSC 22000		

• External assurance

Uni-President has engaged PwC Taiwan to conduct independent limited assurance on the information (including the 4 general factories located in Yongkang, Xinshi, Yangmei and Zhongli, as well as the Hukou plant) of this report in accordance with the Assurance Standard No.1 "Assurance Engagement of Examinations or Audits of Non-historical Financial Information" issued by the Accounting Research and Development Foundation. The assurance report can be found in the appendix of the report.

• Publication

Uni-President publishes the CSR report annually on our company website at <http://www.uni-president.com.tw/CSR/index.html>

2019 CSR report issuance date: September, 2020

2018 CSR report issuance date: August, 2019

• Contact

Marketing planning office of Uni-President Enterprises Corporation

Tel: +886-253-2121

Email: public@mail.pec.com.tw

Some of the Group's publicly listed subsidiaries now regularly publish their own CSR report. For more information, please scan the QR Code provided below to download their CSR reports.

7-ELEVEN	Ton Yi	Tait.	ScinoPharm
			
			



Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Appendix 1 The plants' food products certified by ISO 22000 and FSSC 22000 in 2019

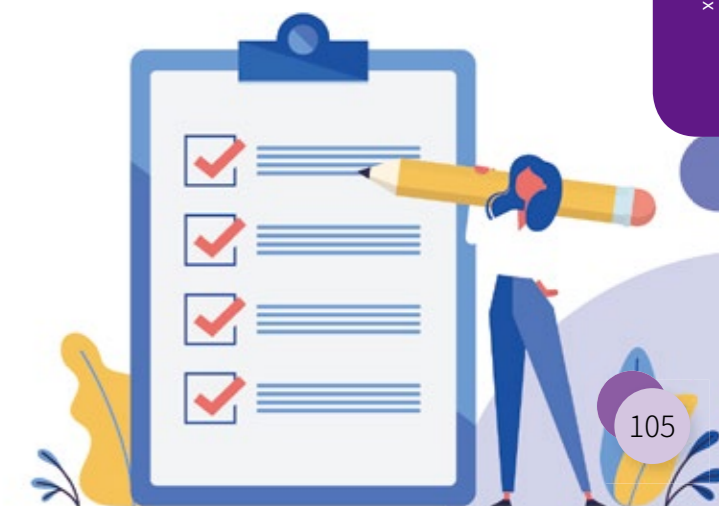
General Factory	Yongkang General Factory 1 and 2	Expiration date
ISO 22000 Item	Packing of edible soybean oils in plastic bottle	December 2020, 2020
FSSC 22000 Item	Instant fried noodles (including instant noodles in bags/bowls and bagged instant noodle snacks), with bagged dried seasoning mixes/bagged seasoning paste/bagged shelf stable prepared meat	June 29, 2021
	Instant un-fried noodles and rice noodles, packed in bags/bowls with bagged dried seasoning mixes/bagged seasoning paste/ bagged shelf prepared meat	
	Dried uncooked noodles	April 5, 2020
	Wheat flour	
	Instant noodles (including instant noodles in bags/bowls, seasonings/sauces in bags)	

General Factory	Xinshi General Factory	Expiration date	
FSSC 22000 Item	Refrigerated non-carbonated beverages, including tea drinks, coffee and cereal drinks in cartons	June 29, 2021	
	Coffee drinks in glass bottles		
	Cereal drinks in plastic bottles		
	Refrigerated fresh milk, Dairy and Beverage Group and fermented milk in plastic bottles		
	Fermented milk in plastic bottles		
	Fresh milk and Dairy and Beverage Group in cartons		
	Refrigerated fresh milk, flavored milk in glass bottles		
	Refrigerated pudding in plastic cups		
	Non-alcoholic (non-carbonated) beverages in cartons		
	Non-alcoholic (non-carbonated) sterile beverages in PET bottles		
	Frozen sausages in refrigerated bags	March 16, 2020	
	Cooked sausages in refrigerated bags		
	Cooked ham in refrigerated bags		
	Cooked hot dogs in refrigerated bags		
	Frozen dumplings		
	Frozen cooked meatballs		
	Refrigerated cooked dumplings and buns		
	Ice cubes in plastic bags		March 15, 2020
	Slush in plastic cups		
Ice lollies in plastic bags			
	Ice cream in cups and drums		

General Factory	Yangmei General Factory	Expiration date
FSSC 22000 Item	Refrigerated milk, flavored milk in cartons	March 30, 2021
	Refrigerated fresh milk, flavored milk and fermented milk in PE bottles	
	Refrigerated fresh milk, flavored milk in PP cups	
	Refrigerated non-alcoholic (non-carbonated) beverages in cartons	
	Refrigerated non-alcoholic (non-carbonated) beverages in PP cups	
	Refrigerated non-alcoholic (non-carbonated) beverages in PET bottles	
	Refrigerated pudding in PP cups	
	Soy milk in PE bottles	
	Non-alcoholic (non-carbonated) beverages in cartons	
	Non-alcoholic and aseptic (non-carbonated) beverages in PET bottles	
	Bottled drinking water, mineral water and alkaline water	April 18, 2021
	Edible ice	Note 1

Note 1: The production factories for edible ice cubes include Hukou cube ice plant (April 5, 2020) and Wugu cube ice plant (July 2, 2021).

General Factory	Zhongli General Factory	Expiration date
FSSC 22000 Item	Preservable bread, baked cake (vanilla cake and sponge cake), croissants, muffins and steamed cakes	January 8, 2021
	Frozen cakes (cheesecake) and frozen croissant sandwiches	
	Frozen doughs	January 23, 2021
	Preservable bread and toast	
	Toast	



Appendix 2 GRI Standards Content Index

Topic	Disclosure Title	Pages	Corresponding Section and Notes
General disclosure			
Organizational profile			
GRI 102-1	Name of the organization	25	An Enterprise Built on Transparency and Integrity
GRI 102-2	Activities, brands, products, and services	25	An Enterprise Built on Transparency and Integrity
GRI 102-3	Location of headquarters	25	An Enterprise Built on Transparency and Integrity
GRI 102-4	Location of operations	25	An Enterprise Built on Transparency and Integrity
GRI 102-5	Ownership and legal form	25	An Enterprise Built on Transparency and Integrity
GRI 102-6	Markets served	25	An Enterprise Built on Transparency and Integrity
GRI 102-7	Scale of the organization	25	An Enterprise Built on Transparency and Integrity
GRI 102-8	Information on employees and other workers	83	Strengthening human capital
GRI 102-9	Supply chain	46-47	Food Safety Control
GRI 102-10	Significant changes to the organization and its supply chain	102	About This Report
GRI 102-11	Precautionary Principle or approach	31-35	Risk Management
GRI 102-12	External initiatives	26	An Enterprise Built on Transparency and Integrity
GRI 102-13	Membership of associations	28	Business Strategy and Profitability
Strategy			
GRI 102-14	Statement from senior decision-maker	4-7	Messages from the Chairman and Presidents
Ethics and integrity			
GRI 102-16	Values, principles, standards, and norms of behavior	26 - 30	Business Strategy and Profitability - Corporate Governance
Governance			
GRI 102-18	Governance structure	29-30	Corporate Governance
Stakeholder engagement			
GRI 102-40	List of stakeholder groups	21-23	Sustainable Management
GRI 102-41	Collective bargaining agreements	86	Strengthening human capital
GRI 102-42	Identifying and selecting stakeholders	18	Sustainable Management
GRI 102-43	Approach to stakeholder engagement	21-23	Sustainable Management
GRI 102-44	Key topics and concerns raised	21-23	Sustainable Management
Reporting practice			
GRI 102-45	Entities included in the consolidated financial statements	102	About This Report
GRI 102-46	Defining report content and topic Boundaries	102	About This Report
GRI 102-47	List of material topics	19	Sustainable Management
GRI 102-48	Restatements of information	--	Previous information not been re-edited
GRI 102-49	Changes in reporting	--	There is no significant change in the reporting boundary and scope compared with the previous report
GRI 102-50	Reporting period	102	About This Report
GRI 102-51	Date of most recent report	102	About This Report
GRI 102-52	Reporting cycle	102	About This Report

GRI 102: General Disclosures 2016

Topic	Disclosure Title	Pages	Corresponding Section and Notes	
General disclosure				
GRI 102: General Disclosures 2016	GRI 102-53	Contact point for questions regarding the report	102	About This Report
	GRI 102-54	Claims of reporting in accordance with the GRI Standards	102	About This Report
	GRI 102-55	GRI content index	106-109	GRI Standards Content Index
	GRI 102-56	External assurance	114-115	CPA's Independent Limited Assurance Report

Topic	Disclosure Title	Pages	Corresponding Section and Notes	
Material topics				
Economic performance				
GRI 201: Economic Performance 2016	GRI 103-1	Explanation of the material topic and its Boundary	19-20 - 27	Stakeholder Engagement - Business Strategy and Profitability
	GRI 103-2	The management approach and its components	26	Business Strategy and Profitability
	GRI 103-3	Evaluation of the management approach	26	Business Strategy and Profitability
	GRI 201-1	Direct economic value generated and distributed	27	Business Strategy and Profitability
Occupational health and safety				
GRI 403: Occupational Health and Safety 2018	GRI 103-1	Explanation of the material topic and its Boundary	19-20 - 86	Stakeholder Engagement - Occupational health and safety
	GRI 103-2	The management approach and its components	86	Occupational health and safety
	GRI 103-3	Evaluation of the management approach	86	Occupational health and safety
	GRI 403-1	Occupational health and safety management system	88	Occupational health and safety
	GRI 403-2	Hazard identification, risk assessment, and incident investigation	87	Occupational health and safety
	GRI 403-3	Occupational health services	91	Occupational health and safety
	GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	88	Occupational health and safety
	GRI 403-5	Worker training on occupational health and safety	90	Occupational health and safety
	GRI 403-6	Promotion of worker health	90-91	Occupational health and safety
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	87	Occupational health and safety	
GRI 403-9	Work-related injuries	89-90	Occupational health and safety	

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Topic	Disclosure Title	Pages	Corresponding Section and Notes
Material topics			
Food safety management mechanisms			
GRI 416: Customer Health and Safety 2016	GRI 103-1	Explanation of the material topic and its Boundary	19-20、37 Stakeholder Engagement、Food Safety Control
	GRI 103-2	The management approach and its components	38 Food Safety Control
	GRI 103-3	Evaluation of the management approach	38 Food Safety Control
	GRI 416-1	Assessment of the health and safety impacts of product and service categories	39、41-42、49 Food Safety Control
	GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	42 Food Safety Control
Responsible marketing and labeling			
GRI 417: Marketing and Labeling 2016	GRI 103-1	Explanation of the material topic and its Boundary	19-20、37 Stakeholder Engagement、Create a Safe and Healthy Food Culture
	GRI 103-2	The management approach and its components	38 Food Safety Control
	GRI 103-3	Evaluation of the management approach	38 Food Safety Control
	GRI 417-2	Incidents of non-compliance concerning product and service information and labeling	42 Food Safety Control
	GRI 417-3	Incidents of non-compliance concerning marketing communications	42 Food Safety Control
Environmental impact from business operations			
GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary	19-20、61 Stakeholder Engagement、Commitment to Sustainable Environment
	GRI 103-2	The management approach and its components	31-32、62 Risk Management、Environmental Management Responsibility
	GRI 103-3	Evaluation of the management approach	31-32、62 Risk Management、Environmental Management Responsibility
GRI 302: Energy 2016	GRI 302-1	Energy consumption within the organization	68-69 Climate Change and Energy Management
GRI 303: Water and Effluents 2018	GRI 303-1	Interactions with water as a shared resource	61、71 Commitment to Sustainable Environment、Water Resources Management
	GRI 303-2	Management of water discharge-related impacts	76 Water Resources Management
	GRI 303-3	Water withdrawal	71、73 Water Resources Management
	GRI 303-4	Water discharge	77 Water Resources Management
GRI 305: Emissions 2016	GRI 305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	78 Pollution Prevention
GRI 306: Effluents and Waste 2016	GRI 306-2	Waste by type and disposal method	79 Pollution Prevention

Topic	Disclosure Title	Pages	Corresponding Section and Notes
Material topics			
Compliance			
GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary	19-20、61、81 Stakeholder Engagement、Commitment to Sustainable Environment、Building a Healthy and Happy Workplace
	GRI 103-2	The management approach and its components	31-32、62 Risk Management、Environmental Management Responsibility
	GRI 103-3	Evaluation of the management approach	31-32、62 Risk Management、Environmental Management Responsibility
GRI 307: Environmental Compliance 2016	GRI 307-1	Non-compliance with environmental laws and regulations	65 Environmental Management Responsibility
GRI 419: Socioeconomic Compliance 2016	GRI 419-1	Non-compliance with laws and regulations in the social and economic area	30-32、81 Corporate Governance、Risk Management
Other topics			
GRI 401: Employment 2016	GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	85 Strengthening human capital
GRI 404: Training and Education 2016	GRI 404-1	Average hours of training per year per employee	84 Strengthening human capital
	GRI 404-2	Programs for upgrading employee skills and transition assistance programs	84 Strengthening human capital
GRI 205: Anti-corruption 2016	GRI 205-3	Confirmed incidents of corruption and actions taken	-- No such events occurred in 2019
GRI 305: Emissions 2016	GRI 305-1	Direct (Scope 1) GHG emissions	70 Climate Change and Energy Management
	GRI 305-2	Energy indirect (Scope 2) GHG emissions	70 Climate Change and Energy Management
	GRI 305-4	GHG emissions intensity	70 Climate Change and Energy Management
GRI 308: Supplier Environmental Assessment 2016	GRI 308-2	Negative environmental impacts in the supply chain and actions taken	47-48 Food Safety Control
GRI 414: Supplier Social Assessment 2016	GRI 414-2	Negative social impacts in the supply chain and actions taken	47-48 Food Safety Control
GRI 413: Local Communities 2016	GRI 413-1	Operations with local community engagement, impact assessments, and development programs	92-101 Social Commitment of Uni-President、i-Sharing、Social engagement、Preventive Medicine

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Appendix 3 Taiwan Stock Exchange Corporation "Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by Listed Companies" (hereinafter referred to as the "Rules") Article 4 Emphasized Disclosures Comparison Table

Rules	Disclosure Title	Corresponding Section	Pages
Sub-paragraph 1	item 1	Food Safety Control	Please refer to Appendix 4 Taiwan Stock Exchange Corporation "Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by Listed Companies" Article 4.1 Emphasized Disclosures and Summary of Subject Information Assured
	item 2	Food Safety Control	
	item 3	Product R&D and Innovation	
	item 4	Food Safety Control	
	item 5	Food Safety Control	
	item 6	Food Safety Control	
	item 7	Food Safety Control	
Sub-paragraph 4	item 1	Strengthening human capital	85
	item 2	Climate Change and Energy Management	65-70



Appendix 4 Summary of Information Assured in 2019

No.	Information Assured	Page	Reporting Criteria	Rules
1	Uni-President establishes operating procedures of the Food Safety Committee in accordance with the "Organizational Structure and Operating Procedures of the Food Safety Committee," which covers 100% of our product types. The Food Safety Committee held 40 food safety meetings in 2019 (including one for Southeast Asia and one for the Uni-President Group.)	39	In accordance with "Organizational Structure and Operating Procedures of the Food Safety Committee", the organization established, the total number of committee meetings held in 2019, and the percentage of product categories affected. The scope of the proportion is based on the "Organizational Structure and Operating Procedures of the Food Safety Committee", the percentage is 100% when the scope covers all of the Uni-President's product types.	Sub-paragraph 1, item 1
2	Number of notifications in 2019: 365 Proportion of product category affected: 100% Number of cases requiring follow-up: 39 The abovementioned cases have been tracked and solved before March 2, 2020.	41	The total number of FSCRA notification in 2019, its tracking and completion status, as well as the percentage impact of all product categories. The scope of the proportion is based on the Procedures of the Food Safety Center Rapid Alarm (FSCRA) System, the percentage is 100% when the scope covers all of the Uni-President's product type.	Sub-paragraph 1, item 1
3	Employees can express their opinions on all company food products (100%) on the food safety hotline. In 2019, there were 2 cases of employee feedback on the food safety hotline, all of which were tracked and solved before August 23, 2019.	45	The total number of food safety complaints handled by the audit office in accordance with the Employee Participation in Product Safety Measures, its implementation status, as well as the percentage impact of all product categories in 2019. The scope of the proportion is based on the Employee Participation in Product Safety Measures, the percentage is 100% when the scope covers all of the Uni-President's product type.	Sub-paragraph 1, item 1
4	We have established the "Rewards and Allowances for License and Certificate Acquisition," which applies to all Uni-President employees. As of December 31, 2019, a total of 124 employees obtained food safety certifications	45	As of December 31, 2019, the total number of employees who obtained food safety certifications approved by the Rewards and Allowances for License and Certificate Acquisition, and the proportion of certifications applicable to employees. The scope of the proportion is based on the Rewards and Allowances for License and Certificate Acquisition, the percentage is 100% when the scope applies to all Uni-President employees.	Sub-paragraph 1, item 1
5	Total number of food manufacturing factories (A): 23 Number of audited manufacturing factories (B): 23 Proportion between the number of audited factories and affected products (A/B): 100%	49	Total number of food manufacturing factories in 2019, and the number of food manufacturing factories in 2019.1.1 -2020.1.2 audited by the general factories based on the Internal Food Factory Quality Audit SOP. The percentage has been calculated based on the total number of food manufacturing factories audited onsite divided by the total number of food manufacturing factories.	Sub-paragraph 1, item 1
6	In 2019, the Food Safety Center supervised 75 cases of regulatory changes, which covers all product categories (100%). The Food Safety Center initiated 70 regulation identifications in accordance with regulatory changes. All of them were completed by January 7, 2020.	42	The total number of regulation identification cases initiated by the Food Safety Center through the regulation identification system with respect to the Product Legal Change Management SOP in 2019 and its status, and the percentage of product types affected. The scope of the percentage is based on the collection, documentation, and communication of new or changed laws and regulations related to domestic/international products, the percentage is 100% when the scope covers all of the Uni-President's food product type.	Sub-paragraph 1, item 1
7	The Act Governing Food Safety and Sanitation and its enforcement rules proclaimed by the Taiwan Food and Drug Administration, Ministry of Health and Welfare, are the major laws and regulations applicable to Uni-President products. Please visit the TFDA website for details regarding related laws and regulations (https://www.fda.gov.tw/TC/law.aspx?cid=62).	42	The website for the announcements of food laws and regulations by the Taiwan Food and Drug Administration, Ministry of Health and Welfare.	Sub-paragraph 1, item 2

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

No.	Information Assured	Page	Reporting Criteria	Rules
8	The incident violated Subparagraph 10, Paragraph 1, Article 22 of the Act Governing Food Safety and Sanitation, hence a penalty of NTD 30,000 was imposed in 2019. The violating product was to be recalled and corrected by September 15, 2019.	42	The total number of violation notices, penalties and the categories of violation of the Act Governing Food Safety and Sanitation, its enforcement rules and related regulations and standards in 2019.	Sub-paragraph 1, item 2
9	The ratio of FSC™ procurement amount accounted for 44.18% of the total procurement amount of paper packaging materials in 2019.	58	The percentage of FSC™-certified materials procurement in the total amount of paper packaging materials procurement in 2019 based on the statistics from the procurement system.	Sub-paragraph 1, item 3
10	In 2019, food products certified by FSSC 22000 accounted for 99.99% of Uni-President's total food products. Note: Product certification proportion = Annual production of certified food products/ total annual production of food products (unit: the minimum unit of each product)	49	The percentage of food production lines that passes the FSSC 22000 certified by the third-party based on the certification scope and period. The percentage of certification was calculated from dividing the total number of certified food products by the total output of food products.	Sub-paragraph 1, item 4
11	For detailed product certifications of each plant, please refer to "The plants' food products certified by ISO 22000 and FSSC 22000 in 2019" in the appendix list.	49 ; 104-105	The information of annual food production of plant and its FSSC 22000 certification in 2019 are disclosed based on the scope of the obtained FSSC 22000 certificate.	Sub-paragraph 1, item 4
12	In 2019, 158 out of 548 suppliers ^{Note 1} applicable to the Supplier Evaluation SOP completed the on-site evaluation, a 28.83% evaluation completion rate. The pass grade is 60 marks or above. Suppliers must receive this score and have a clean record of severe defects to be qualified, for example: whether the Food Safety and Hygiene Management System fails or whether the food has immediate safety hazards but immediate improvement is possible.	47	The total number of suppliers evaluated onsite based on supplier-specifoc evaluation items by appraisers with the Good Hygienic Practice and Regulations on Food Safety Control System and the evaluation results in 2019. The percentage of suppliers completing onsite evaluation in 2019 is calculated by dividing the number of suppliers completing onsite evaluation by the total number of ingredient/material suppliers that had transactions in 2019.	Sub-paragraph 1, item 5
13	In 2019, Uni-President has developed the Food Traceability Management System with a total of 184 products, accounting for 42% of all Uni-President food products (excluding feed for livestock and aquatic animals). We also achieved 100% development of the Food Traceability Management System and use of electronic receipts according to the legal requirements. The complete data has been uploaded to the Ministry of Health and Welfare's "Food Traceability Management System (Ftracebook)" (http://ftracebook.fda.gov.tw).	49	In 2019, Uni-President uploaded the total of products to the Food Traceability Management System, as well as its proportion to all of Uni-President food products (excluding feed for livestock and aquatic animals). The percentage is calculated based on the products uploaded on the Food Traceability Management System to the self-produced food products (excluding feed for livestock and aquatic animals) In 2019, the percentage of electronic receipt usage by Uni-President according to the legal requirements. The percentage is calculated based on the number of the products with electronic receipt divided by the number of the self-produced food products (excluding feed for livestock and aquatic animals)	Sub-paragraph 1, item 6
14	Uni-President has conducted traceability in accordance with the "Food Traceability Management System" established based on internal regulations, which covers 100% of our product types (excluding animal and aquatic feed).	48	The status of Uni-President's traceability in accordance with the "Food Traceability Management System". The percentage is in accordance with the "Food Traceability Management System", which is 100% when the scope covers all of Uni-President's product types (excluding animal and aquatic feed).	Sub-paragraph 1, item 6
15	Please refer to the TAF and TFDA Certification Acquired by the Laboratory in 2019 in this report	43	The Food Safety Laboratory and the QC Laboratory have obtained certification from the National Accreditation Foundation (TAF) and the Taiwan Food and Drug Administration (TFDA) in 2019.	Sub-paragraph 1, item 7
16	As of December 31, 2019, up to 614 test items of Uni-President's laboratories have been certified by the TAF and TFDA as food-related test items. Please refer to the "List of TFDA- and TAF-Certified Items" in this report for certified items.	43	The test items and total number of items of the food safety laboratory and QC laboratory certified by TAF and TFDA in December 31, 2019.	Sub-paragraph 1, item 7
17	In 2019, the QC Section and Food Safety Laboratory compiled a total of 209 groups of practical testing items (excluding the test items for projects commissioned by external clients) for ingredients, materials, and finished products.	43	In 2019, the categories (excluding testing items commissioned by external customers) of practical testing items for ingredients, materials, and finished products were compiled by the food safety and QC laboratories.	Sub-paragraph 1, item 7

No.	Information Assured	Page	Reporting Criteria	Rules
18	Anomaly Form of Finished Products and Ingredients/Materials Inspection in 2019 Anomaly rate of final product : 0.08% Anomaly rate of ingredients/materials : 0.28%	44	The percentage of anomalies found in finished products and ingredients/ materials detected by the food safety and QC laboratories divided by the total number of finished products and ingredients/ materials tested in 2019.	Sub-paragraph 1, item 7
19	Please refer to the Food Safety Control Expenses in 2019 in the report. • Food safety control expenses ^{Note} : NT \$326.13 million • As a percentage of the entity's operating revenue in the individual financial statement: 0.8% Note : Food safety control expenses include laboratory expenses and external inspection fees	44	The percentage of 2019 food safety management expenses divided by the net operating revenue in the individual financial statements audited by the certified public accountant.	Sub-paragraph 1, item 7
20	In 2019, Uni-President's seven affiliates were audited, including President Chain Store Corporation, Uni-President Organics Organization, President Natural Industrial Corporation, President Pharmaceutical Corporation, President Nisshin Corporation, Kikkoman Inc., and Tait Marketing and Distribution Co., Ltd. Affiliate Food Safety System Evaluation Items: (1) Management and Compliance (2) Supplier Evaluation Management (3) R&D and Design Management (4) Ingredients/ Materials Management (5) Finished Product Management (Warehouse and Transportation Management (7) Nonconforming Product Management and Traceability Management (8) Food Protection/Emergency Response Management	40	The total number of affiliates and items audited by the Food Safety Center according to the Affiliate Annual Audit Program and the Affiliate Food Safety System Evaluation Sheet in 2019.	Voluntary-assured items
21	In 2019, the QC Section audited 36 suppliers in 67 visits. Process management was the main cause of defects. Corrections of all defects had already been completed before December 31, 2019.	48	The total number of audits on domestic suppliers, the total number of domestic suppliers, the type of audit deficiencies and the date when corrections of all deficiencies in the inspections completed by the QC section in accordance with the "Checklist on Audit Management for Inspections of Ingredient/Material Suppliers on an Irregular Basis" were established according to the GHP and Food Traceability System in 2019. "Completed Improvement" is defined as: The implementation of the supplier's response to deficiencies in the Improvement Follow-Up Form and the implementation date are tracked and confirmed by the QC staff.	Voluntary-assured items
22	In 2019, the Food Safety Audit Team audited 301 suppliers on-site in 809 visits. Good Hygiene Practice (GHP) was the main defect. Corrections of all defects were all completed by March 20, 2020.	48	The total number of traceability audits on domestic suppliers, the total number of domestic suppliers, the type of audit deficiencies and the date when corrections of all deficiencies in the audits completed by the Food and Safety Audit Team in accordance with the "Supplier Production Audit and Level 2 Ingredients/Materials Traceability Inventory and Production Audit Regulations" were established according to the Food Traceability System in 2019. "Completed Improvement" is defined as: The implementation of the supplier's response to deficiencies in the Improvement Follow-Up Form and the implementation date are tracked and confirmed by the Food Safety Audit Team.	Voluntary-assured items
23	In 2019, the number of participants in food safety training reached 19,232, with a total training of 49,621 hours.	45	The total number of hours and the total number of employees completing food safety-related training in conformity with the Education and Training Regulations in 2019. Note : The scope of the total number of hours and employees is including food and feed product plants.	Voluntary-assured items

Message from the Chairman and President

An Enterprise Built on Transparency and Integrity

Create a Safe and Healthy Food Culture

Commit to Sustainable Environment

Building a Healthy and Happy Workplace

Creating a Healthy and Happy Tomorrow

About This Report Appendix

Appendix 5 Independent Limited Assurance Report



會計師有限確信報告

資會綜字第 20002963 號

統一企業股份有限公司 公鑒：

本事務所受統一企業股份有限公司（以下稱「貴公司」）之委任，對 貴公司選定 2019 年度企業社會責任報告書所報導之績效指標執行確信程序。本會計師業已確信竣事，並依據結果出具有限確信報告。

確信標的資訊與適用基準

有關 貴公司選定 2019 年度企業社會責任報告書所報導之績效指標（以下稱「確信標的資訊」）及其適用基準詳列於 貴公司 2019 年度企業社會責任報告書第 111 至 113 頁之「確信項目彙總表」。前述確信標的資訊之報導範圍業於企業社會責任報告書第 102 頁之「報告期間、邊界與範疇」段落述明。

管理階層之責任

貴公司管理階層之責任係依照適當基準編製企業社會責任報告書所報導之績效指標，且維持與績效指標編製有關之必要內部控制，以確保績效指標未存有導因於舞弊或錯誤之重大不實表達。

會計師之責任

本會計師係依照確信準則公報第一號「非屬歷史性財務資訊查核或核閱之確信案件」，對確信標的資訊執行確信工作，以發現前述資訊在所有重大方面是否有未依適用基準編製而須作修正之情事，並出具有限確信報告。

本會計師依照上述準則所執行之有限確信工作，包括辨認確信標的資訊可能發生重大不實表達之領域，以及針對前述領域設計及執行程序。因有限確信案件取得之確信程度明顯低於合理確信案件取得者，就有限確信案件所執行程序之性質及時間與適用於合理確信案件者不同，其範圍亦較小。

本會計師係依據所辨認之風險領域及重大性以決定實際執行確信工作之範圍，並依據本委任案件之特定情況設計及執行下列確信程序：

- 對參與編製確信標的資訊之相關人員進行訪談，以瞭解編製前述資訊之流程、所應用之資訊系統，以及攸關之內部控制，以辨認重大不實表達之領域。
- 基於對上述事項之瞭解及所辨認之領域，對確信標的資訊選取樣本進行查詢、觀察、檢查及重新執行測試，以取得有限確信之證據。

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此報告不對 2019 年度企業社會責任報告書整體及其相關內部控制設計或執行之有效性提供任何確信。

會計師之獨立性及品質管制規範

本會計師及本事務所已遵循會計師職業道德規範中有關獨立性及其他道德規範之規定，該規範之基本原則為正直、公正客觀、專業能力及盡專業上應有之注意、保密及專業態度。

本事務所適用審計準則公報第四十六號「會計師事務所之品質管制」，因此維持完備之品質管制制度，包含與遵循職業道德規範、專業準則及所適用法令相關之書面政策及程序。

先天限制

本案諸多確信項目涉及非財務資訊，相較於財務資訊之確信受有更多先天性之限制。對於資料之相關性、重大性及正確性等之質性解釋，則更取決於個別之假設與判斷。

有限確信結論

依據所執行之程序與所獲取之證據，本會計師並未發現確信標的資訊在所有重大方面有未依適用基準編製而須作修正之情事。

其它事項

貴公司網站之維護係 貴公司管理階層之責任，對於確信報告於 貴公司網站公告後任何確信標的資訊或適用基準之變更，本會計師將不負就該等資訊重新執行確信工作之責任。

資誠聯合會計師事務所

會計師 李宜樺



2020 年 8 月 7 日

