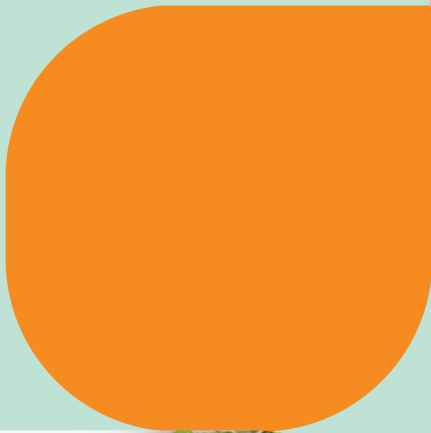




2021 ESG REPORT

永續報告書 ENVIRONMENT, SOCIAL
AND GOVERNANCE REPORT







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Message from the Chairman

Overcome Challenges for a Healthy Society

Time has passed quickly as we have now been battling against the COVID-19 pandemic for 2 years. The difference is that we were merely observers of the outbreak in 2020 while in 2021 we were suffering from it. The unexpected Level 3 alert has caught us off guard, and as a company, we were faced with unprecedented challenges. Nevertheless, thanks to the support of our dear employees, families, consumers, partners and stakeholders, Uni-President demonstrated its extraordinary resilience amid the test of the spread of the virus and our business kept on developing. Looking forward to the future, we will continue to be humble and uphold the business philosophy of working hard and be innovative as a means to pursue sustainability.

“Integrity, Brand Management, and Corporate Taste” Policy for Sustainability

The pandemic has made us see the opportunities for improvement in social services more clearly. As one of the top 20 companies in Taiwan, we hold ourselves accountable for moving forward alongside the industry chain. Although we have been badly affected by the pandemic, many of our business partners in society have also faced with uncertainty. As the outbreak has now subsided, companies around the world will encounter constant rising operating costs and global supply disruptions. How to work with other operators and partners within the industry is another important task for Uni-President. We will adhere to our “Integrity, Brand Management, and Corporate Taste” policy to not only improve ourselves but also help the industry chain move forward. Integrity is a basic trait of a human being; brand management is the uniqueness of putting consumers first; while corporate taste is the grace and elegance for an extraordinary brand.

Chairman




We will uphold this policy and work hard to convey the idea of a happy life within society. Not only does this help us achieve collective economic success, but during its progress, we will at the same time exert our positive influence, striving to promote harmony and co-prosperity among the members of the industrial ecosystem. The meaning of our existence is to follow the original intention of setting up our business

Together for the Common Good

The COVID-19 pandemic in 2021 tested all companies in terms of their response abilities. Moreover, the urgency of sustainability risk issues such as climate change and ageing populations have also put companies under pressure. In the midst of a pandemic, the issue of corporate sustainability has shown its importance. With social needs constantly evolving, customer profiles at the same time are changing from generation to generation. To meet the

social trend, consumer expectation, and food safety regulation, we carry out management principle of “follow the trend, think through, and excel” with diligence, concentration, and caution to exploit group's resources and develop diverse products and services that maximize Group's operational effectiveness. In the progress of this endless journey of pursuing sustainability and continuous optimization, there are times we may be ahead or behind. The Uni-President Group's central aim is the vision of a sustainable future and the common good of society, while at the same time adhering to our management attitude of constant innovation and improving with the times. To achieve our commitment to stakeholders, we will put the “Integrity, Brand Management, and Corporate” policy into play, as it is the highest purpose of sustainable management.

Message from the President

Embracing the ESG Era

In 2021, the seriousness of COVID-19, the Level 3 alert that nearly put Taiwan under the threat of lockdowns and the climate crisis as warned by the UN's Climate Summit at the end of the year posed difficult challenges for all companies. These have considerably tested the business models of all companies and their ability to make decisions and crisis handling. The rigorously managed business and the mindset of continuing to deepen sustainability have enabled Uni-President to stand out in a highly unstable and fast-changing environment.

We strictly adhere to the business value of “follow the trend, think through, and excel” to go along with social trends, consumer expectations and food safety regulations. In doing this, we will provide quality and diverse products and services to jointly create the maximum value for Uni-President, consumers and the environment. With this spirit, Uni-President was able to make timely changes and stably maintained its management order in the year of unpredictable pandemic changes. To reinforce our sustainable management, the Board meeting held in 2020 officially passed the risk management policy and the establishment of the Risk Management Team

under the ESG Committee. The risk management mechanism in 2021 entered its second year of operation, and the risk management policy was formulated and controlled from six aspects: market operation, food safety, industrial safety, environmental safety, information safety, and finance.

In terms of market operations, factors including the pandemic, the advancement of technology and younger consumers have brought changes in consumer behavior. Given this, Uni-President must refine itself on an existing quality foundation, while focusing on market trends for stable revenue and growth. At Uni-President, we do not compromise on food safety, as it concerns the health of our consumers. We continue to facilitate food Safety Point 3 management and build a national-grade food safety center. Through risk management of the value chain and ecological chain, we will impose strict controls on suppliers, raw materials, processes and products, hoping to maintain an international-grade level of food safety. In the future, Uni-President will continue to invest in resources while strengthening its expertise to be the guardian of food safety, promoting the stability and



Presidents

黃李 錢清 凱田

well-being of the overall society.

In the face of sustainable environmental issues, Uni-President has initiated internal level 3 audits, covering improvements in air pollution, wastewater, waste, toxic chemical substances, and drinking water. At the same time, various energy-saving and waste reduction projects will also be implemented to ensure regulatory compliance while reducing the negative impact of operations on the environment. We have also made a proactive approach to developing a circular economy by planning for biogas generation in 2021. With respect to creating a safe and secure workplace, we not only promote education and training on occupational safety to reinforce the occupational safety awareness of our colleagues, but we also perform work safety inspections on a regular basis. Meanwhile, we are able to prevent the occurrence of occupational disasters through counseling and inspections.

Entering our second 50 years, we implement “One Core and Four Gears” strategy with alignment with brand management as the core strategy, to build and develop an Asian distribution platform of life brands on the four strategic gears of manufacture & R&D; trade & logistics; experience & retail, and alliances & acquisition. Through our experienced management team, rigorous profitability model and risk control mechanism, we will continue to improve our organizational structure and ESG sustainability performance. Under social trends, consumer expectations and food safety regulations, we take a proactive approach to discover and create the Group’s internal and external resources to provide diverse products and services, maximizing the Group’s overall effectiveness and jointly create maximum value.

2021 Key Achievements



Managing a Transparent and Ethical Enterprise

- Awarded as one of the Top 25 Global Brands in Taiwan in 2021
- 2021 TCSA “Taiwan Corporate Sustainability Award”
- 2021 TCSA “Corporate Sustainability Report Award” – Bronze

Shaping a Safe and Healthy Food and Drink Culture

- Customer complaints on Food Safety Point 1 – **No anomalies**
- The number of points for Food Safety Point 2 issues **decreased by 42%** from the same period last year.
- In 2021, a total of **13** products were selected as **elderly-friendly products**
- In 2021, a total of **23** products attained the **Heath Food Certification Label**
- **11 products** won the **Superior Taste Award** Certification (ITI)
- **2 products** were awarded the **Monde Selection** certification
- **2 products** received Customer Satisfaction Award, DAVINCI International Innovation and Invention Expo – Gold and SNQ Label.
- **2 products** won the IAC International Coffee Tasting -Gold



Commitment to Environmental Sustainability

- In 2021, **NT\$430.27 million** was invested in environmental protection matters
- The percentage of tea leaves locally procured in 2021 **was 97%**.^{Note}
- Continued to improve raw material output rate in 2021 with the output rate of **milk** reaching **96.8%**, **soybean** extraction rate reaching **97.53%**, while **tea** extraction rate improved to **92.57%**
- Introduced ISO 14064-1:2018 for plant-wide GHG inventory. Each plant initiated its energy conservation and carbon reduction programs. This year **GHG was reduced by 5,269 metric tons of CO₂e, saving NT\$31.65 million in energy consumption costs**
- Improved water efficiency – this year, **10.25 million liters of water consumption was reduced**, saving management costs by **NT\$0.27 million**
- Xinshi Plant introduced circular economy by using biogas generated from wastewater treatment, expected to generate **720,000 kWh of electricity a year**.
- Committed to packaging material reduction by introducing CSD soda bottle and thinning of PE plastic film for paper bowls, **reducing 56.8 tons** of plastic material use per year.

Note: Local procurement is defined as first-tier suppliers in Taiwan, without taking in account the location of second-tier suppliers.

Building a Healthy and Happy Workplace

- 2021 Cheers **Top 15 Most Desired Companies** for the New Generation
- 2021 Cheers **Top 1 Most Desired Company** in Life Manufacturing Industry
- Safety and Health Family of Xinshi General Plant **won 2021 Safety and Health Family Performance award**
- Safety and Health Family of Yongkang General Plant **won 2021 Safety and Health Family Performance award**



Creating a Healthy and Happy Tomorrow

- Due to the trend of digitalization and COVID-19, how to stay away from **metabolic syndrome was promoted via online interactive games, with over 48,000 participants**.
- 43 celebrities and leaders responded to the 80–90 cm Waistline Measurement Day on social media platforms, reaching **35 million** followers; **965,000** free waistline tape measures were given away.
- Organized “**My Plate, My Health Color**” online diet quiz to convey nutrition knowledge to the public, with a total of **14,000** participants.
- A total of **NT\$7.37 million** is invested annually in the long-term training programs for poor outstanding college students, rural schools and talents of the disabled, after-school in rural areas, benefiting approximately **2,225** students.
- In 2021, nutritional milk for lunch was provided to **230** schools, benefiting **7,305** disadvantaged schoolchildren.
- Promoted community canteens for the elderly – in 2021, the event was conducted in **25** communities, benefiting **1,100** senior citizens.
- Donated **NT\$3.63 million** worth of practical materials and supplies to the social affairs bureaus of **20** counties and cities, benefiting **21,360** families.
- In response to the COVID-19 outbreak, we initiated “join hands to prevent COVID-19” project. In addition to donating supplies to local governments, NGOs, we also initiated a COVID-19 prevention and home relief program to help disadvantaged families. We helped organizations to cope with COVID-19 by donating **approximately 4.05 million**, benefiting **6,460** people.
- **18** CSR events were held jointly with the Group’s Bus, foundation, companies in different industries and others. Over **35,000 participants** took part with **127** media exposures.

Introduction

Sustainable Management



ESG Committee

Material Topic Analysis and Response

Stakeholder engagement

Sustainable Value Chain

Respond to sustainability initiatives in a proactive manner

Sustainable Management

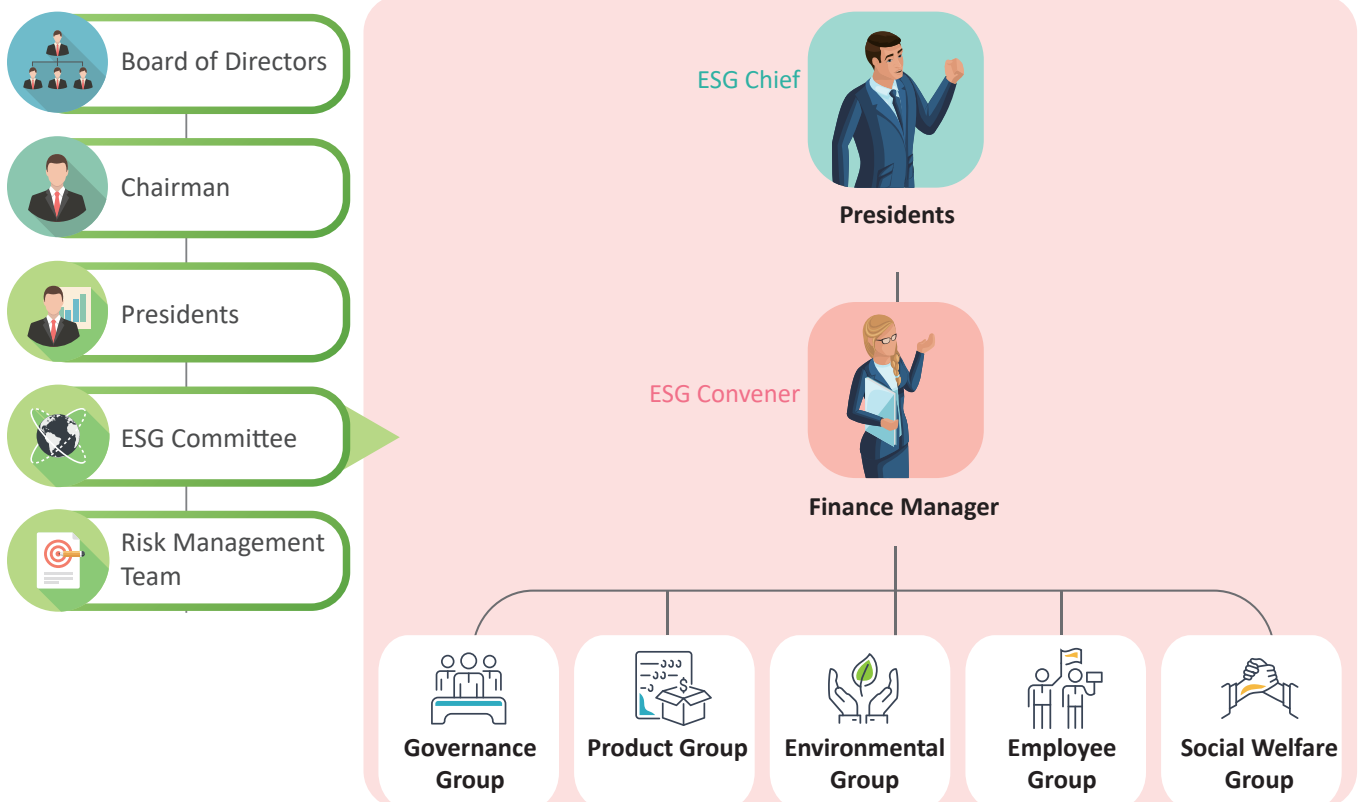
ESG Committee

The management responsibility of companies in social, environmental and economic aspects is to help companies create common value with society to further improve the sustainability competitiveness of companies. Therefore, we will progressively implement social responsibilities within the organization with respect to the directions and objectives specified in the Uni-President Sustainable Development Code of Practice. In 2017, we formally established a “CSR Committee,” renamed the “ESG Committee” in 2022. The Committee is chaired by the president and convened by the Head of the Finance Group. There are five functional groups under the Committee, namely corporate governance, products, environment, employees and social welfare.

The ESG Committee is Uni-President’s main division for sustainable development. Externally, the committee is responsible for reviewing the ESG report, and internally, 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 ESG Committee. Aside from regular operations, the Committee follows up 16 sustainability indicators and tracks the implementation progress on a quarterly basis. As well as this, the Committee reports to the Board of Directors at least once a year on the implementation status for the current year, key performance reviews and future work. The Board of Directors urges the management team to make adjustments when necessary and the Committee takes in the views of the Board to strengthen the items needing adjusted.

To achieve our corporate vision of “becoming an industry that is closely linked to modern life,” whether it is raw material traceability, food production and packaging, logistics and distribution, or customer health, we are committed to integrating the spirit of sustainable governance into our daily operations and rely on the joint cooperation of all our stakeholders. By taking this approach, we have built a key element being “everyone doing their part in the management of Uni-President.”

Uni-President Enterprises
Corporation Sustainable
Development Code of
Practice



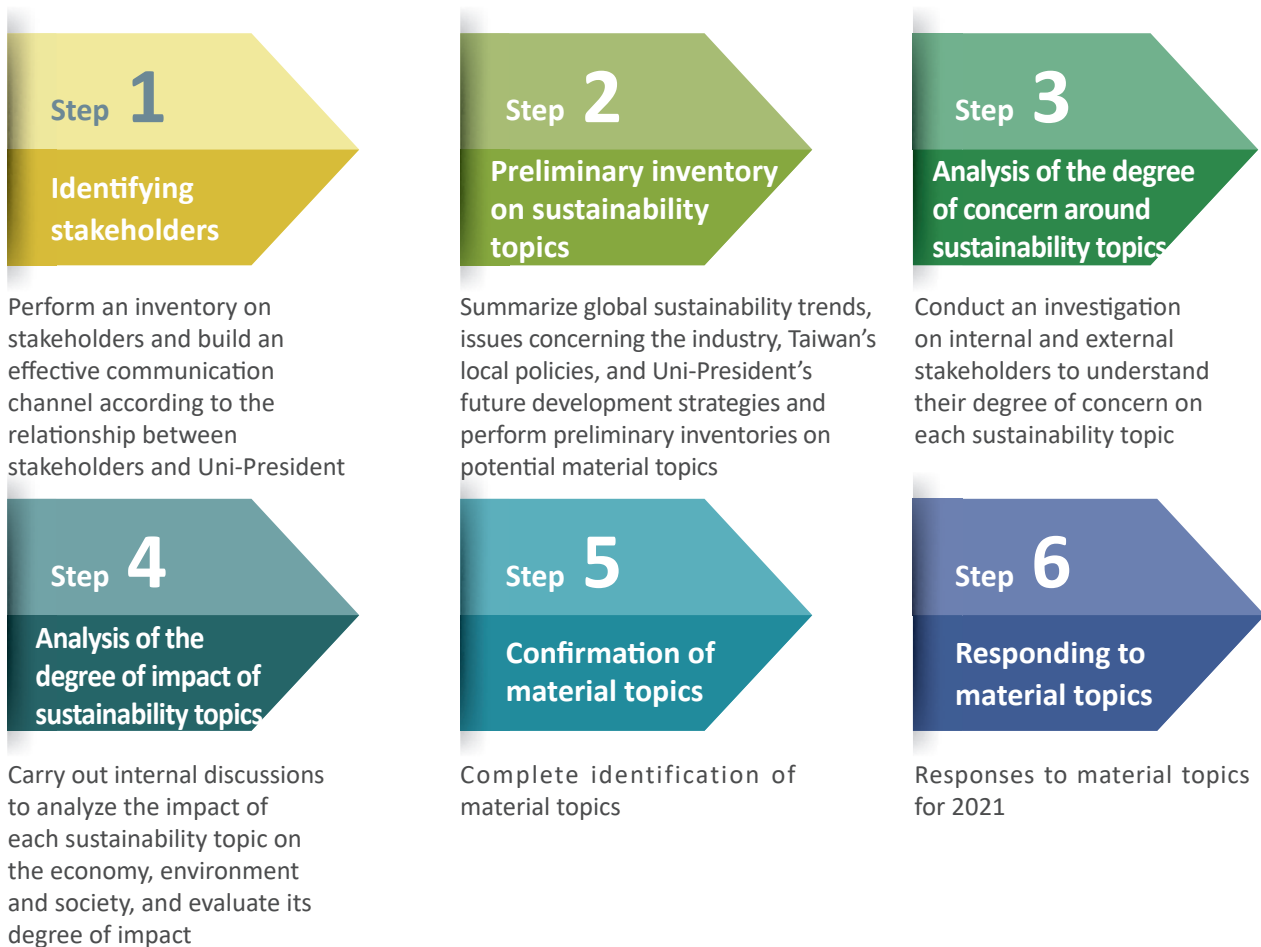
Sustainability Performance Tracking

Aspect	Tracking Performance
Environmental Management	Water resource use, energy use, waste recycling, GHG emissions, and plastic use issues.
Food safety management	Vendor visits/on-site assessment results, regulatory compliance tracking
Sustainable procurement management	FAC and SSAP procurement status
Occupational safety management	Occupational health and safety issues
Product R&D management	Product demand survey and product raw material consumption tracking

Material Topic Analysis and Response

GRI 102-40, GRI 102-44, GRI 103-1









Uni-President adopts the materiality principle to develop systematic processes in identifying material stakeholders and sustainability issues, as well as to manage and set goals to be used as a basis for the preparation of the ESG report. We first identify major stakeholders, and perform investigations on major stakeholders to identify the material issues of in 2021.



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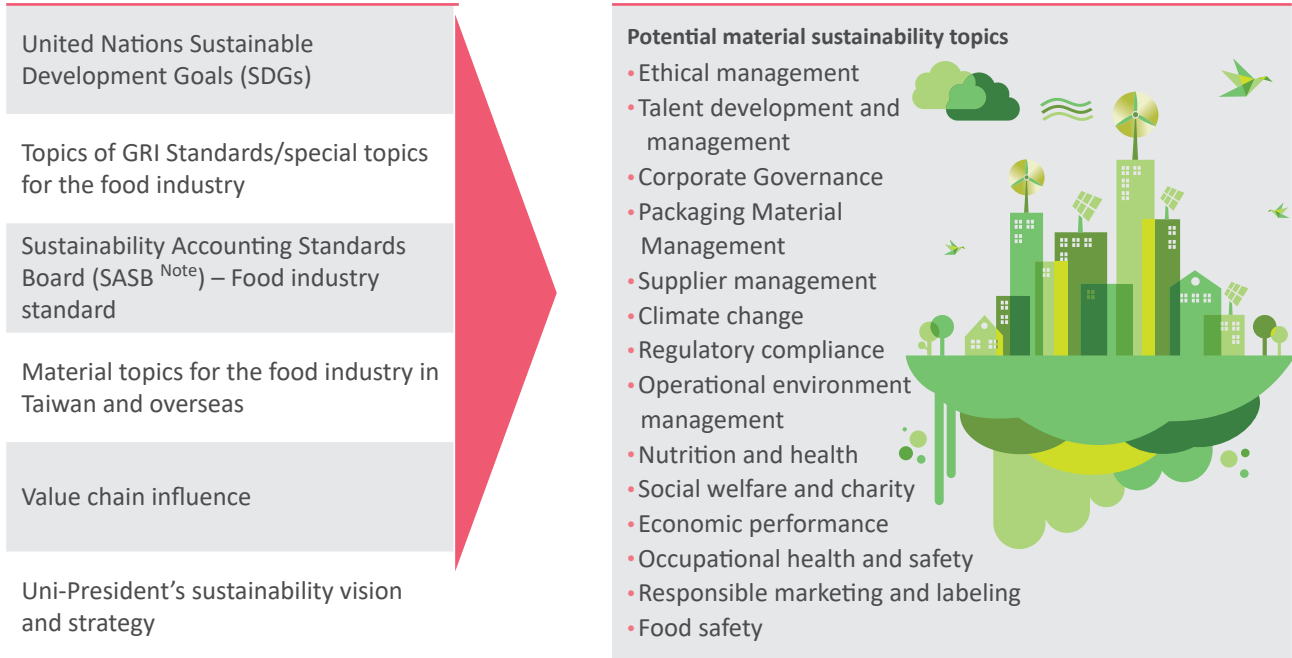
Identifying stakeholders

We conduct identification based on “the degree of significance of stakeholder influence on Uni-President.” and “the degree of dependence of Uni-President on stakeholders” and have compiled various types of stakeholders, as follows:

Stakeholder Type	Significance to Uni-President
 <p>Fund providers (Including banks, shareholders, and professional investors)</p>	<p>Fund providers help the business operations and the sustainable development of Uni-President through injections of capital. Uni-President treats all fund providers with fairness, and discloses honest and transparent information.</p>
 <p>Consumer</p>	<p>As consumers are our main source of revenue, it is our duty to provide them with safe and delicious food. By utilizing Group resources, we fulfill the typical customer needs through the Group’s resources, making life better and more convenient.</p>
 <p>Government</p>	<p>Regulations promulgated by the government guide the development of industries through authorities. At Uni-President, we understand and proactively manage all laws and regulations. When the government needs inputs from the industry, we respond proactively.</p>
 <p>Employees</p>	<p>At Uni-President, we regard our employees as the foundation of the Company. In order for the Company to align with the trends of the day, we provide a comprehensive education and training mechanism and a work environment that is based on dignity and equality. We also take workplace safety seriously to attract more outstanding people in order to nurture them for future development needs, so that they will grow and thrive with the Company.</p>
 <p>Suppliers</p>	<p>As suppliers are key partners for Uni-President to develop a food safety mechanism, they are selected through various types of internal assessments. We also enhance food safety awareness in the food industry through the coaching of suppliers.</p>
 <p>Third-party certification authorities</p>	<p>Third-party certification authorities are important partners for us to examine our performance. Uni-President has attained third-party certifications in terms of financial, environmental or food safety performance so as to gain information credibility. We continue to improve and refine our internal operations through third-party certifications.</p>
 <p>Academic units</p>	<p>The academic unit is one of our partners when it comes to innovation and research and development. We continue to keep a sound and close relationship with academic units so that we can continue our academic research and implement it in the industry.</p>
 <p>Public interest groups</p>	<p>As a part of society, profitability is not only our top priority. We also take responsibility in enhancing the prosperity of society as a whole. We utilize our core functions and strive to support public charities, while increasing the public’s awareness on health.</p>

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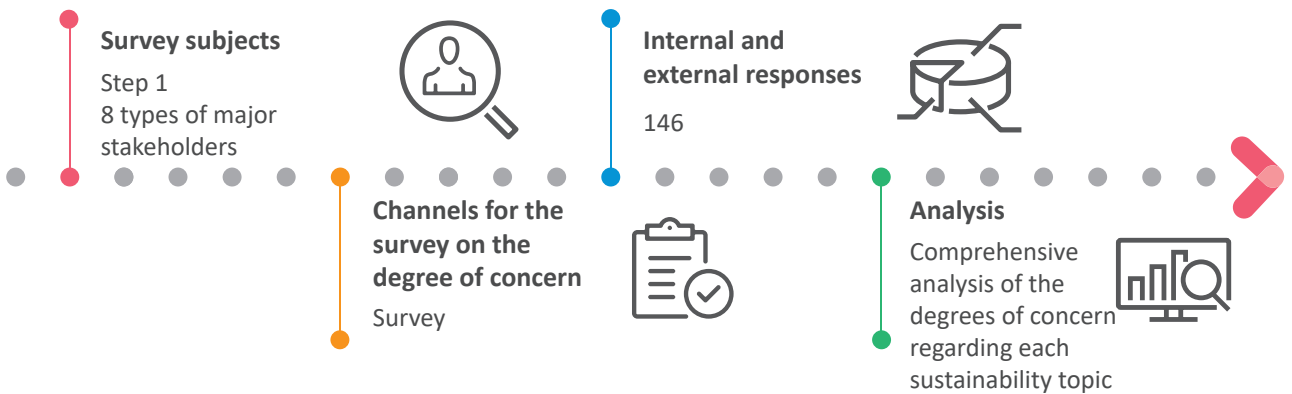
Preliminary inventory on sustainability topics



Note: Sustainability Accounting Standard Board

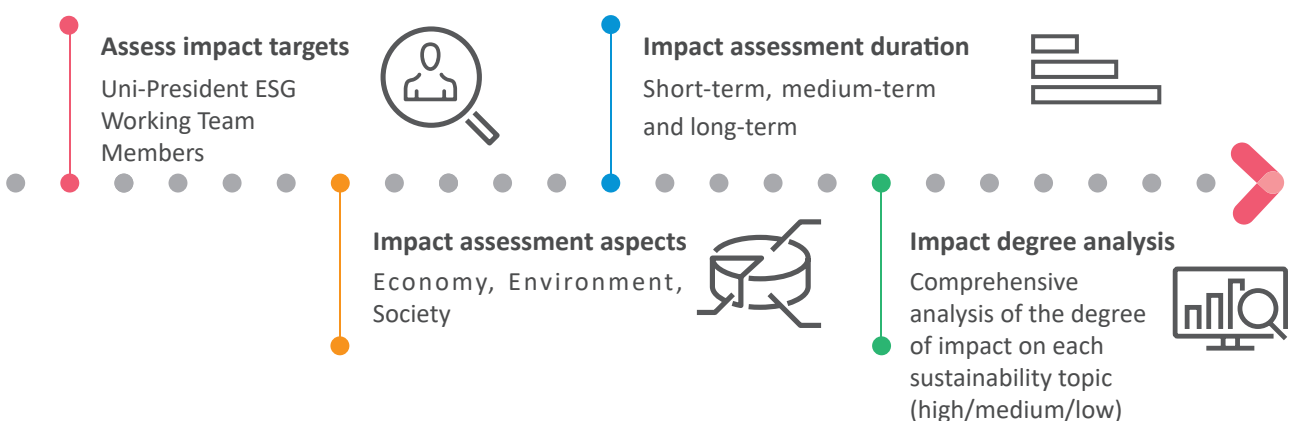
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Analysis of the degree of concern around sustainability topics



4

Analysis of the degree of impact of sustainability topics



5

Complete of Material Topics

2021 Uni-President Material Topics



Level	Topic	Its meaning for Uni-President
High degree of material sustainability topics	Food safety	Assessment of the impact of products on consumer health and safety, food safety management systems, food safety education and training, product tracking and traceability, and food safety laboratory
	Regulatory compliance	Including regulatory compliance in relation to economic, environmental and social factors
	Ethical management	We perform business activities based on the principles of fairness, honesty, trustworthiness and transparency. Meanwhile, we also assess corruption risks, anti-corruption policies and actions, so as to establish a corporate culture and a control mechanism for ethical management
	Operational environment management	The management and status of the consumption and recovery of the Company's energy and raw materials use in operations, as well as the emissions and water resources. These include wastewater, waste status and management actions, GHG emissions and reduction.
	Packaging Material Management	Package procurement, standard, use and packaging material reduction policy
Medium degree of material sustainability topics	Responsible marketing and labeling	Accurate product or advertising promotional information and labeling as well as clearly labeled ingredients
	Economic performance	The status of the Company's operating profitability, including financial information on the Company's operations, expenses and profitability, and government financial subsidies
	Nutrition and health	Related management measures related to food health and nutrition, and sustainable food and nutritional care, diet, and culture promotion
	Occupational health and safety	Occupational health and safety management, including accident investigation and handling processes, work safety inspections, employee examinations, Occupational Safety Committee management status, employee occupational safety training, and case study promotion
	Corporate governance	Governance framework, duty, system, and composition, selection of the governance unit, functions of directors, and performance assessment
Potential material sustainability topics	Climate change	The impact on the Company's operations brought on by climate change, identification of risks and opportunities, management strategies and response actions of climate change.
	Talent development and management	Talent cultivation plans and their implementation, including training programs or courses covering functions, self-enlightenment, physical and spiritual growth and stimulation of innovative ideas
	Social welfare and charity	Development and impact of operational activities imposed on local communities, communication and assessment, social welfare and care activities

6 Responding to material topics

After analyzing the materiality of topics, each material issue was confirmed by the internal units of Uni-President. Each responsible team then assessed the completeness, scope of impact, boundary and the collection and reporting period. By doing this, we have met and responded to the important information and performance concerned by stakeholders. Each department prepared this report with respect to the principles of completeness, responsiveness, and stakeholder inclusiveness to ensure that the information regarding material issues is accurately disclosed in the report.

After preparing the report, departments continue to examine and review the report to ensure that the information and performances contained in this report are not inappropriately or unfaithfully presented. Departments also prepare the report for the following year with reference to the review result of this report.

Level	Topic	Corresponding Chapter and Page No.	
High degree of material sustainability topics	Food safety	2.1 Food Safety Commitment	37–38
		2.2 Food Safety Management	39–47
	Regulatory compliance	1.4 Strict regulatory compliance	31
	Ethical management	1.3 Insist on Ethical Management	30
	Operational environment management	3.1 Environmental Management Responsibility	63–70
		3.3 Water Resources Management	82–88
3.4 Pollution prevention and management		89–91	
Packaging Material Management	3.5 Packaging Materials Management	92–93	

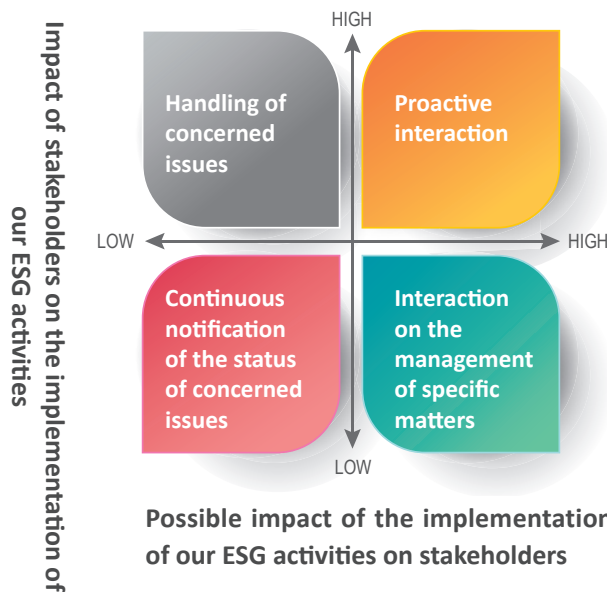
The Impact of Material Sustainability Topics to the Value Chain of Uni-President




Material Topic	Value chain								GRI Topic
	Employees	Consumer	Fund providers	Government	Suppliers	Certification authorities	Academic units	Public interest groups	
Food safety	●	●	●	●	●	●	●		GRI 416: Customer Health and Safety
Regulatory compliance	●	●	●	●	●				GRI 307: Environmental Compliance GRI 419: Socioeconomic Compliance
Ethical management	●	●	●	●	●	●	●	●	GRI 205: Anti-Corruption
Operational environment management	●		●	●		●			GRI 302: Energy GRI 303: Water and Effluents GRI 305: Emissions GRI 306: Waste
Packaging Material Management		●	●	●	●		●		NA






Stakeholder engagement

GRI 102-40, GRI 102-42-102-43

Responding to the needs of stakeholders is the foundational for Uni-President to implement sustainable development. This year, we have identified eight types of stakeholders. According to their influence on Uni-President's ESG activities and the degree of influence by Uni-President's ESG activities, we have proposed four major engagement approaches. By doing this, we effectively respond to issues concerning stakeholders and have acquired their suggestions. The communication status of each stakeholder was reported at the board meeting held on May 11, 2022. The following table is this year's material sustainability topics, sustainability topics that are of priority or concern to shareholders, as well as the performance of the engagement of stakeholders.



Stakeholders	Topics concerned	Communication Frequency and Method	2021 Communication Performance
 Capital Providers	<ul style="list-style-type: none"> Economic performance Ethical management Food safety Regulatory compliance 	<ul style="list-style-type: none"> Hold a shareholders' meeting each year Occasional investor conferences Announce major information as required by the competent authority Regularly publish financial statements/ annual reports/ ESG report Official website information disclosed Contact: Investor Relations: Mr. Fang TEL: 06-253-6789 ext. 6510 Corporate Relations Management Team: Ms. Wu TEL: 02-8786-6888 ext. 2536 	<ul style="list-style-type: none"> Released financial statements each quarter 110 major pieces of information released 6 domestic and international investor conferences 1 shareholders' meeting ESG report published each year; the 2020 CSR report has been published
 Consumer	<ul style="list-style-type: none"> Responsible marketing and labeling Food safety Ethical management 	<ul style="list-style-type: none"> Official website and brand marketing network Regular release of ESG report Consumer Service Hotline 0800-037-520 Consumer Service Email customer@mail.pec.com.tw 	<ul style="list-style-type: none"> Satisfaction survey of the Consumer Service Center reached 94.17 points ESG report published each year
 Employees	<ul style="list-style-type: none"> Food safety Economic performance Responsible marketing and labeling 	<ul style="list-style-type: none"> Announcement of management policies, rewards, punishments, and changes. Regular labor-management communication meetings/labor unions Training center/internal recruitment/job rotation Periodic Welfare Committee meetings and publishing of financial statements Periodic publishing of Uni-President monthly magazines and ESG report President's mailbox Internal food safety hotline Contact: Human resources: hr@mail.pec.com.tw 	<ul style="list-style-type: none"> 4 labor-management meetings 4 Occupational Health and Safety Committee meetings Union participation rate of 100% Released 12 Uni-President monthly magazines

Stakeholders	Topics concerned	Communication Frequency and Method	2021 Communication Performance
 <p>Suppliers</p>	<ul style="list-style-type: none"> • Food safety • Ethical management • Responsible marketing and labeling • Regulatory compliance 	<ul style="list-style-type: none"> • Communication meetings from time to time • Evaluation, plant visit and guidance mechanism/audit management • e-Procurement system announcement • Supplier grievance channels • Regular release of ESG report • Reporting Email for ethical violations https://www.uni-president.com.tw/other_service/box_2.asp 	<ul style="list-style-type: none"> • Performed occasional visits on 15 suppliers • Performed annual assessments on 168 suppliers • Performed food safety risk inspection on 42 internal plants, outsourcing plants and QC/research units
 <p>Government</p>	<ul style="list-style-type: none"> • Corporate governance • Ethical management • Regulatory compliance 	<ul style="list-style-type: none"> • Regular compliance audits • Support for social events/initiatives • Assist in the formulation of related regulations • Regular release of ESG report • Contact: Media Contact of the Public Affairs Office: Mr. Yao TEL: 06-253-6789 ext. 6297 	<ul style="list-style-type: none"> • 447 products were established on the track and trace system as required by food safety-related laws and regulations • ESG report published each year
 <p>Public interest groups</p>	<ul style="list-style-type: none"> • Ethical management • Regulatory compliance • Nutrition and health 	<ul style="list-style-type: none"> • Held and participated in charity events, emergency assistance/education/nutrition projects for vulnerable groups • Periodic publishing of ESG report/Uni-President Monthly magazines/Foundation website and annual reports • The Social Welfare Foundation of Uni-President Contact TEL: 06-2536789 ext. 8332 Email: noralieu@mail.pec.com.tw • The Taiwan Millennium Health Foundation contact TEL: 02-87860996 Email: healthinfo@1000-love.org 	<ul style="list-style-type: none"> • Emergency aid provided to 715 families throughout Taiwan • Supplies provided to 21,360 households throughout Taiwan • 9 “Value Concept Conveyance” campus seminars • A total of 17 affiliated companies took part in the 80–90cm Waistline Measurement event which gave away free waist circumference tape measures. Free stickers were also given to those receiving their vaccines in seven related companies, with a total of 965,000 tape measures and stickers given. • National Health Examination Day hosted, with approximately 48,000 people taking part • Released the annual Foundation report
 <p>Third-party certification authorities</p>	<ul style="list-style-type: none"> • Food safety • Regulatory compliance • Packaging Material Management 	<ul style="list-style-type: none"> • Regular compliance audits • Regular communication meeting • Audit management • Reporting Email for ethical violations https://www.uni-president.com.tw/other_service/box_2.asp 	<ul style="list-style-type: none"> • Annual audit meeting
 <p>Academic institutions</p>	<ul style="list-style-type: none"> • Food safety • Nutrition and health • Ethical management • Regulatory compliance • Responsible marketing and labeling 	<ul style="list-style-type: none"> • Participate in external ratings • Participate in research programs/seminars • Official website/brand marketing network communication • Regular release of ESG report • Consumer Service Email • Reporting Email for ethical violations https://www.uni-president.com.tw/other_service/box_2.asp 	<ul style="list-style-type: none"> • Won 2021 Taiwan Sustainability Award and bronze for the TCSA “Corporate Sustainability Report Awards.” • Held 1 preventive medicine seminar, which was attended by a total of 260 people. • Completed the making of 18 “Online Luncheon with Renowned Physicians/Nutritionists” online program, with an average of 10,000 viewers.

Sustainable Value Chain

As “integrity and hard work, innovation and improvement” is our management motto, we handle matters adhering to the principle of “integrity” and follow our corporate spirit of “hard work.” At Uni-President, we constantly “innovate and improve” our products and management system. By providing consumers with well-thought-out and comprehensive products and services, we have laid the foundation for the development of a corporate sustainable business. Whether it is raw material traceability, food production and packaging, logistics and distribution, or customer health, we are committed to integrating the spirit of sustainable governance into our daily operations and rely on the joint cooperation of all our stakeholders. By taking this approach, we have built a sustainable value chain and achieved the vision of “a lifestyle industry that is inseparable from the people” with the key element being “everyone doing their part in the management of Uni-President.”



At Uni-President, we continue to formulate strategies for sustainability. Through adopting effective measures, we integrate the concepts of sustainability into all aspects of business operations. Moreover, we completed a sustainability-linked loan of US\$70 million with HSBC Bank (Taiwan) in June 2021, the first sustainability-linked loan that was signed in the food industry. The loan is for 2 years targeting improvements on GHG emissions, energy efficiency, water consumption and circular economy, highlighting our commitment to new financing means and vision for a more sustainable business.



**Sustainable
governance
blueprint**



**Shaping a Safe
and Healthy Food
and Drink Culture**



**Commitment to
Environmental
Sustainability**



**Building a Happy
and Healthy
Workplace**



**Creating a Healthy
and Happy
Tomorrow**

Core Concepts

Our R&D mission is to provide “safe, tasty and healthy food” for consumers. Based on this, we have built various safety management models for food raw materials to ensure the safety and health of consumers.

As “performing above and beyond regulations” is a management cornerstone, we proactively adopt various environmentally friendly actions. Through our role and positioning, we aim to share our industrial experience and technology with the value chain.

Adhering to the motto of “professional cultivation, career development and lifelong learning,” we create a reasonable, safe and fair work environment. Meanwhile, we also share management results with our employees.

We integrate our core competencies to create a better life and society with “caring for the socially disadvantaged” and “promoting the prevention of lifestyle disease concepts” as our starting point.

Management Strategy

- Care for the health and safety of customers
- Implement food safety audits
- Proactively promote product R&D and innovation, while refining products and satisfying consumer needs

- Promote energy conservation and carbon reduction projects and manage reduction goals
- Implement water resources management
- Promote pollution prevention
- Introduce and evaluate the most optimized, environmentally friendly and functional packing materials

- Implement work safety – self-protection, mutual protection, and guardianship
- Build a learning atmosphere in the organization to improve the health of employees and increase human capital
- Implement employee equal care

- Through the Uni-President Social Welfare and Charity Foundation, we aim to promote the six major objectives: disability, emergency relief, medical care, schooling, childcare, and elderly care.
- Promote social education, research and development, international academic exchanges that foster the idea of nutritional health and preventive medicine through Taiwan Millennium Health Foundation



<p>Short-term target (2022)</p>	<ul style="list-style-type: none"> Customer complaints on Food Safety Point 1 – No anomalies The number of points for Food Safety Point 2 issues decreased by 10% from the same period last year. Residue in finished products – No anomalies Public sector audits – No violations 	<ul style="list-style-type: none"> The annual average power saving rate of each general plant is >1% Waste recycling rate maintained above 95% Annual COD average intensity below 48 mg/L Continue to enhance raw material utilization rate, with soybeans of 98%, tea of 93% and fresh milk of 96.85%. Promote plastic circular economy with products packed with single materials that are easy to recycle, on par with international trends. Continue to optimize the efficiency of water consumption in each plant and introduce water saving programs, while monitoring water conditions and continuing to optimize response measures and management mechanisms 	<ul style="list-style-type: none"> Diversified talent in Uni-President Create a reasonable and fair workplace Disaster-free workplace 	<ul style="list-style-type: none"> Promote the support program of the disadvantaged based on the six major objectives: disability, emergency relief, medical care, schooling, childcare, and elderly care to fulfill corporate social responsibility Raise the awareness of prevention over treatment to reduce the risk of chronic diseases
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<p>Mid-to Long-term Goal (2025)</p>	<ul style="list-style-type: none"> Implement 3-point food safety management Strengthen the promotion of food safety culture of all affiliated companies Continue to improve the quality and taste of existing products Improve three major product categories including fresh food, bakery, and nutrition through product R&D 	<ul style="list-style-type: none"> Reduce to 80% (189,221.6 tCO₂e) of the 2005 emissions volume by 2025. Continue to optimize the consumption efficiency of each plant's water resources The average concentration of COD lower than 40mg/L Waste resource recovery rate reaching over 95.0% Continue to develop and use environmentally friendly materials and plastic packaging material reduction. 	<ul style="list-style-type: none"> Diversified talent in Uni-President Create a reasonable and fair workplace Disaster-free workplace 	<ul style="list-style-type: none"> Promote the support program of the disadvantaged based on the six major objectives: disability, emergency relief, medical care, schooling, childcare, and elderly care to fulfill corporate social responsibility Raise the awareness of prevention over treatment to reduce the risk of chronic diseases
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<p>SDGs Response</p>	<p>2 消除飢餓</p> <p>2.4</p>	<p>12 責任消費與生產</p> <p>12.6, 12.8</p>	<p>6 淨水與衛生</p> <p>6.3, 6.4</p>	<p>12 責任消費與生產</p> <p>12.4-6, 12.8</p>	<p>3 健康與福祉</p> <p>3.d</p>	<p>5 性別平等</p> <p>5.1</p>	<p>1 消除貧窮</p> <p>1.5</p>	<p>4 教育品質</p> <p>4.5</p>
	<p>15 陸地生態</p> <p>15.2</p>		<p>7 可負擔能源</p> <p>7.3, 7.a</p>	<p>13 氣候行動</p> <p>13.1, 13.3</p>	<p>8 就業與經濟成長</p> <p>8.5, 8.8</p>		<p>2 消除飢餓</p> <p>2.1, 2.2</p>	<p>10 減少不平等</p> <p>10.2</p>

Respond to sustainability initiatives in a proactive manner

GRI 102-12

As we strive for the promotion of sustainability, not only do we implement internal governance, we also proactively participate in various external organizations to keep abreast of global sustainability trends to be a leader in industry development. Uni-President is the founding member of the Taiwan Corporate Sustainable Forum (TCSF) in 2008 and Taiwan Business Council for Sustainable Development (BCSD) and we continue to dedicate ourselves to implement corporate sustainability and corporate social responsibility management in Taiwan.

At the same time, we demonstrate our dedication on sustainability through actions with international standards. As for packaging, we recognize, support and use FSCTM certified packaging materials. The packaging of Uni-President's "MineShine" series were the first aseptic cartons in Taiwan to be certified by the FSCTM. As for the implementation of responsible procurement of raw materials, we have purchased soybeans certified by the Soy Sustainability Assurance Protocol (SSAP) since 2018.

Meanwhile, we continued to strengthen our corporate image of health, environmental protection and animal care. In October 2021, we officially announced that non-regulatory animal testing was banned. To comply with Animal Protection Act and applicable bylaws, the testing of animal in the current stage of the certification of health food is reviewed and passed by the "Institutional Animal Care & Use Committee" to carry out experimental design and humane management.

Initiative/ Participated Projects	Description
Participate in the Taiwan Corporate Sustainability Forum	The Taiwan Corporate Sustainable Forum (TCSF) is a flexible platform jointly organized by 20 domestic representative enterprises; members of the Forum regularly communicate and organize forum activities on sustainability issues beyond the regulations to promote cross-industry learning and industrial integration. This Forum focuses on providing the latest global sustainability news and building a Taiwan Vision 2050 Project. The Taiwan Vision 2050 Project was put together by the World Business Council For Sustainable Development (WBCSD). Members of the TCSF set up various workshops from local perspectives, and discussed with experts, scholars and internal employees to build Taiwan Vision 2050.
Support on the use of FSC TM certified packaging materials	The standard of the international nonprofit organization FSCTM (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 soybeans certified by the Soy Sustainability Assurance Protocol (SSAP)	The U.S. Soybean Sustainability Assurance Protocol (SSAP) is a nationwide system that is audited by third parties that verifies sustainable soybean production. The third-party sustainability certification for management practices is based on a national system of sustainability and conservation laws and regulations combined with careful implementation of best production practices by the nation's 302,963 soybean farms. The guidelines involve six major aspects including crop rotation, soil turning reduction, and land conservation, which can also achieve multiple effects such as energy saving, carbon reduction, as well as water and soil conservation.
Banning of non-statutory animal testing	As a means to be in line with international research trends while caring for the welfare of animals, Uni-President does not sponsor or commission/outsource third parties to carry out animal testing that are not required by laws or regulations. The application for health food policy will be prioritized by research experiments for human consumption and we do not sponsor or commission/outsource third parties to carry out animal testing. If it cannot be avoided, the animal testing unit will be asked to adhere to the 3R principles (replace, reduce and refine). To comply with the Animal Protection Act and applicable bylaws, the testing of animals in the current stage of the certification of health food is reviewed and passed by the "Institutional Animal Care & Use Committee" to carry out experimental design and humane management.

About Uni-President

GRI 102-1-GRI 102-7, GRI 102-13, GRI 201-1

From a flour mill to an international group, not only has Uni-President been keeping up with the times to strive for innovation, but it has also been a leader in terms of trends.

With a goal of deepening our Asian market and entering the global market, at Uni-President, we will practice our business policy of “taking advantage of the trends, understanding the conditions of the market and improving techniques.” As well as this, we will be committed to our operating philosophy of “hard work and focused management” and an attitude of “not being impetuous” to go along with social trends, consumer expectations and food safety regulations. Furthermore, will take a pro-active approach to discover and create the resources available within the Group to provide diverse products and services, maximizing the Group’s overall effectiveness and jointly creating maximum value.

Company profile



Business Strategy

A sound financial and economic foundation is one of the cornerstones of a company’s sustainability. The production, sales, people, development, money invested by a company as well as its operating activities and effective risk control are also key concerns of stakeholders.

At Uni-President, we divide our business strategy into short-term and long-term plans. In terms of our short-term business strategy – we continue to build our position in the industry by strengthening brand value, optimizing production benefits and allocating highest value-added product structures and marketing resources to enhance profitability. In the meantime, we will also ensure we have a full grasp of stakeholders’ needs, while implementing ethical management and corporate social responsibility.

In terms of long-term operational development, to initiate the growth momentum for the second 50 years of Uni-President, the Company continues to adopt the business strategy of “one core + four pillars.” With “lifestyle brand” being the strategic core, we have set “creating maximum operational value for the Company” as a long-term Management Target, and “manufacturing + R&D,” “trade + logistics,” “experience + retail,” and “alliance + M&A,” in order to build an Asian distribution and lifestyle platform.

In addition to continuing to stabilize the infrastructure and organizational capabilities of all markets, we will strengthen the construction of operational systems and cultivation of human resources. By doing this, we are able to improve the quality of life while creating the economic value that should be created in pursuing “sustainable success” and “eternal progress.”

Expanding the Group's business territory (2017–2021)



Bought
Woongjin Foods Co., Ltd



Acquired 8% of Grape King Bio Ltd

Financial Information (Including Tax)

Unit: NT\$ million

	2017	2018	2019	2020	2021
Consolidated revenue	399,861	431,446	447,978	447,320	473,502
Consolidated gross margin	132,741	145,285	153,963	154,030	156,106
Consolidated net profit after tax	59,965	26,945	28,484	30,801	28,796

Accountant Rotation and Independence

Each year, we take the initiative to assess the independence of our certified accountants. This year, the results were submitted to the Audit Committee on March 8, 2022 and the Board of Directors on March 9, 2022 for review, which were approved. The certified accountants of PwC Taiwan were in line with Uni-President's independence assessment criteria (see pages 56 and 62 of the 2021 annual report). There is also a duty rotation policy within PwC Taiwan to maintain the independence of certified accountants, and an independence statement is issued to the Company each year.

Tax Governance

As tax governance is our top priority, we abide by all relevant tax laws and regulations. Moreover, we have especially established the "Tax Policy" and related tax management duties. Our tax governance guidelines are filing tax with honesty, assessing and responding to tax risks, keeping open and honest communication, as well as 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/index.asp>

Unit: NT\$ thousand

Individual income tax expense paid	2017	2018	2019	2020	2021
	314,578	62,312	830,834	749,961	616,829

Economic performance

Unit: NT\$ million

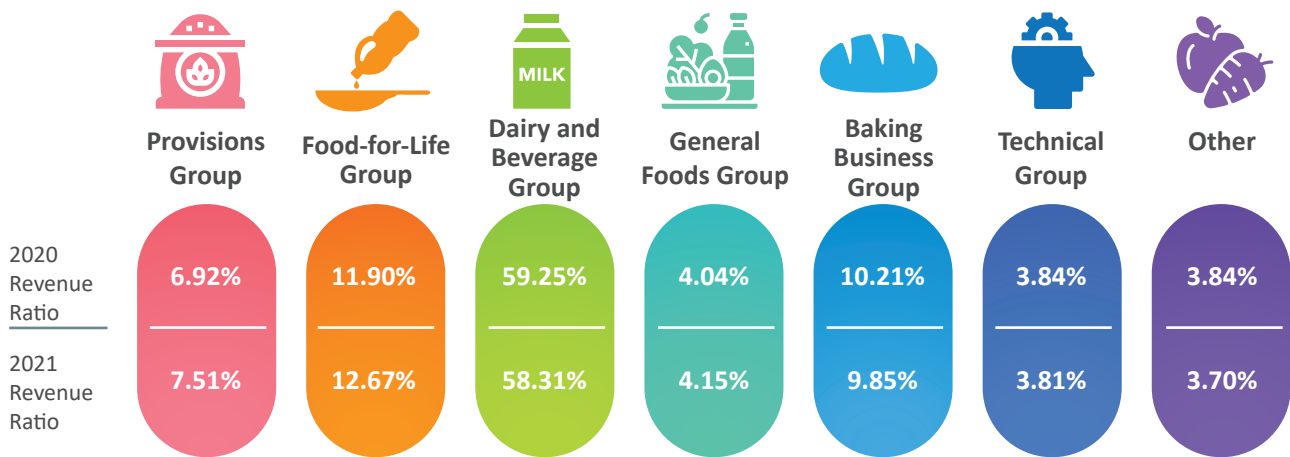
Type	2020	2021
Direct economic value generated		
Revenue (Note 1)	60,177,018	58,924,206
Direct economic value generated		
Operating costs	25,949,759	27,122,825
Employee wages and benefits	8,238,454	7,932,685
Payments to providers of capital (Note 2)	14,661,101	15,757,253
Payments to the government by country	2,186,486	1,956,277
Community investments	15,496	11,511
Economic value retained	9,125,722	6,143,655

Note 1: Including operating income, interest income, dividends, rents, royalty income, and share of profits and losses of subsidiaries, affiliated companies and joint ventures recognized under the equity method in 2021 (NT\$17,003,609,000).

Note 2: Including the distribution expenses of earnings and dividends of NT\$15,341,442,000 in 2021.

Product Revenue Ratio

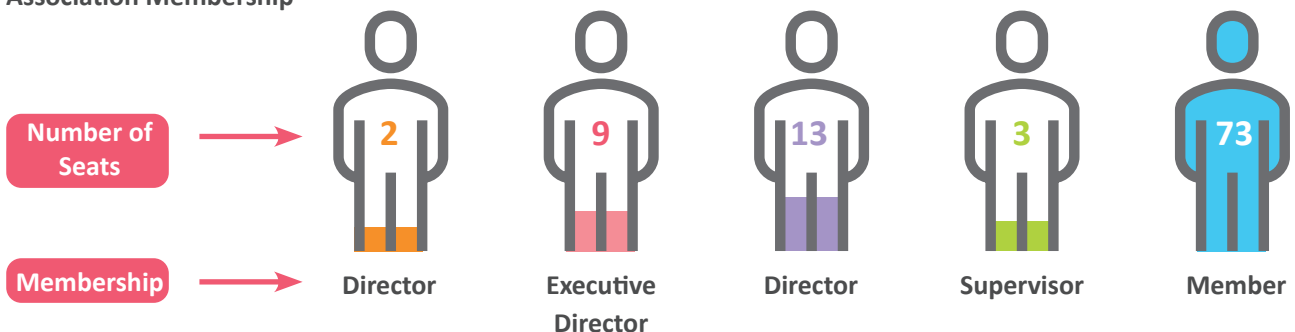
Uni-President's products are mainly divided into seven groups, including Provisions Group, Food-for-Life Group, Dairy and Beverage Group, General Foods Group, Baking Business Group, Technical Group, and others. Among them, the Dairy and Beverage Group and the Food-for-Life Group are our main products which accounted for 70.98% of total revenue. While the Provisions Group, Food-for-Life Group and General Foods Group had a slight increase in 2021 in revenue compared to the previous year.



Participation in Foundations and Associations

Adhering to the concept of social harmony and mutual assistance, we take a proactive approach in participating in relevant business associations and international organizations. In doing so, we further build mutual cooperation relationships through meetings and exchanges. Uni-President proactively 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 a general member, we are also a director, executive director, member of the council and supervisor of some business associations and organizations.

Association Membership





Managing a Transparent and Ethical Enterprise









- 1.1 Transparent and Ethical Enterprise Commitment
- 1.2 Implementation of Corporate Governance
- 1.3 Insist on Ethical Management
- 1.4 Strict regulatory compliance
- 1.5 Risk Management Control

1.1 Transparent and Ethical Enterprise Commitment

GRI 102-16, GRI 103-2-103-3

As “integrity and hard work, innovation and improvement” is our management motto, we handle matters by adhering to the principle of “integrity” and follow our corporate spirit of “hard work.” At Uni-President, we constantly “innovate and improve” our products and management system to cope with trends and increase our competitiveness. This way, not only can the public’s material and quality needs be fulfilled, but their needs of the spirit, culture and mind can also be met.

 <p>Material Topic</p>	<p>Ethical management and regulatory compliance</p>
 <p>Policy and Commitment</p>	<ul style="list-style-type: none"> • Carry out business activities based on principle of fairness, honesty, trustworthiness and transparency. • Abide by the laws and regulations of the countries and regions in which we operate our businesses, with regulatory compliance being the minimum standard. • Allocate sufficient manpower and financial resources and establish a dedicated Ethical Management Implementation Team to promote ethical management
 <p>Goal</p>	<ul style="list-style-type: none"> • Deeply plant the Ethical Corporate Management Principles into the Company’s corporate ethics and culture to enhance its reputation, while pursuing sustainable management. • Create a sound regulatory compliance culture, and uphold integrity and discipline so as to foster the Company’s robust operations.
 <p>Action Plan</p>	<ul style="list-style-type: none"> • Set up a corporate culture and sound risk control mechanism based on ethical management, and formulate Ethical Corporate Management Principles, Procedures for Ethical Management and Guidelines for Conduct and Uni-President Management Overview of Insider Trading Prevention • Proactively focus on the development of foreign and local ESG measures and regulations, and adjust the Company’s internal systems and business operations accordingly. • Pay attention to internal and external ethical management-related cases and strengthen related inspections and promotions when necessary. • Enhance the promotion of ethical management and implement it in daily task execution. <ul style="list-style-type: none"> - To the Board of Directors: Routine annual promotion at the board meeting. - To all employees: Launch related courses at the Uni-President Corp. Training Institute to reinforce regulatory compliance concepts. At the same time, the Ethical Management Practice Team sends ethical management-related measures and cases to all employees through emails.
 <p>Evaluation Mechanism</p>	<p>Report to the Board of Directors on the implementation status of ethical management and regulatory compliance on an annual basis</p>
 <p>Grievance Mechanism</p>	<p>An independent internal reporting email (6487@mail.pec.com.tw) and hotline have been set up for internal and external personnel.</p>

1.2 Implementation of Corporate Governance

GRI 102-18

A sound corporate governance system helps reduce a company's operational risks and improve its corporate competitiveness, and is a foundation for sustainability. The competitiveness of a company is based on a robust board structure and transparent and real-time financial information, as well as its existing ethical culture and effective internal audits.

Corporate governance poses a certain degree of importance to the stakeholders and Uni-President. Stakeholders are concerned if a company has comprehensive and transparent corporate governance in order to strengthen company performance while taking into account the interests of each stakeholder and protecting the rights and interests of shareholders.



[Uni-President Enterprises Corporation Corporate Governance Principles]

The Uni-President Enterprises Corporation Corporate Governance Principles aim to enhance and implement corporate governance, while responding to the development trends of international and domestic corporate governance systems. These Principles are reviewed and updated on a regular basis in order to improve the effectiveness of corporate governance. The contents of these Principles are based on the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies jointly formulated by Taiwan Stock Exchange and Taipei Exchange, hoping to establish a robust company system.



1.2.1 Corporate Governance



Board of Directors

In order to strengthen the supervision and management functions, the board members consist of diverse expertise spanning operations management, accounting and finance, business and economic, crisis management, international marketing, leadership, and decision making. Board members continue their education each year targeting corporate governance, business operations, regulations and finances. Their courses include: The Board's Response to Corporate Governance Evaluation and its Application, the Group's Governance and Performance Management, How to Prepare for the Next Decade of Talent Transformation in the Face of Digital Economy.



Number of Board of Directors

There are 13 directors in the Board, including 10 general directors (2 female directors) and 3 independent directors (1 female independent director).

For more information on the background of board member, please see the Company's 2021 Annual Report. Available for download at <https://www.uni-president.com.tw/invest/index.html>




2021 Hours of the Board's Further Education and Meeting Situation

- The total hours of the Board's further education is 105, an average of 8.07 hours per director.
- A total of 8 meetings were held, with an average attendance rate of 99.03% for all directors

(Period: from 2021/1/1 to 2022/3/15)

Director Performance Evaluation

We have formulated the “Rules for Performance Evaluation of Board of Directors” to implement corporate governance while improving the functions of the Board of Directors. We also establish performance targets to strengthen operational efficiency. Many evaluation indicators are highly linked to corporate governance and corporate sustainable development to ensure the sustainability of the Company.

 <p>Board of Directors</p>	<ul style="list-style-type: none"> • Participation in the operation of the company • Improvement of the quality of the Board of Directors’ decision making • Composition and structure of the Board of Directors • Election and continuing education of the directors • Internal control
 <p>Individual board members</p>	<ul style="list-style-type: none"> • Alignment of the goals and missions of the company • Awareness of the duties of a director • Participation in the operation of the company • Management of internal relationship and communication • The director’s professionalism and continuing education • Internal control
 <p>Compensation Committee and Audit Committee</p>	<ul style="list-style-type: none"> • Participation in the operation of the company • Awareness of the duties of the functional committee • Improvement of quality of decisions made by the functional committee • Makeup of the functional committee and election of its members • Internal control

2021 Director Performance Evaluation Results

The overall evaluate shows that each director has provided suggestions and views according to their expertise and views and made effective contributions to the Board of Directors. The operations of the Board as a whole are vigorous to promote and strengthen the Company’s sustainable development and operations, meeting and continuing to implement the standards and spirit of corporate governance.



Corporate Governance Manager

To improve the effectiveness of the Board, we set up a “Corporate Governance Supervisor” in 2018 as the top supervisor in charge of corporate governance-related affairs. The Supervisor’s duties include handling matters associated with board and shareholders’ meetings in accordance with laws, preparing minutes of board and shareholders’ meetings, assisting in at least six hours of continuing education of each director and providing information required for directors to carry out duties.

In 2021, the corporate governance manager received 21 hours of corporate governance 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 on the Corporate Governance Supervisor, please see Corporate Governance Framework Disclosure on Uni-President’s official website on <https://www.uni-president.com.tw/invest/index.html>

Compensation Committee

According to its expertise, the Compensation Committee formulates and regularly reviews the policies, systems, standards and frameworks of the performance evaluation and remuneration of directors and managerial officers. Based on the Company’s business performance and the impact of the organization’s management on the social environment, the remuneration for directors and managerial officers are regularly evaluated and formulated to deepen Uni-President’s corporate ethics and culture, pursuing sustainable management.



2021 Compensation Committee Meetings

- A total of 3 meetings were held
- Actual attendance rate of the convener and members was 100%
(Period: from 2021/1/1 to 2022/3/15)

Audit Committee

The main duty of the Audit Committee is to assist directors in fulfilling their roles in compliance with the Company Act, the Securities and Exchange Act and other related laws. It also assists directors in improving the supervision of the Company's accounting, financial reporting and internal control practices.

Secretariat to the Board of Directors

The duty for the Secretariat to the Board of Directors is to convene annual general meetings, board meetings, Audit Committee meetings, Compensation Committee meetings, as well as their elections, operations and related affairs concerning corporate governance.

Ethical Management Team

The Ethical Management Team is responsible for promoting ethical management, anti-corruption, anti-bribery and regulatory compliance, while also reporting to the Board of Directors on the implementation status and performing advocacy. Launch related courses at the Uni-President Corp. Training Institute to reinforce regulatory compliance concepts. At the same time, the Ethical Management Practice Team sends ethical management-related measures and cases to all employees through emails.

1.2.2 Real-Time Disclosure of Transparent 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. Open, transparent and timely financial and non-financial information are disclosed in both Chinese and English, enabling language-barrier-free access for all stakeholder to the Company's information.

Financial Information

A financial report is published on a quarterly basis in both Chinese and English; it is also disclosed on the MOPS. Annual reports, shareholders' meeting handbook and shareholders' meeting minutes are available in both Chinese and English for stakeholders.

Please see the website:

<https://mops.twse.com.tw/mops/web/t146sb05>

Non-financial Information

The ESG report is compiled in accordance with the GRI Standards and the Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies. The Chinese version of the report is disclosed on the MOPS and the English versions on the Company's dedicated ESG Website for all stakeholders.

Please refer to the Company's website:

<https://www.uni-president.com.tw/ESG/index.html>

Other

We prepare both Chinese and English versions of important resolutions of the Board and the Company's rules (e.g. Charter, Procedures for Election of Directors) and disclose them on the Company's official website for users' reference.

Please refer to the Company's website:

<https://www.uni-president.com.tw/invest/index.html>



2021 Audit Committee Meetings

- A total of 8 meetings were held
- Actual attendance rate of the convener and members was 100%

(Period: from 2021/1/1 to 2022/3/15)

Audit Office

An "Advisory Service Group" and "Risk Management Group" have been established in the Audit Office. Each year, the Audit Office proposes an annual audit plan based on the risk assessment results to ensure the effective continuous operation of the internal control system, strengthen corporate governance and establish corporate risk assessment and risk management mechanisms. The Audit Office conducts monthly audits and produces an audit report consisting of working drafts and related information, while also promoting corporate governance from the perspective of sustainable corporate development.

1.3 Insist on Ethical Management

GRI 103-2-103-3, GRI 205-2-205-3

Ethical management is extremely important to stakeholders and companies. Unethical practices of a company may result in lower operating efficiency, loss of capital, and affect the trust between stakeholders, further seriously damaging a company’s sustainability.

To establish a corporate culture and risk control system based on ethical management, a dedicated Ethical Management Team was formed to report to the Board of Directors the implementation status of ethical management on an annual basis. An independent internal reporting mailbox and hotline have been set up for internal and external personnel. We keep a close eye on the changes in the management environment, while reviewing and amending principles, operating procedures and conduct guidelines related to ethical management on par with the government’s policy. At the same time, we emphasize domestic and foreign case studies through education and training and emails. We integrate the promotion of ethical management concepts into our daily operations and shape a compliance culture of internal regulations and adhere to integrity and discipline in order to pursue sustainability.



2021 Ethical Management-Related Implementation

Signing of the Letter of Commitment for anti-bribery

- 4,015 suppliers (including raw materials, maintenance, repair and operation services) signed the Letter of Commitment to prohibit bribery and bribery issues.
- 808 engineering plants signed of the Letter of Commitment for anti-bribery

Inspection of compliance with prevention of the unethical conduct program

- A total of 65 ethical management-related audit reports
 - Among these audit reports, 38 plants have proposed improvement plans by formulating preventive measures and the Audit Office is regularly tracking their improvement status
 - The remaining 27 audit reports were regular audit reports
- In 2021, there were no reports of any facilitation fees or political contributions received by the Audit Office.

Internal and external education and training related to ethical management issues ^{Note}

- A total of 55,664 employees received training
- A total of 127,060.3 training hours
- Related promotion:
 - To the Board of Directors: Routine annual promotion at the board meeting.
 - To all employees: Launch related courses at the Uni-President Corp. Training Institute to reinforce regulatory compliance concepts. At the same time, the Ethical Management Practice Team sends ethical management-related measures and cases to all employees through email.

Note: The courses are of ethical management regulatory compliance, food safety and hygiene management and testing, accounting systems and internal controls.

1.4 Strict regulatory compliance

GRI 103-2-103-3, GRI 307-1, GRI 419-1

Uni-President takes a proactive approach on ESG laws and regulations and adjusts its internal systems and operations accordingly. We also abide by the laws and regulations of the countries and regions in which we operate our businesses, with regulatory compliance being the minimum standard. In addition, we also strive for the implementation of the “5S standards,” namely food safety, occupational safety, environmental safety, information safety and financial safety in order to create a sound regulatory compliance culture, and uphold integrity and discipline so as to foster the Company’s robust operations.



Violations and Subsequent Improvement in 2021

Violation Aspect	Violation of Regulations	Plant	Reason	Fine	Improvement
Environmental safety	Waste Disposal Act	Hukou plant	<ol style="list-style-type: none"> The output of organic waste liquid (C-0301) from January to August 2020 and October to December 2019 was not declared. The storage method for organic waste liquid (C-0301) did not have labels for classification number, business name, storage date, quantity or composition. 	A NT\$120,000 fine was imposed.	<ol style="list-style-type: none"> The staff received education and training and quality control staff also took part in courses organized by the Environmental Protection Bureau. The QC Section takes inventory of waste liquid and sends it to the Resource Group to ensure that the quantity is correct with a form. A bottle of container is used each month, with a number, business name, storage date, quantity and composition labeled.
Occupational safety	Occupational Safety and Health Act	Yongkang General Plant 2	A worker’s hand was caught by the equipment during the cleaning operation, violating paragraph 1 of Article 6 of the Occupational Safety and Health Act.	A NT\$60,000 fine was imposed.	<ol style="list-style-type: none"> A safety interlock device was added on the cleaning equipment for automatic power off. Education and training on maintenance, cleaning and troubleshooting operations was provided to all workers.
Occupational safety	Occupational Safety and Health Act	Hukou plant	A worker’s hand was caught by the equipment when picking up items in the equipment, violating paragraph 1 of Article 6 of the Occupational Safety and Health Act.	A NT\$120,000 fine was imposed.	<ol style="list-style-type: none"> The equipment’s window has been changed to the type that cannot be opened. Education and training on maintenance, cleaning and troubleshooting operations was provided to all workers.

1.5 Risk Management Control

GRI 102-11

Our risk management covers governance, environmental and social aspects. According to potential risks of each related unit, we identify, analyze and measure risks so as to be able to further respond to them through adequate management methods. By supervising and improving the risk management plan, risk control is centrally managed and hierarchically executed according to the characteristics of risks and their impact levels, ensuring that they are effectively controlled at all times.

1.5.1 Risk Management Mechanism

In 2020, the Board of Directors passed the “Risk Management Policy” to be used as the main basis for Uni-President’s risk management.



Risk Management Organizational Structure



- Board of Directors: The top unit of the Company’s risk management in charge of approving, reviewing and supervising the Company risk management policy. Its objective is to ensure the effectiveness of risk management in accordance with laws and regulations, while promoting and implementing overall risk management.
- ESG Committee: The Committee is responsible for overall risk management. It sets risk control priorities according to internal and external changes and resolutions made by the Board of Directors. It is also responsible for reporting the implementation status of the risk management policy to the board

- of director each year, as well as proposing necessary advice for improvement.
- Risk Management Team: The Team reviews the risk control report of all units and follows up the progress of implementation and improvement. It also summarizes the execution status of each unit’s risk management and submits a report to the ESG Committee.

Policy and Procedures


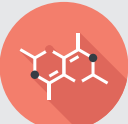
Uni-President performs periodic risk assessment each year and formulates a risk management policy for various risks, covering mechanisms such as management objectives, organizational structure, authority and responsibility attribution, and risk management procedures which are implemented accordingly. By doing so, the Company's risks can be effectively identified, balanced and controlled so that risks arising from operating activities are controlled within an acceptable range.



Management Mechanism and Its Operation

The Risk Management Team evaluates internal and external risk environment on a regular basis to establish risk management priorities, sets up implementation plans and countermeasures. Through regular evaluation, the authority and responsible unit of each risk category is responsible for risk monitoring in order to prevent and control related risks. The Risk Management Team reports to the Board of Directors on the risk environment and the adopted risk control measures as well as the state of operations of risk management.

Scope and Measures

The risk management policy of Uni-President manages all potential strategic, operational, financial and hazard risks that may affect operations and profitability. The management scope includes but is not limited to the following categories: operational risk, market risk, food safety risk, environmental and industrial safety risk, legal compliance risk, financial risk, human resources risk.

Risk Category	Risk Description	Risk Management Procedures and the State of Its Operations	Corresponding Chapter
 <p>Market Operation</p>	<ul style="list-style-type: none"> Not being able to respond to changes in consumer behavior in a timely manner, impacting performance. If the business model does not progress on par with trends, new generations of consumers or retailers will be lost, posing an unfavorable situation to the company's sustainable business operation. 	<ol style="list-style-type: none"> Disease outbreaks (e.g. influenza, avian influenza, dengue fever, SARs and COVID-19) have brought about changes in people's buying habits and increased demand for e-commerce and home delivery sales. Apart from sales behaviors of existing distribution systems and physical shops, mobile shops and e-commerce business (to develop online shopping, group shopping businesses or work with e-commerce platforms) must be increased to ensure stable revenue and growth. Master the difference of each consumer group and region in the market and develop and select suitable fast moving consumer goods to meet the needs of consumers. Change the business model of the retail industry to respond to the technology development on youth consumption by introducing a new retail ordering system in the channel distribution system and provide end-consumer online shopping choices. 	About Uni-President Enterprises, 2021 Annual Report "Operation Highlights"
 <p>Food Safety</p>	<ul style="list-style-type: none"> Fail to properly control food safety and hygiene that leads to potential hazards to consumer health and safety. Fail to update information associated with food laws and regulations that leads to the labeling of food packaging not complying with legal regulations. 	<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 Targets. Formulate the audit policy of affiliates to improve their food safety management. Install the Food Safety Center Rapid Alert System (FSCRA) to collect related information on the Company's products. All responsible units are notified immediately so that a response can be made accordingly. 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. 	Chapter 2. Shaping a Safe and Healthy Food and Drink Culture

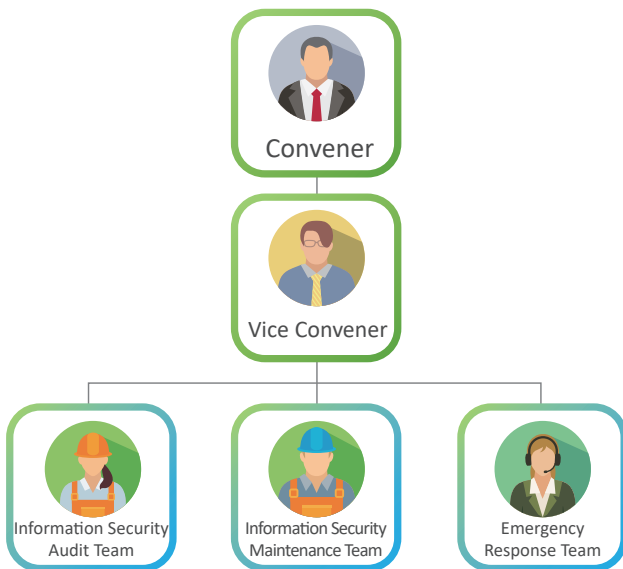
Risk Category	Risk Description	Risk Management Procedures and the State of Its Operations	Corresponding Chapter
 Environmental Risk	<ul style="list-style-type: none"> Fail to comply with environmental protection regulations, posing a negative impact on the Company's production and sales. A major violation of environmental protection regulations will impact the image of the enterprise and brand. 	<ol style="list-style-type: none"> Conduct education and training and issue related information promotion to increase environmental protection awareness. Implement internal environmental inspections in three levels, and make improvement on issues concerning air pollution, wastewater, waste, toxic chemicals, and drinking water to ensure regulatory compliance. Meet pollution prevention requirements through engineering and management approaches to improve the operating environment and the use of raw materials. Promote various energy conservation and waste reduction projects to achieve air pollution, waste and wastewater Management Targets, reducing the impact of operations on the environment. 	Chapter 3. Commitment to Environmental Sustainability
 Occupational Safety (industrial safety)	<ul style="list-style-type: none"> Fail to comply with the Standard Operating Procedures (SOP) that results in employee injuries. Fail to comply with the requirements stipulated in the Occupational Safety and Health Act. 	<ol style="list-style-type: none"> Introduce ISO 45001/CNS 45001 occupational safety and health management systems to ensure the management of the employee's safety and health. Promote different types of occupational safety education and training, as well as case promotion to increase the employee's awareness of occupational safety. Occupational Safety Office and General Plant/Industrial Park conduct an industrial safety inspection on a periodic basis to jointly prevent occupational hazards through guidance and inspections. Regularly implement inventories on safety and health-related regulations. By doing this, the requirements or related matters of amendments to regulations are conveyed to each unit to perform regulatory identification for amendments to related standards. 	Chapter 4. Building a Healthy and Happy Workplace
 Information Security	<ul style="list-style-type: none"> Systems or devices with EOS lead to hacking, causing company losses. Abnormalities of information security equipment or system authority, leading to information security protection mechanism vulnerability. 	<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. Information risk management is conducted according to the information security risk assessment and management operating procedures on an annual basis to identify and analyze information security risks and evaluate their levels. Improvement plans are also proposed for high-risk items. Replace systems and devices with EOS. Perform backup exercises and account inventories to ensure the effectiveness of the information security protection mechanism. 	1.5.2 Information Security, p.157–158 on the 2021 Annual Report
 Financial Risk (Financial Safety)	<ul style="list-style-type: none"> Market risk, credit risk and liquidity risk may pose adverse effects on the Company's financial status and financial performance. 	<ol style="list-style-type: none"> Relevant risk management policies have been formulated to manage financial risks through close cooperation of internal operating units. We adopt a prudent manner regarding changes in interest rates and exchange rates and keep a close eye on the trend of domestic and foreign market interest rates as well as capital needs. We also allocate a floating/fixed financing ratio and pay close attention to exchange rate fluctuations, while controlling foreign currency exposure in a stringent manner. 	1.5.3 Financial risk, p.183 on the 2021 Annual Report

1.5.2 Information Security

At Uni-President, we formulated and announced our information security policy in July 2012. Furthermore, we have built an information security management system and constructed a four-step information security management system to manage documents used as a basis for the current information security management operations. Our management system are in compliance with ISO/IEC 27001: 2013 information security management standard which was certified by a third-party verification company. The original ISO 27001 validity period was 2019/4/16–2022/4/16 and the new validation period is 2022/4/24–2025/4/16.

At the same time, we have formed an “Information Security Team” in which the manager of the Information Department serves as the convener. An Information Security Audit Team, Information Security Maintenance Team and Emergency Handling Team are also in place to strengthen information security protection. Furthermore, we implement information security risk assessment and management operating procedures to ensure the confidentiality, integrity and availability of the Company’s information assets as well as protecting personal data.

Information Security Team



We conduct information risk management according to the information security risk assessment and management operating procedures on an annual basis to identify and analyze information security risks and evaluate their levels. If the acceptable level is exceeded, risk handling and improvement measures are adopted to reduce possible risks. According to the results of the information security risk assessment carried out in December 2021, there were no significant operational risks.

As the promotion of information security concepts is our priority, we engage a consulting company to perform education and training on a regular basis. By taking this approach, we raise the awareness of information security to our employees and implement information security control.



The total training hours for personal information security and information security-related courses was 2,945 in 2021.

1.5.3 Financial Risk

Financial risks include market risk (exchange rate risk, interest rate risk and price risk), credit risk and liquidity risk. We have formulated relevant risk management policies to manage financial risks through close cooperation of internal operating units. We adopt a prudent manner regarding changes in interest rates and exchange rates and keep a close eye on the trend of domestic and foreign market interest rates as well as capital needs. We also allocate a floating/fixed financing ratio and pay close attention to exchange rate fluctuations, while controlling foreign currency exposure in a stringent manner.

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 utilization of the remaining current fund. In accordance with the policy approved by the Board of Directors, risk management is carried out by the Finance Group through working closely with the Company’s internal operating units to identify evaluate and hedge financial risks. For more information on financial risks, please refer to the p.183 on the 2021 Annual Report.

2

Shaping a Safe and Healthy Food and Drink Culture



2.1 Food Safety Commitment

2.2 Food Safety Management

2.3 Supplier management

2.4 Responsible Production Management







2.5 Product R&D and Innovation

2.6 Responsible Marketing and Labeling

2.1 Food Safety Commitment

GRI 103-2-103-3, GRI 416-2

Adhering to the spirit of product innovation, our top priority is customer health and safety. Moreover, we continue to develop safe and delicious products and are committed to new product research and development as well as related technology innovation or introduction, creating a variety of innovative and revolutionary leading products.

	Material Topic	Food safety
	Policy and Commitment	“Zero Food Safety Risk” is Uni-President’s core value and commitment
	Goal	<ul style="list-style-type: none"> Establish 3-point food safety management and drug residue goals to strengthen food safety and quality management. Construct a food safety culture and implement food safety awareness to all employees while shouldering the responsibility of food safety as required by consumers.
	Action Plan	<ul style="list-style-type: none"> Set up a Food Safety Center (FSC) and organize a Food Safety Committee that connects the food safety control of all departments to reduce food safety risks. Establish a quality control laboratory and a food safety laboratory, while proactively gaining TAF and TFDA certifications to strengthen food safety testing capabilities. Formulate a supplier management policy and improve supplier management through on-site assessments, remote video assessment and raw materials supplier visits. Each production plant runs international food safety management systems such as ISO 22000 and FSSC 22000 certification to improve the management capabilities of plants.
	Evaluation Mechanism	<ul style="list-style-type: none"> Form a Food Safety Audit Team to periodically perform internal food safety risk monitoring inspections, ensuring the implementation status of food safety controls. Continue to maintain the validity of international food safety management systems and laboratory certifications. Comply with food-related laws and regulations Report to the Board of Directors on the implementation status of ethical management and regulatory compliance on an annual basis
	Grievance Mechanism	<ul style="list-style-type: none"> Establish a Consumer Service Center and provide consumers with multiple channels (0800 hotline, official website, service mailbox and retailer feedback) for product inquiries and complaints. Set up an internal food safety hotline to provide employees with a channel for product-related reporting or complaints. We also have an independent internal reporting mailbox and hotline in place.

Annual Management Targets for Food Safety

2021		
Management Target	Achievement	Improvement measures
Customer complaints on Food Safety Point 1 – No anomalies	Achieved	Customer complaints on Food Safety Point 1 – No anomalies, representing 100% achievement rate
The number of points for Food Safety Point 2 issues decreased by 10% from the same period last year.	Achieved	Customer complaints on Food Safety Point 2 decreased by 42% compared to the same period last year, representing a 136% achievement rate
Residue in finished products – No anomalies	Not achieved	<p>Excessive pesticide residues in products due to insufficient knowledge of regulations of the OEM</p> <p>Analysis of the reason: The OEM sent the products exported to Japan to an external unit for testing pesticide residues according to local regulations. The products passed the test, but the OEM failed to consider that there was a difference in the allowable pesticide residue values between Taiwanese and Japanese regulations.</p> <p>Improvement measures: 1. Switching to materials that are specifically for farming. 2. Semi-finished products of each batch are sent to the Food Safety Center for pesticide residue determination. Once testing is passed, these semi-finished products are packaged and produced by the OEM. 3. Additional clause added to the contract to explain "Pesticide Residue Allowance Criteria."</p>
Public sector audits – No violations	Achieved	Public sector audits – No violations, representing 100% achievement rate



2022 Management Targets	<ul style="list-style-type: none"> • Customer complaints on Food Safety Point 1 – No anomalies • The number of points for Food Safety Point 2 issues decreased by 10% from the same period last year. • Residue in finished products – No anomalies • Public sector audits – No violations
Mid-to Long-term Goal	<ul style="list-style-type: none"> • Strengthen the promotion of food safety culture of all affiliated companies • Implement 3-point food safety management

2.2 Food Safety Management

GRI 103-2-103-3, GRI 416-1

Food is a necessity for all mankind, and food safety issues alone are enough to cause a stir in society. As we were established over five decades ago, we have extended our businesses from meeting the basic living needs of consumers to taking care of their daily life and providing multiple services for everyday life. As well as this, we have become a leader in the industry that fulfills every aspect of people's lives.

Faced with the high expectations of society and consumers for the food industry, our food safety control system is based on the consistent management regulations. We ensure 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.

2.2.1 Creating a food safety management mechanism

At Uni-President, we ensure food safety. The Food Safety Management Committee coordinates group management and perform audits on affiliates with the Group's system. In addition, we integrate food safety-related information through the FSC Rapid Alert System (FSCRA) and the Regulatory Identification System. At the same time, we also have a dedicated food safety hotline in place to encourage colleagues to jointly implement the food safety policy.



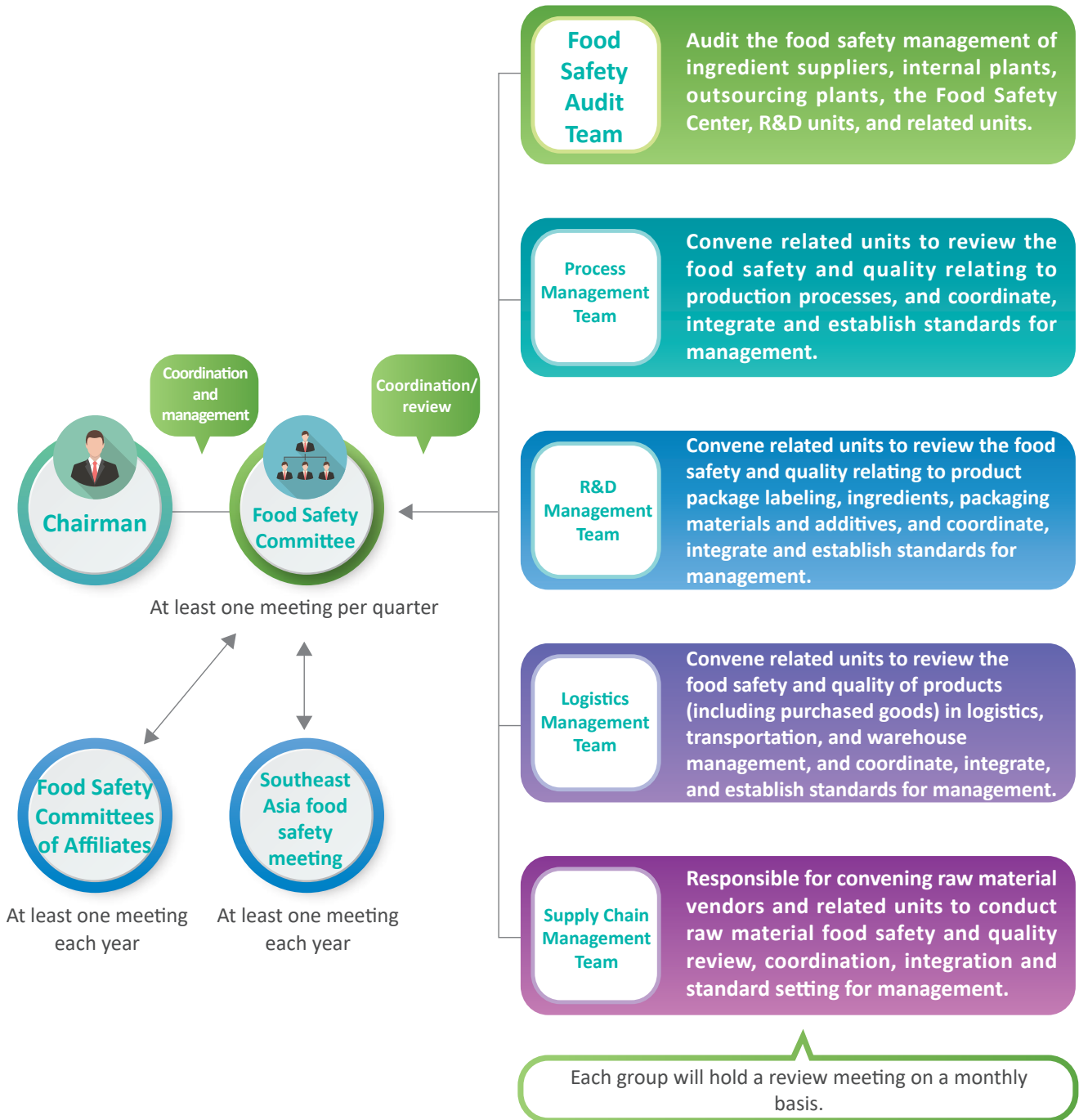
Food Safety Management Committee

The chairman of Uni-President is the convener of the committee and 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 groups and held 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 35 food safety meetings in 2021. 1 Group food safety meeting and 1 Southeast Asia food safety meeting were held on January 11, 2022.

Procedures, Teams and Responsibilities of the Food Safety Committee



Food Safety Core Work Priority

Since 2018, Uni-President has set goals each year for tracking and grading customer complaint incidents as well as drug residue management. These goals are distributed into five working groups to implement management targets and performance tracking. To allow more accurate management performance inspection, since 2019, the frequency of incidents have been included in the weighted calculation as a management evaluation indicator. By using the number of points as the management evaluation indicator, the security control risk caused by the target setting of the number of incidents in the past is improved. In 2021, there were no violations in public sector audits; there were no anomalies in customer complaints on Food Safety Point 1; customer complaints on Food Safety Point 2 decreased by 42% compared to the same period last year, representing a 136% achievement rate. There was 1 case of residue in finished products. With a target of zero, this was not achieved and improvements were made.

The Core Working Practices of Food Safety Management

Item/Objective	Tracing and grading of customer complaints	Drug residue management
Management Focus	<ul style="list-style-type: none"> Food Safety Point 1: Incidents that would potentially cause significant harm to the human body Food Safety Point 2: Incidents that would potentially cause minor harm to the human body Food Safety Point 3: Events apart from Food Safety Point 1 and 2 	Drug residue in finished products
Working Teams	Supply Chain Management Team, Process Management Team, R&D Management Team, Food Safety Audit Team, Logistics Management Team	Food Safety Audit Team, R&D Management Team, Supply Chain Management Team
Implementation Details	Production process, R&D, suppliers, warehousing and delivery, quality control and inspection, and project improvement	Supplier source management, pesticide and animal drug residue testing and continuous improvement and optimization of projects

Audits on Affiliates

In addition to coordinating Uni-President Group's management system by the Food Safety Committee, we also perform audits of affiliates to help with their improvements. Thus, we prepare an annual audit plan for affiliates at the beginning of each year, and these audits are performed in accordance with the "Affiliate Food Safety System Evaluation Items." In 2021, Uni-President's seven affiliated companies 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 policy for our food safety core work priority, affiliates and suppliers have gradually strengthened their management measures. In 2021, the score received by each affiliate was higher than that of 2020. All deficiencies found during the audit were tracked and improved in the second quarter of 2022.

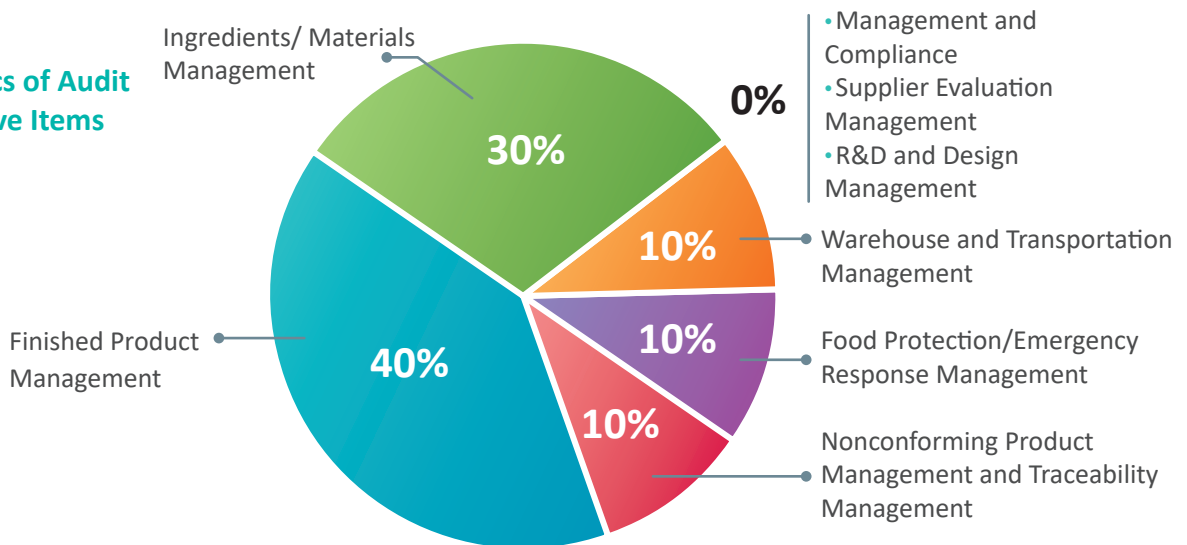
Affiliate Food Safety System Evaluation Items



2021 Audit Results of Affiliates

The total score for audits performed on affiliates increased by 0.57 points from 2020.

2021 Statistics of Audit Defective Items



Regulatory Identification System

In a bid to get a hold on constantly changing food safety regulations, we have set up a “Product Regulatory Change Management Process.” Moreover, we perform identification and inventory with the Regulatory Identification System through the FSC and related units. At the same time, we evaluate the impact of regulatory changes in relation to safety, hygiene, quality, and testing methods and propose countermeasures immediately to ensure all products are in compliance with laws and regulations. By doing this, we are able to effectively control food safety risks and prevent damage to consumer health and the Company’s business reputation.

In 2021, the Food Safety Center supervised 122 cases of food-related regulatory changes, which covers all product categories (100%). The Food Safety Center initiated 117 regulation identifications in accordance with regulatory changes. The standard procedures for regulatory identification for 5 unclosed cases were reviewed by internal units and manufacturers and will be amended before the regulations take effect. This is expected to be completed on 2022/12/31. The Act Governing Food Safety and Sanitation and its enforcement rules promulgated by the Taiwan Food and Drug Administration (TFDA), 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>).

Food Safety Center

- Collection, registration, and conveyance of regulatory changes

All Units

- Review whether the Company’s products are in compliance with regulations according to their duties
- Propose countermeasures when a product is not in compliance with regulations
- Follow up to ensure that correction is made on schedule



122 cases of regulatory changes monitored:

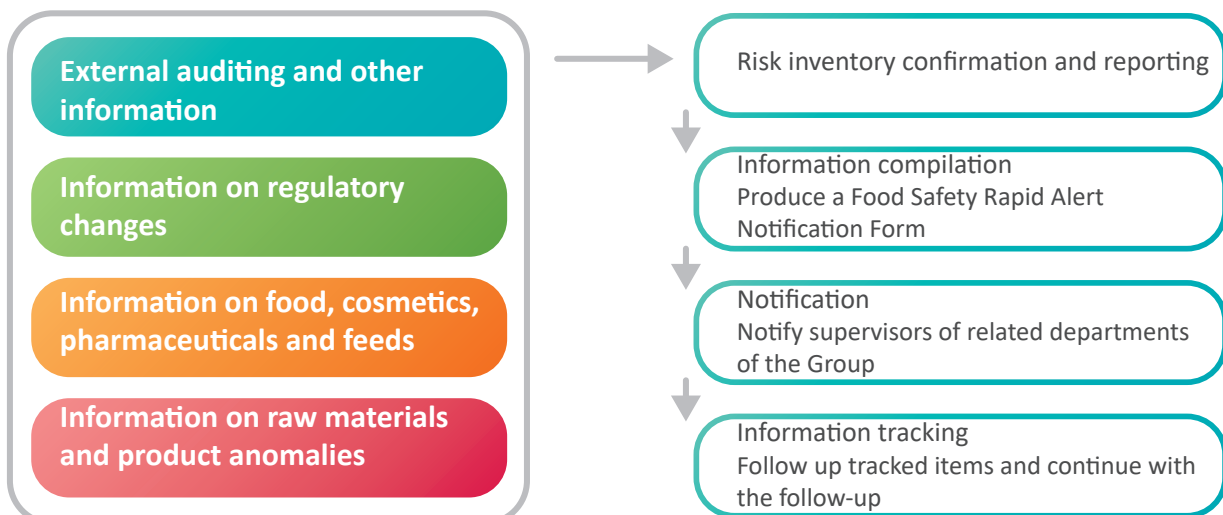
- ✓ 117 cases of regulatory identification completed
- ✓ 5 cases are expected to be confirmed and amended before 2022/12/31

In 2021, there were no fines or penalties imposed for violation of the “Act Governing Food Safety and Sanitation” and its related enforcement rules, measures and guidelines.

The Food Safety Center Rapid Alert System (FSCRA)

In order to implement good communication on food safety and maintain the efficiency of the plant management mechanism, we have, since 2015, established the Food Safety Center Rapid Alarm (FSCRA) system. The FSCRA system collects information associated with our products on a daily basis and notifies all response units. Through the FSCRA, related units are able to propose countermeasures for food/cosmetics/pharmaceuticals/feeds.

Operating procedures





2021 List of notifications from the Food Safety Center Rapid Alarm System (FSCRA)

- Number of notifications in 2021: 365
- Proportion of product category affected: 100%
- Number of cases requiring follow-up: 30

The abovementioned cases have been tracked and solved before January 5, 2022.

Food Safety Hotline

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 through the hotline or mailbox. These reports are processed by the Audit Division, after which, the Food Safety Committee will conduct an investigation alongside related units. Depending on the significance of the report, the responsible units will review and take the necessary actions.

Furthermore, we provide protection and rewards to the employee making the report. The maximum reward can be up to NT\$7.5 million. Employees can express their opinions on all company food products (100%) on the food safety hotline. In 2021, there was one case of employee feedback on the food safety hotline. The case was about the Company regarding misplacement of advertisement. Subsequently, the advertisement was removed to avoid further misunderstanding by consumers and a reward of NT\$11,000 was paid.



2021 Contents of employees’ calls to the food safety hotline and improvement measures

- Summary of the call: The title of the product on the online shopping platform was not consistent with the current status of the product.
- Improvement measure: The Advertising Unit was required to clearly list all combinations of final images (e.g. pictures, text, position) for this type of “dynamic product advertising formats.” The advertisement can only go online after confirmation of branding, advertising unit and media.

2.2.2 Building Food Safety Professional Capacity

Food safety has been Uni-President’s ongoing and persistent commitment and our ultimate goal is to raise our food safety standards to international levels. Given this, not only have we invested in high-standard professional equipment, but we also make an effort to enhance food testing capabilities and strengthen professional talent. To build food safety professional capabilities, apart from strict internal food safety, we also provide testing services to external parties to help spread our influence of food safety to the outside world, contributing to food safety standards in Taiwan.

Certified Laboratories and Testing Items

As a means to strengthen the control capabilities of food safety, we continue to invest in equipment and additional testing items to enhance our ability. In addition to establishing QC laboratories in each production plant, the FSC has also set up a food safety laboratory. Moreover, efforts have been made for each laboratory to attain TFDA and TAF certifications. For more information on certified laboratories, please refer to ESG Information – TFDA- and TAF-Certified Laboratories.

The QC Section of each plant and the FSC are jointly responsible for the inspection of raw materials and finished products. If an item fails to reach the accepted criteria, it shall be judged as unqualified by the QC Section, 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 plans and recurrence prevention measures in order to enhance the stability of the supply quality.

In 2021, the QC Section and Food Safety Laboratory compiled a total of 216 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 testing methods have been certified by the TFDA or the TAF. In addition, testing is conducted with respect to the methods established by the Ministry of Health and Welfare and the Bureau of Standards, Metrology & Inspection or internationally accepted test methods (e.g. AOAC).



As of December 31, 2021, up to 620 testing items of Uni-President's laboratories have been certified by the TAF and TFDA as food-related testing items.

Note: Please refer to the "List of TFDA- and TAF-Certified Items" in this report for certified items.



Anomaly Form of Finished Products and Ingredients/Materials Inspection in 2021

Anomaly rate for finished products:
0.14%

Anomaly rate for raw materials: 0.27%

Note: 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 2021.



2021 Food Safety Management Expense Statistics

Food safety control expenses ^{Note 1}: NT\$322.73 million

Percentage of net operating revenue in the individual financial statements : 0.76%

Investment expenditure on R&D and testing equipment ^{Note 2}: NT\$27.37 million

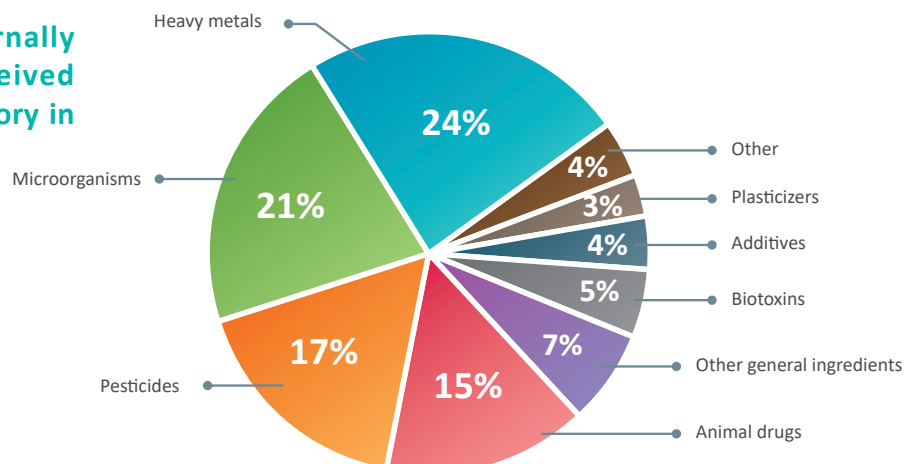
Note 1: Food safety control expenses include laboratory expenses and external inspection fees

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

Expand Food Safety Testing Influence

In order to meet the requirements of food safety in Taiwan, not only do we apply strict measures on ourselves within the Company, but we also share lab technology and resources in related industries by undertaking testing from external units, including food manufacturers, suppliers, schools, catering industry, and agricultural associations. Of these external testing cases commissioned in 2021, most were for heavy metals, microorganisms, pesticides and animal drugs. Uni-President will continue to improve its lab software and hardware facilities as well as the professional testing capabilities of its employees, further contributing to Taiwan's food safety.

Analysis of Types of Externally Commissioned Cases Received by the Food Safety Laboratory in 2021



2.2.3 Cultivate food safety talent

Capacity Test Comparison

To ensure the quality of food safety inspection and the capabilities of the inspection unit upon performing tests, we conduct capability comparison between inspection units through test standards, test conditions and homogeneous samples. Finally, the test results from each inspection unit are compiled, analyzed and evaluated so as to understand the inspection capabilities of the Group’s production plants, quality control and OEMs. The autonomous management capacities of inspections are also optimized according to the capacity inspection comparison results.

Professional licenses and education and training

Uni-President attaches great importance to professional food talent and encourages employees to acquire relevant food licenses to improve their knowledge 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, 2021, a total of 140 employees obtained food safety certifications.

Furthermore, to reinforce the soft power, increase food safety awareness, and enhance the food safety knowledge among our employees, we continue to arrange courses related to food safety, hygiene management and testing. At the same time, we strive to develop the external counseling ability of the FSC staff. In 2021, the number of participants in food safety training reached 18,475, with a total training of 37,487.5 hours.



- No. of employees attaining food-safety related licenses in 2021 increased by 6% compared to 2020
- No. of employees receiving education and training on food safety in 2021 increased by 24% compared to 2020
- The total number of training hours in 2021 grew by 20% compared to 2020

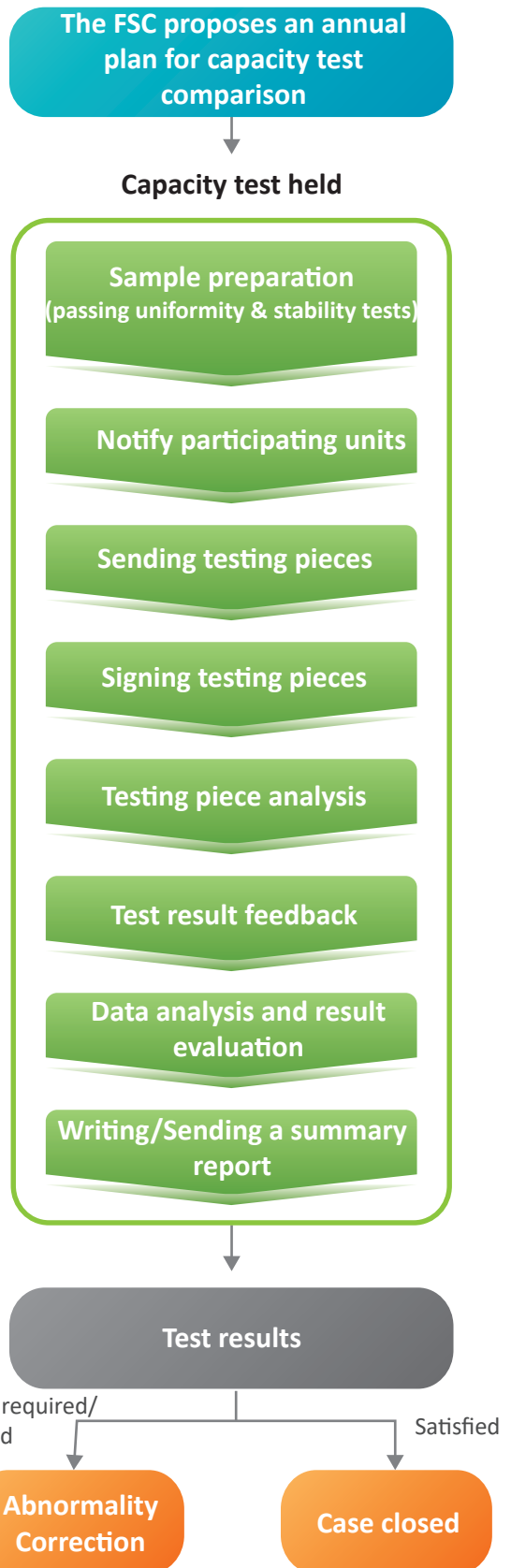
Note: For professional licenses attained within the past 3 years, please refer to Appendix – ESG Information – Food Safety-related Certificates and Licenses



2021 Food Safety Education and Training

- 18,475 employees received training
- Total 37,487.5 training hours

Operating procedures





External education and training

In an attempt to increase food safety awareness among the public, we have opened education and training courses available for Uni-President's affiliates, OEMs, raw material suppliers and equipment manufacturers. Through these courses, Uni-President's accumulated experience of food production and quality management for the past five decades can be shared, making an effort to increase the awareness of quality management in society and the food industry.

2021 customized business classes (6 courses in total)

- Food plant cross-contamination prevention practices
- Food plant cleaning and disinfection practice course
- Vector control practice training course
- Food plant sampling and statistical application class
- Education and training on One Point Lessons
- Environmental monitoring and management mechanism

Annual routine external courses (10 courses in total)

- Instrument calibration and plant management practice training class
- Food plant cleaning and disinfection practice course
- Vector control practice training course
- Food microbiological testing course
- Food sensory evaluation and practical application course
- Food plant cross-contamination prevention practices
- ISO 22000:2018 food safety management system clause training and revision practice course
- Auditor training practical class
- Food plant sampling and statistical application class
- Environmental monitoring and management mechanism



Vector control practice training course



2.3 Supplier Management

GRI 102-9, GRI 308-2, GRI 414-2



In order to provide consumers and society with high quality and safe food products, we make an effort to maintain the taste of our products and reduce food safety hazards. At the same time, we also strive to reduce the use of additives to eliminate food safety risks. The importance of supplier management to stakeholders and Uni-President is undeniable.

2.3.1 Supplier Management Mechanism

Uni-President produces a wide variety of products with complex raw materials. We manage suppliers in the production supply chain by establishing the Supplier Code of Conduct and management requirements. Moreover, we effectively reduce food safety risks through on-site assessments, remote video assessment, raw materials supplier visits and supplier traceability checks, as well as a comprehensive track and trace system.

Supplier management strategy

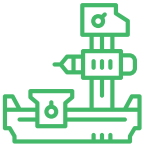


At Uni-President, we ask our suppliers to respect employees, value workplace safety, and take the responsibility for society and the environment. They are also required to comply with the laws and regulations of the countries and regions in which they operate. Moreover, suppliers are encouraged to require their upstream suppliers to endorse and adopt related guidelines.

 <p>Code of Conduct</p>	Code of Ethics	<ul style="list-style-type: none"> • Meet regulatory requirements • Ethical management • Confidentiality obligation • Intellectual property rights protection
	Labor and Safety	<ul style="list-style-type: none"> • Compliance with relevant regulations • Labor rights protection • Provide a healthy and safe workplace • Occupational Safety and Health Management
	Social and Environmental Responsibility	<ul style="list-style-type: none"> • Compliance with relevant regulations • Encourage green procurement • Emphasis on operational environmental responsibility
 <p>Management Requirements</p>	Qualification Review	<ul style="list-style-type: none"> • All suppliers of raw materials must be approved by the evaluation team before procurement • Must be registered on the “Food Business Registration System”
	Quality Management	<ul style="list-style-type: none"> • Food ingredients and packaging suppliers who come into contact with food must acquire ISO 9000, HACCP, ISO 22000 or FSSC 22000 food safety management system certification.
	Contract Performance System	<ul style="list-style-type: none"> • CSR terms must be incorporated in the procurement agreement. It may be terminated or revoked immediately when any violation of the CSR policy is involved.

Supplier Management Aspect

Through the three major aspects, we review and track deficiencies to improve our grasp of raw material quality as well as supplier operating standards in order to strengthen the control over food safety.

Due to the impact of COVID-19 in 2021, many on-site assessments and inspections of suppliers were affected. In response to the impact brought about by COVID-19, while at the same time keeping on top of the food safety management of high-quality products, since June 2021, we have been conducting remote video assessments. Apart from documents and records which are reviewed, we examine the implementation of plant management focus using video tools. As well as this, we also use mobile phones to directly video or photograph the key points of production sites as an additional aid to assessment.

Management Aspect	Audit Method	
 <p>Audit of Operational Procedures</p>	<p>Document review</p> <p>Execution frequency: From time to time</p> <ul style="list-style-type: none"> Suppliers of unprocessed agricultural, livestock and aquatic ingredients 	<p>On-site assessment/remote video assessment</p> <p>Execution frequency: Audit frequency is determined by risk</p> <ul style="list-style-type: none"> Domestic food suppliers (Note) Primary processing factories of agricultural and livestock products Traders Overseas manufacturers Traders (packing plants) of food-grade detergents/chemicals Suppliers of food-grade detergents/chemicals
 <p>Maintenance of Ingredient/Material Quality</p>	<p>Visits to raw material suppliers</p> <p>Execution frequency: From time to time</p> <ul style="list-style-type: none"> Domestic food suppliers Primary processing plants of agricultural and aquatic products Traders 	
 <p>Specific Audit Topic (Audit by the Food Safety Audit Team)</p>	<p>Supplier Traceability Check</p> <p>Execution frequency: Unscheduled audits without warning</p> <ul style="list-style-type: none"> Domestic food suppliers Primary processing plants of agricultural and aquatic products Traders 	

Note: Including outsourcing packaging suppliers with direct contact with foods (products).



On-site assessment/remote video assessment

We have formulated the “Supplier Assessment Procedures” in accordance with the “Regulations on Good Hygienic Practice for Food” and the “Regulations on Food Safety Control System.” Assessment items of these Procedures are applied based on the type of the suppliers.



Supplier Assessment Items

<p>Manufacturers of food-grade detergents/chemicals</p> <ul style="list-style-type: none"> • Management and Regulations • Process and product control • Nonconforming product management and traceability • Environmental health and safety • Employee health and safety • Facilities and Equipment • Disease vector management • Product Protection and Emergency Response • Inspection and testing • Warehouse and transportation • Corporate social responsibility 	<p>Domestic food suppliers</p> <ul style="list-style-type: none"> • Management and Regulations • Critical control point and hazard analysis food safety systems • Process and product control • Nonconforming product management and traceability • Environmental health and safety • Employee health and safety • Facilities and Equipment • Disease vector management • Food protection and emergency response • Inspection and testing • Warehouse and transportation • Corporate social responsibility
<p>Primary processing plants of agricultural and aquatic products</p> <ul style="list-style-type: none"> • Ingredients/materials management • Quality and supply capacity • Plant Health and Safety • Process management 	<p>Traders (packing plants) of food-grade detergents/chemicals</p> <ul style="list-style-type: none"> • General Management • Warehouse and Transportation Management • Packing process management • Waste management
<p>Overseas manufacturers</p> <ul style="list-style-type: none"> • Ingredients/materials, additives, processes, products, and other food safety management 	<p>Traders</p> <ul style="list-style-type: none"> • Ingredients/materials management • Supply capacity

In 2021, 168 out of 543 suppliers applicable to the Supplier Evaluation SOP completed the on-site or video evaluation, a 30.9% evaluation completion rate. A score over 60 and without significant deficiencies is required to pass the evaluation. Evaluation items include whether the food safety and hygiene management systems are ineffective and whether the food has immediate safety hazards and can be improved immediately. All suppliers passed the assessment.

Note 1: The 543 suppliers were food ingredient/material suppliers who had business dealings with the Company in 2021 included suppliers not subject to the Supplier Assessment Procedures.

Note 2: The 168 suppliers exclude raw milk (dairy farms), packaging materials that do not come into direct contact with foods, wheat suppliers, and the number of OEMs that import wheat.

Note 3: Video assessments are performed due to COVID-19.

After the assessment, suppliers are requested to fill in the “Raw materials Suppliers Onsite Guidance and Improvement Follow-Up Form” and report the improvement of deficiencies within one week. Suppliers not listed in the qualified supplier list after the review may be subject to another assessment based on the root cause of deficiencies and follow-up result of the improvement. They may be listed as new suppliers when approved. However, suppliers punished (administrative fines) for violation of related laws and regulations will be rejected for a re-evaluation.

On-site assessments performed on overseas suppliers were completed in 2016, with each one passing the assessment. According to Risk Control Principles, as there were no recent major risk incidents, on-site assessments were not required for overseas suppliers in 2021. When necessary, on-site assessments will be proposed for overseas suppliers in the future.

2019–2021 On-site Assessment Percentage

On-site Assessment	2019	2020	2021
A. Number of all raw material suppliers ^{Note 1}	548	540	543
B. Number of suppliers applicable to the Supplier Assessment Procedures	338	336	401
C. Number of domestic suppliers that performed on-site/video assessments ^{Note 2}	158	135	168
Ratio of on-site/video assessments to all suppliers (=C/A) ^{Note 3}	28.8%	25.0%	30.9%
Ratio of on-site/video assessments to suppliers applicable to the Supplier Assessment Procedures (=C/B)	46.8%	40.2%	41.9%


Note 1: Food ingredient/material suppliers who had business dealings with the Company for the year included suppliers not subject to the Supplier Assessment Procedures.

Note 2: Excluding suppliers of raw milk (dairy farms), packaging materials that do not come into direct contact with foods, wheat suppliers, and the number of OEMs that import wheat.

Note 3: Video assessments are performed due to COVID-19.

Visits to raw material suppliers

We periodically perform on-site assessments not only to evaluate whether the operating procedures of suppliers are in compliance with Uni-President’s standards, but we have also classified anomalies in raw materials during incoming acceptance into Food Safety Point 1, Point 2 and Point 3, while conducting corresponding management and tracking.

Classification of Anomalies of Raw materials During Incoming Acceptance	Management Method
 <p>Food Safety Point 1 Food Safety Point 2</p>	The Food Safety Audit Team carries out a supplier on-site visit and follows up improvement
<p>Food Safety Point 3</p>	The QC Section will determine whether or not to initiate unscheduled visits, and based on the key points of the visit, the “Audit Form for Unscheduled Visits on Raw materials Suppliers” will be established. During the visit, if one of the items fails to reach certain qualification criteria, it will be deemed a deficiency. Suppliers with deficiencies are required to complete the Quality Improvement Tracking Form for Raw materials Suppliers within one week.

Results of visits to raw material suppliers in 2021

Subject for visits	Reason for visits
Suppliers of raw materials rejected by QC for nonconformities during the incoming acceptance, or suppliers of raw materials (excluding raw cheese farmers) with anomalies found during production	Audit of the conformity of ingredients & materials/ processes/ finished products/others.


2021 results of the visits

In 2021, the QC Section audited 15 suppliers in 19 visits. Process management was the main cause of defects. Corrections of all defects had already been completed before January 5, 2022.

Supplier Traceability Check

With reference to the “Food Trace and Track System,” the Food Safety Audit Team formulated the “Inventory of Traceability on Level 2 Raw materials and Production Inspection Measures for Suppliers.” Traceability and production audits are conducted based on the type of manufacturers and traders. There are four audit topics. Among them, the “production history check” refers to the raw materials used by suppliers in production, meaning traceability check for level 2 raw materials. Inventory items include import declarations, import licenses, certificates of ingredient/material origin, COA (Certificate of Analysis), shelf-life, food safety testing reports.

Audit Topic	
	<ul style="list-style-type: none"> ✓ Production history check ✓ Production process check (for manufacturers) ✓ COA of testing report check ✓ GHP (Good Hygienic Practices) management (including warehousing) check

 In 2021, the Food Safety Audit Team audited 298 suppliers on-site in 656 visits. Good Hygiene Practice (GHP) was the main defect. Corrections of all defects were all completed by May 9, 2022.

Construction of the Food Trace and Track System

With reference to the “Regulations Governing the Trace and Track System of Foods and Relevant Products” promulgated by the Ministry of Health and Welfare, we require food operators to record and trace the supply source or product flow of food and related supply processes. Uni-President has already established traceability data in the written or digital format from raw materials suppliers to outgoing shipments of the finished products on the next level. 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 2021, Uni-President has developed the Food Traceability Management System with a total of 447 products, accounting for 100% 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>).



Uni-President Group's Supply Chain Information Sharing Platform

As a means to integrate the Group's supply chain resources, the Group's supply chain information sharing platform was planned and created in 2021. Information on current qualified suppliers is integrated and provided to affiliates with access to it. By doing this, not only can repeated assessments of affiliates be reduced, the chance for the Group to use unqualified suppliers is at the same time decreased. Furthermore, the compilation of deficiencies from the Group's supplier assessments can help the Group focus on food safety management priorities.

Application Mechanism:

- (1) Information of qualified suppliers from assessments conducted by all affiliates/a list of suppliers that the Company no longer trade with or will not trade with is filed in the platform to integrate the Company's partners.
- (2) The supplier information and assessment status is available on the platform for all affiliates.
- (3) All affiliates engage in exchanges on a regular basis and review current assessment measures (including using the report that has been assessed by the Group).

Benefits:

- (1) Quick and accurate search for the Group's qualified suppliers
- (2) Reduce the management procedures and operation of repeated evaluations
- (3) Reduce the risk of using new suppliers that are not on the Group's qualified supplier list

2.3.2 Supplier Counseling

As a means to implement control over food safety risks, Uni-President takes a proactive approach to conduct supplier management by performing assessments and audits. Abnormalities occurring during the process are listed as projects for management and counseling for improvement. To reduce food safety risks of suppliers, improvements we make are: source management, workflow optimization, process optimization, equipment enhancement, and pollution prevention of personnel. At the same time, based on the principle of achieving mutual benefit, we continue to reinforce our suppliers to exert our influence as an industry leader.

Project	Counseling content
Project of improvement for abnormal quality of unpasteurized liquid egg	<ul style="list-style-type: none"> ✓ Source management of raw eggs: Feed improved and defective products picked out from the farm ✓ Sodium hypochlorite solution concentration for washing eggs optimized: Method of operation optimized and a fool-proofing mechanism established ✓ Process management optimized: Equipment changes and inspection sampling methods proposed and discussed
Project	Counseling content
Project of improvement for dried vegetable microbial anomalies	<ul style="list-style-type: none"> ✓ Pollution prevention of personnel enhanced: Hand disinfection strengthened and cross-contamination prevented ✓ Working environment optimized: Uneven desks replaced with stainless steel desks

2.4 Responsible Production Management

To reduce food safety risks, Uni-President has set up a sound food safety management system and supervises the management effectiveness of each production plant by attaining various production management verifications. We also implement food processing hygiene management in each plant through the self-audit mechanism and monitoring of the Food Safety Audit Team.

2.4.1 International Food Safety Management System

Our food production plants have attained various international food safety management certifications. In addition to TQF being the basic certification system required by each plant, based on the foundation of the FSSC 22000, ISO 22000 has higher specification requirements and is a management mechanism endorsed by the Global Food Safety Initiative. Uni-President's food plants have all attained the FSSC 22000 verification apart from essential oil plants, which have attained the ISO 22000 certification.



Uni-President's food production plants have attained the following certifications:

- **HCCP** (Hazard Analysis and Critical Control Point)
- **CAS** (Certified Agricultural Standards)
- **ISO 9001** (Quality Management System)
- **TQF** (Taiwan Quality Food Association)
- **ISO 22000** (Food Safety Management System)
- **FSSC 22000** (Food Safety System Certification)

For detailed product certifications of each plant, please refer to the FSSC 22000 certified items in the Appendix ESG Information – “food products of plants certified by ISO 22000 and FSSC 22000 in 2021.”

In 2021, food products certified by FSSC 22000 accounted for 99.98% of Uni-President's total food products.

The percentage of certification was calculated from dividing the total number of FSSC 22000 certified food products by the total output of food products (unit: the minimum packaging unit of each food product).

2.4.2 Plant Self-inspection System

Not only do we improve management standards of all plants through the food safety management system, but we have also established a self-audit system based on the type of the production plants to minimize production risks.

2021 Self-audit Standards and Achievements

Plant Type	Management Standards	Inspection Status
Food Plants	<p>We have established the “Internal Food Plant 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: Plant self-audit • Level 2: Audits on all food plants are performed by general plants • Level 3: The Technical Group reviews the audit of all general plants and evaluates the need for spot checks based on the risk 	<p>Level 2 Audits</p> <ul style="list-style-type: none"> • Total number of food manufacturing factories: 23 • Number of audited manufacturing factories: 23 • Proportion between the number of audited factories and affected products: 100% <p>Level 3 Audits</p> <p>Number of production plants spot checked by the Technical Group: 7</p>
Feed plants	<p>We have established the “Internal Quality & Food Safety Audit Procedures” in reference to ISO 9001 and ISO 22000.</p>	100% ^{Note}

Note: In 2021, there was only one feed production plant, which had internal audits completed.

2.4.3 Food Safety Risk Monitoring Audit

In addition to the self-audit of each plant, we also conduct food safety risk monitoring and audits for internal plants, OEM plants and QC/research units by the Food Safety Audit Team combining the Group's food safety core work priority. By doing so, we can ensure the implementation of food safety control of each production and QC/research unit. The implementation status is reported directly to the President's office, hoping to achieve the goal of zero food safety risk. As of the end of 2021, a total of 42 units were audited, with 299 deficiencies found, which have all be corrected.

2021 deficiencies related to food safety risk in the production and QC research units

Unit	Food Safety Point 1 management	Food Safety Point 2 management	Food Safety Point 3 management	Drug residue management of raw materials and finished products	Subtotal
Internal plant	0%	1%	55%	0%	56%
Internal QC Unit	0%	0%	1%	0%	1%
Internal Research Unit	0%	0%	0%	0%	0%
OEM Plant	0%	1%	42%	0%	43%
Subtotal	0%	2%	98%	0%	100%

2.4.4 Investment in Equipment Optimization Process

Foods are manufactured through complex processes and as we manufacture a variety of products, we must reduce the number of human operations during the process in order to keep foods safe. At the same time, we have introduced automation technology to improve manufacturing efficiency. Meanwhile, we have also upgraded our inspection equipment to further reduce complicated manpower work in order to ensure that food safety control and operational quality is enhanced.

Introduction of Equipment to Optimize Production

Project Description	Benefits after Implementation
To reduce loss during process and improve milk yield by production process improvement	<ul style="list-style-type: none"> ✓ The cumulative milk production rate in December 2021 reached 96.80%, representing an increase of 0.35% and 385.96 tons of milk compared to the same period last year. ✓ The annual target of milk production rate for 2022 is an increase of 0.05% or 55.41 tons of milk.

Introduction of Equipment to Strengthen Inspection Capabilities

Equipment Name	GC/MS/MS (Gas Chromatography-Tandem Mass Spectrometry)	Fully automated hydrolysis system
Fees Invested	NT\$5 million	NT\$167 million
Application Benefits	To perform pesticide residue inspection	Raw materials for instant noodles, pet feed and flour, inspection for fat in finished products, as well as 8 nutrition inspection items.



2.4.5 Strengthen Logistics Service Management

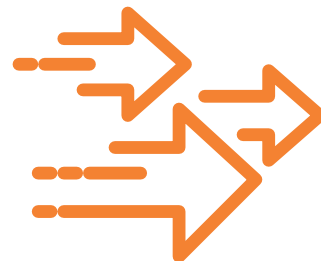
In 1996, Uni-President established a distribution company to integrate the Company’s business and logistics activities, while at the same time managing sales and channel marketing management. With respect to business – we have the most robust sales team with products spanning room temperature, refrigerated and low temperature. We are committed to fulfilling customer needs for channel building, channel marketing and channel management. With respect to logistics – we have built first-tier and second-tier logistics services. We provide transportation, storage and distribution services with a central aim of satisfying our customers under the “punctual, correct, and high-value” principle. As a means to provide stable logistics services, we conduct assessments on our fleet vehicles on a regular basis. The assessment covers personnel management, fleet vehicle management, and operational management. In 2021, 73 fleet vehicles were assessed, with a pass rate of 100%.

We emphasize the importance of the safety and security of our fleets and follow the regulatory requirements. In 2021, the Advanced Driver Assistance Systems (ADAS), dash cams and vision assist systems were installed in all fleet vehicles. By doing this, we provide a safer working environment for our fleet vehicles.

Apart from the introduction of safety equipment system aids, we have also integrated resources of relevant affiliates targeting the operation mode of logistics fleet vehicles, in an effort to make continuous optimization and adjustment. For example, more vehicles would be required for transporting refrigerated products as delivery times must be met. After coordination and integration, we successfully reduced the number of vehicles needed. With this adjustment, a total of 80,000 kilometers can be saved per year.



A total of 73 fleet vehicles were assessed **100%** in 2021 to evaluate the pass rate



With distribution route adjustment, a total of **80,000** kilometers is saved per year.

2.5 Product R&D and Innovation

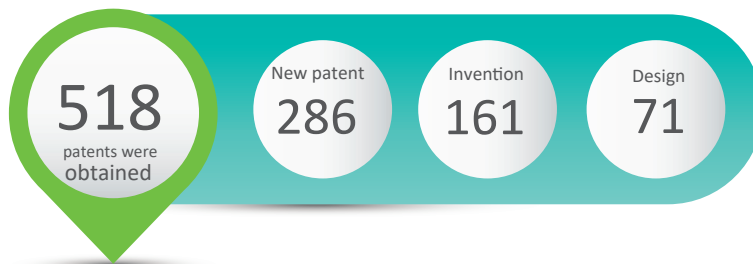
With our overall product development principle being “fun, delicious food that is safe to eat,” we make an effort to stay on top of health trends and cater to the needs of future consumers. Our current products are developed based on the low salt, low sodium and low sugar concept, with no sugar and less added sugar being our future development trend. In 2021, we developed four more sugar-free products compared to 2020. Moreover, due to COVID-19, consumers nowadays pay more attention to what they eat. In 2021, we also developed a new health-certified product that delays aging. At the time, we are in the process of developing products for home needs, including fresh food products, home hotpot products, instant chicken breasts, refrigerated and frozen noodles.



Information on Patents

Our R&D and technology units often work with affiliates and their patented “instant noodle bowl” is licensed to 7-Eleven for fresh food products. Our R&D unit will continue to promote and develop design services, with a development goal of expanding intellectual property performance.

► By the end of 2021,



► in 2021.



2.5.1 R&D Strategy and Goal

The awareness of health and environmental protection among the general public has increased in recent years, leading to food safety being the focus of all industries. In the Group, food safety issues have always been the most important. On par with the business strategies, our top priority is to ensure consumer “food safety.” Due to this, not only have we built a model for managing the safety of various food raw materials, but we have also further combined our core R&D capabilities. For that reason, we hope to become the leader in the industry while serving as a benchmark, guiding Taiwan’s food industry towards the direction of innovative development and technology. While we create new products for consumers, our strategy also incorporates the current environmental awareness to proactively reduce the impact on the environment.

Key R&D Strategy for Value Chain:



Product R&D and Management Targets for the Coming Year

Management Target	2021 Achievement Status	2021 Key Achievements	2022 Targets	Mid-to Long-term Goal
Technical research on the mechanism of delicious products	Achieved and under continuous improvement	<ol style="list-style-type: none"> 1. Light bakery products developed 2. New delicious yoghurt developed 3. Sugar-free grain milk products developed 4. Freshly brewed tea developed to meet to the need of consumers 	<ol style="list-style-type: none"> 1. To develop spicy flavors for new products 2. To develop new fresh food products 3. To develop new refrigerated cake and snack products 4. To develop new yogurt products 5. To develop Taiwan orange juice 	Development towards product refinement and continuous improvement of product quality and flavor.
R&D of technology for new bakery, fresh food and high nutrition healthy products and processes.	Achieved and under continuous improvement	<ol style="list-style-type: none"> 1. Delicious strong tea technology developed 2. Snack and cake refinement technology upgraded 3. Healthy baked products 4. Fresh food pouch products developed 	<ol style="list-style-type: none"> 1. To develop non-fried noodles 2. To improve and upgrade bag technology 3. To refine technology for room-temperature plant milk 4. To build a low-temperature extraction technology 	Meet consumer demands and improve three major product categories including fresh food, bakery, and nutrition through product R&D

2.5.2 Diversified Dietary Trends to Take Into Account Both Health and Taste

As Taiwan's population ages with fewer children, lifestyles are also changing with people tending to eat out nowadays. In addition, with the arrival of the post-pandemic era and consumers' increased health awareness, dietary needs have become more diverse. Due to this, we have taken on the challenge to help consumers to move towards a healthy lifestyle. Given this, product development will require more innovation and we make an effort to develop various types of products aiming to cater for the needs of different consumer groups. In doing this, we hope to become the best partner for people's healthy-eating life.

Health Trends	Description	Number of Products
Health Food Certification	To fulfill consumers' healthy diet and enhance product value, we continue to develop and maintain products (including improving gastrointestinal functions, controlling lipidemic levels, reducing body fat formation, adjusting body to reduce allergic reactions, boosting immunity, regulating blood sugar levels, and delaying aging) with various health effects with reference to the health effects announced by the Ministry of Health and Welfare.	23 products
Elderly-friendly Products	We will continue to improve the quality of existing products designed for the elderly while taking into account their dietary habits and bodily functions, in respect to taste, convenience and nutrition, in the hope to enhance understanding on product functionality related to consumers.	13 products
Sugar-free/no additional sugar products	According to a survey conducted by the Health Promotion Administration, excessive sugar intake not only causes tooth decay, but it also triggers insulin resistance, increased obesity, the chances of metabolic syndrome, while also elevating blood pressure, blood sugar, blood lipids, and increasing the risk of cardiovascular disease. It accelerates body aging and is suspected of increasing the risk of cancer. In an attempt to provide a healthy diet to consumers, we have added four sugar-free/no additional sugar products in 2021.	27 products
Salt and sodium reduction	Studies have pointed out that excessive salt intake can lead to high blood pressure and cardiovascular disease. Extra intake of 1 gram of salt per day (about 1/4 teaspoon) prompts the risk of obesity by over 28%. Taking into account that people may neglect their sodium intake, we are proactively reducing sodium content in our products to provide the public with healthy choices.	None of our 31 products exceed 2,000 mg of sodium per serving. Sodium intake is advised at 2,000 mg per day by the Food and Drug Administration

Nutritional Health Enhancement Products

U-Best Lutein + DHA Algal Oil

U-Best Lutein + DHA Algal Oil is a health food developed for “vision systems (eyes and brain).” Not only are the raw materials provided by qualified suppliers/manufacturers, but the production plant has also passed international certifications including ISO 22000 and HACCP.

Awards Won in 2021:

- ✓ 2021 DAVINCI International Innovation and Invention Expo – Gold
- ✓ 2021 Customer Satisfaction by Taiwanese Professors Association – Gold
- ✓ 2021 A.A. Clean Label (the first passed lutein capsule product in Asia Pacific)



LP33 B1 PLUS

For consumers to easily carry and consume, products are made using room temperature functional materials. Not only is the product made using rose petal extract with probiotics to achieve fast-acting anti-allergy and body adjustment benefits, vitamin B1 is also added to relieve the pain of allergies and mental discomfort.



Health Concept Products

Uni Sunshine No-Added Sugar and High-Fiber Oat Milk

The natural sweetness of oats is brought out by the use of enzyme hydrolysis technology. The dietary fiber content meets the high fiber standard of the Ministry of Health and Welfare, promoting intestinal motility.



Uni Sunshine No-Added Sugar Soy Milk

With “as the focus, Uni Sunshine No-Added Sugar Soy Milk” is the first soy milk in Taiwan to be certified by A.A. Clean Label as 100% additive-free.



Ruisui Fresh cream (35% milk fat content)

Ruisui Fresh Cream is made with selected premium dairy sources in Taiwan. The milk fat content is 35% and can be widely used in different types of food products including bakery, beverages and meals.



Salt and sodium reduction products

Spicy Science Noodles

Designed as a snack, weighing 40 grams per serving. The flavor is spicy and roasted sauce with sodium content maintained at approximately 510mg per serving.



2.6 Responsible Marketing and Labeling

GRI 417-2, GRI 417-3

At Uni-President, we have always adhered to the spirit of ethical management and are committed to using its core competencies to create higher value for our products. We hold a sincere attitude when it comes to communicating with consumers and provide accurate product information in order to avoid misunderstandings with our products. Based on this notion, we use “responsible marketing” as our Management Target and adopt stringent standards from product labels to after-sales service so as to protect consumers’ rights.

2.6.1 Product Labeling and Creative Review

In the age of innovative marketing, we uphold the principle of transparency and we do not boast. The government’s laws and regulations only provide the minimum standards. When it comes to labeling of raw materials and ingredients, we adopt high standards and have set up a “Packaging Label Review Process.” All business groups, the Central Research Institute, the Marketing Planning Office, the Production Plant, and the QC unit of the FSC are combined to jointly establish 2-tier inspection of key points of primary and secondary review in order to carry out review of package labeling and advertising terms. The review covers trademarks, brand and product names, ingredients and nutrition labels, content weights, factory addresses, shelf life and conditions, place of origin, certification marks, etc.

We understand that product labeling and marketing innovation are the first product information obtained by consumers. By correctly understanding a product, can misunderstanding be avoided. In 2021, out of the 952 items reviewed, 673 were approved and 279 were rejected due to labeling errors in wordings, contents and addresses.

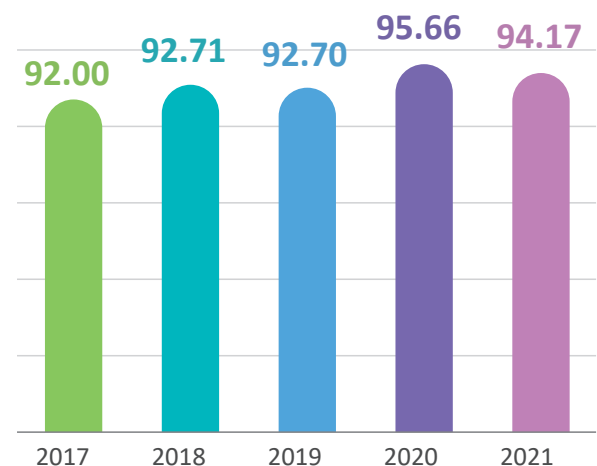
Review Contents	Responsible Unit
Reasonable wording, company services and image, and trademark approval	Marketing & Planning Office – brand management, trademark management unit
Correct labelling and information used is scientifically reasonable	Central Research Institute, QC Unit of the FSC, Production Plant

2.6.2 Consumer Inquiry Service

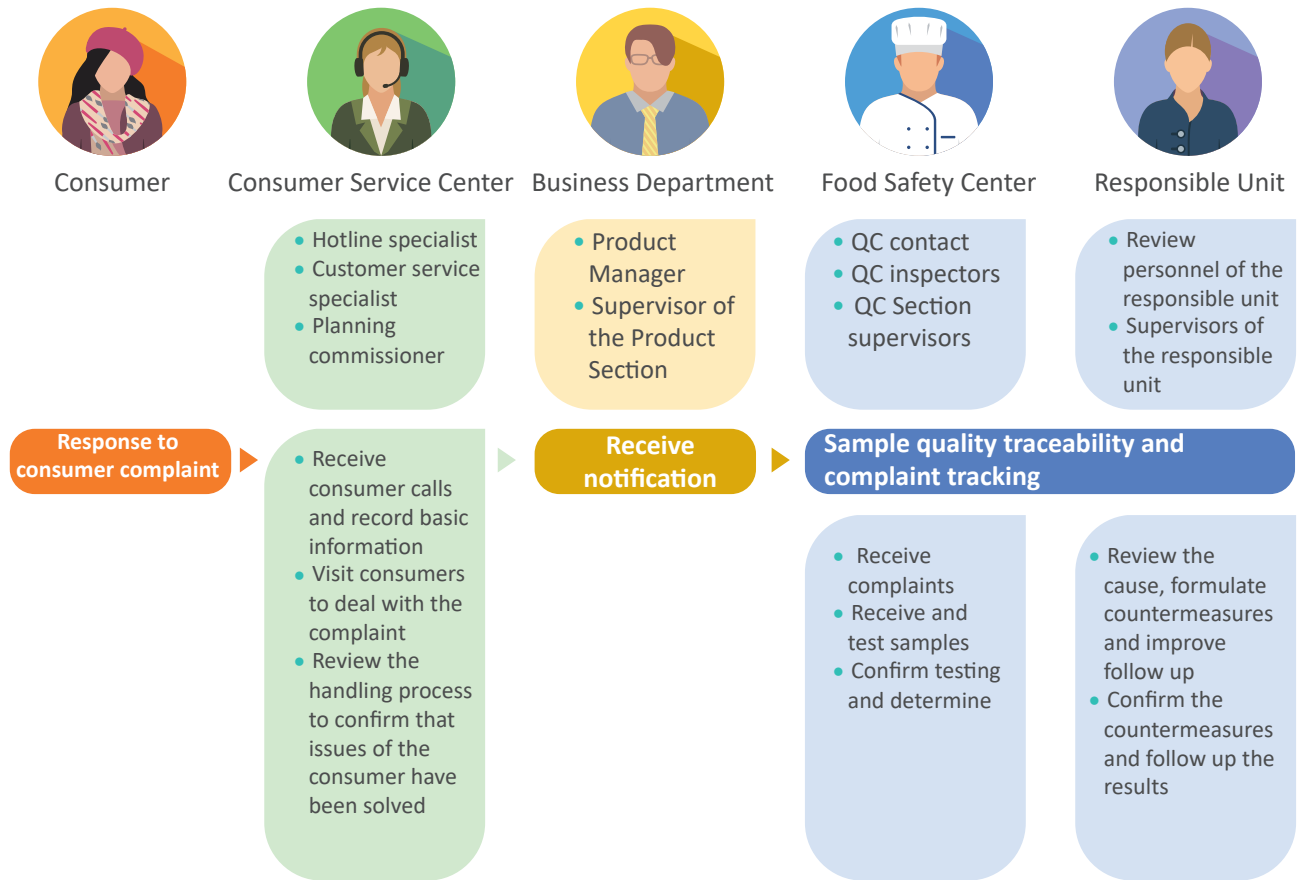
The Consumer Service Center receives comments from our customers via multiple channels (0800 hotline, official website, service mailbox, retail feedback). For those who call us, we vow to return the call within one hour and aim to close a general customer complaint case within 24 hours. We provide consumers with product consulting services, while collecting the views and opinions of customers regarding the use of products. Constructive suggestions will be transformed into practical actions through our systematic management system, enabling us to develop more products that meet the needs of the consumer.

The Consumer Service Center conducts a satisfaction survey after a case is closed in order to evaluate whether the customer is happy with the service provided. This will help us improve and provide better services in the future. We started to refine the calculation method for our satisfaction survey in 2021. The original weighting method was adjusted and we now adopt the method that the difference in scores across all levels is equalized. We continue to uphold an honest and responsible attitude so that consumers can enjoy first-rate satisfaction and services.


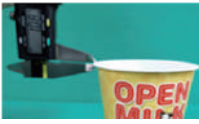
Satisfaction Score



Consumer Service Center Complaint Handling Process



Take in the feedback of consumers

Issues Received	Understand the Reason	Optimize Measures
A corner of a croissant was missing	The top was broken off due to contact with another piece of dough as it was fermenting.	A special diamond-shaped baking tray was designed to prevent contact with each other after the dough has fermented. 
Rim of Crème Caramel cup was deformed	Due to external pressure or collision, the cup was deformed after leaving the factory. Optimization of cup rim will be proposed to withstand external pressure and collision.	After reviewing with each unit, the angle between the rim and the body of the cup was adjusted to be more rounded. The thickness of the rim was also increased to reinforce the product to become more collision-resistant, reducing the chance of deformation.
Damaged rim of Open! Milk	The product is subject to a damaged rim in the event of squeezing or colliding during transportation or consumer use.	Packaging design improved to increase the thickness of the rim and strengthen the product's collision resistance, reducing the chance of damage. 

3







Commitment to Environmental Sustainability









- 3.1 Environmental Management Responsibility
- 3.2 Climate Change and Energy Management
- 3.3 Water Resources Management
- 3.4 Pollution prevention and management
- 3.5 Packaging Materials Management

3.1 Environmental Management Responsibility

GRI 103-2, GRI 103-3, GRI 301-1

Material Topic	Operational environment management
 <p>Policy</p>	<p>Develop environmental management policies covering six aspects of “Legal Compliance, Pollution Prevention, Green Procurement, Performance Management, Communication Mechanism, and Continuous Improvement” as the highest guidelines of environmental management.</p>
 <p>Goal</p>	<p>Develop annual Management Targets based on the management projects concerning energy conservation, carbon reduction, waste reduction, and wastewater discharge reduction to minimize their impact on the operating environment. In 2021, established targets were all achieved, with the performance provided below:</p> <ul style="list-style-type: none"> • The annual average power saving rate of each general plant is greater than 1% • The steam source of each general plant is 95.85% natural gas • Annual COD intensity is 29.62 mg/L • Annual waste recycling rate is 95.65% • Proactively introduced water-saving programs, with cumulative annual water savings of 10.25 million liters • The GHG emission intensity between the two years could not be compared as ISO 14064-1:2018 GHG emission inventory was introduced in 2021 and the basis for inventory changed
 <p>Responsibility and Resource</p>	<ul style="list-style-type: none"> • An Environmental Management and Review Promotional Team has been formed in each general plant, responsible for correct implementation of the plant’s internal environmental management system • A cross-departmental management team is set up by each production plant to tackle energy and water resources on a project-by-project basis. • In 2021, NT\$430.27 million was invested in environmental protection matters.
 <p>Action Plan</p>	<ul style="list-style-type: none"> • Introduce ISO 14001 and make all documents and operating processes subject to verification by a third-party certification unit on a regular basis. • Perform greenhouse gas (GHG) inventory in accordance with the ISO 14064-1 inventory process • The Environmental Management and Review Promotional Team of each general plant regularly tracks and updates changes in environmental regulatory requirements of the Government and proposes response plans • Establish a sustainable procurement system and clearly state in the procurement policy that green products should be given priority and gradually introduce sustainable raw materials • Establish a Group Green Energy Management Center to collectively plan the promotion of green energy related projects within Uni-President and its respective affiliates. • Establish an Energy Management Team and Water Resource Management Team to regularly conduct risk evaluation and plan the promotion of relevant issues. • Each plant to take the initiative to introduce energy conservation, carbon reduction, water saving, waste recycling programs to reduce the environmental impact arisen from the production process
 <p>Evaluation Mechanism</p>	<ul style="list-style-type: none"> • Continue to maintain the effectiveness of the ISO 14001 management system • Comply with environmental laws and regulations. • Review the annual achievement rate for energy conservation, carbon reduction, waste reduction, and wastewater Management Targets.
 <p>Grievance Mechanism</p>	<ul style="list-style-type: none"> • Establish environmental communication and management processes, and make the Administrative Service Department and the Environmental Protection Team responsible for internal and external communication affairs. Stakeholders may report environment related matters via the contact number of each production plant. As the plant receives the relevant information, the communication management process will be initiated to handle the issue according to the type of the issue.

Material Topic	Packaging Material Management
 Policy	Introduce and develop optimal environmentally friendly and functional packaging materials; proactively promote lightweight packaging materials and reducing plastic packing using in our products.
 Goal	Use eco-friendly materials and implement plastic packaging reduction. In 2021, established targets were all achieved, with the performance provided below: <ul style="list-style-type: none"> • Continue to introduce optimized, environmentally friendly and functional packaging materials. This year, a total of six projects were implemented
 Responsibility and Resource	<ul style="list-style-type: none"> • The Central Research Institute Packaging Technology Team, packaging material suppliers and external academic institutions team up and continue to promote the research and development of product packaging material optimization
 Action Plan	<ul style="list-style-type: none"> • Introduce FSC paper packaging material to carton products, while continuing to assess the feasibility of expanding the production lines. • Continue to work with external parties in the research and development of plastic decomposition-related technologies; communicate with consumers to get an understanding of their needs, while working closely with suppliers to introduce the most sustainable, environmentally friendly and functional packaging materials.
 Evaluation Mechanism	<ul style="list-style-type: none"> • Project for plastic reduction in product packaging materials • Decrease in product waste disposal fees
 Grievance Mechanism	<ul style="list-style-type: none"> • The Consumer Service Center receives comments from our consumers via multiple channels (0800 hotline, official website, service mailbox, retail feedback). We provide consumers with product consulting and services, while collecting the views and opinions of customers regarding the use of products and submitting the feedback to the Packaging Technology Team. Constructive suggestions will be transformed into practical actions on reducing packaging materials and plastic through systematic management.

Environmental Management Performance for the Past 3 Years

Environmental Management Performance	Unit	2019	2020	2021
Water Consumption (Water Withdrawal) Intensity	Million liters/ \$10 million	1.02	1.00	0.99
Waste intensity	Metric tons/ \$10 million	9.38	9.05	8.39
Air pollution emission intensity	Metric tons/ \$10 million	0.012	0.017	0.014
Self-Operating GHG emission intensity ^{Note 2}	Metric tons of CO ₂ / \$10 million	39.28	37.72	36.25
Power intensity	GJ/\$10,000	0.36	0.35	0.35

Note

1. The denominator of each type of environmental management is the operating income of Uni-President for the current year

2. The numerators for the self-operating GHG emission intensity of Uni-President are GHG emissions of Scope 1 and Scope 2 for past years

3.1.1 Environmental Management Mechanism

GRI 103-2, GRI 103-3






At Uni-President, we adopt a group management approach, taking into account the development trends of global environmental issues and the direction of Taiwan's environmental policies, while combining key issues faced by Uni-President and each of our affiliated company. Our environmental management is based on the ISO 14001 environmental management system, and we entrust a third-party verification company to conduct an inspection on documents and operating procedures to ensure correct implementation of the plant's internal environmental management system. We have established a management team for environmental risks that require proactive management such as climate change and GHG emissions, power usage and water resource issues for project-based management.

Uni-President has formulated six major aspects of the environmental management policies as the highest principle guiding environmental management. Currently, all general plants in Taiwan have passed the new environmental management system ISO 14001:2015 certification. Moreover, each general plant has set further annual targets and management plans as the Company's priorities in order to continuously improve environmental management performance.

Uni-President Environmental Management Policies



Main targets, subjects and introduction programs for ISO 14001 in 2021

Management Target	Introduction Program	Annual Management Achievement
 Enhancement of environmental protection awareness	To provide environmental and general training and education	180 employees – hours/year
	Monthly environmental texts	12 sessions/year
 Meet regulatory requirements	To implement level 3 auditing on environmental protection parameters	1 environmental violation improved
	To convert heavy oil boilers to natural gas boilers	Yongkang General Plant SOx emissions reduced by 7.332 tons/year NOx emissions reduced by 4.069 tons/year
	To establish odor control equipment	Yongkang General Plant Completed the installation of odor control equipment
 To improve the operating environment	Improved the storage environment for trash in the plant	Zhongli General Plant Completed the rain-proofing facility of the storage area
	To install dust collection bucket to reduce dust in the sieving area	Zhongli General Plant Reduced the weight of dust in the sieving area in the plant to less than 1 kg/day
 Reduction of wastewater/waste	Sludge dryer installation project	Yangmei General Plant The construction period has been extended due to COVID-19. After completion, the water content of food processing sludge is expected to reduce from 85% to less than 50% in an effort to reduce waste processing weight.
	Waste plastic packaging bags for food recycled and reused	Hukou plant Garbage removal volume reduced by 1%
 Reduction of energy consumption	To improve steam proportional valve leakage	A total of 390 tons/year of steam at all general plants was saved
	To optimize CIP cleaning system and shorten cleaning time	
	Project of the optimization of the labeling machine operational efficiency in the plant	A total of 418,000 kWh/year electricity of all general plants was saved
	Project of energy efficiency improvement for air compressor systems and chilled water mainframes in the plants	
	Project of the installation of inverters to the refrigeration units and air compressors in the plants	
	Project of energy efficiency for wastewater treatment system flowback motors	

2021 Uni-President Environmental Footprint

Ingredients/materials investment (tons)

• Milk, powdered milk	140,493
• Soybeans (non-genetically modified beans + for feed)	9,694
• Tea leaves	1,954
• Coffee beans	7,533
• Sugar	27,394
• Flour	40,511
• Beef	1,007
• Palm oil	5,084
• Pork	3,261
• Wheat	117,648
• Corn	58,657



Increased utilization of raw materials

- Fresh milk production rate reached 96.8%
- Soybean production rate increased to 97.5%
- Tea production rate increased to 92.6%

Waste generation (tons)

• General waste	1,554
• Recyclable waste (sludge)	5,887
• Recyclable waste (tea residue)	6,698
• Recyclable waste (wastepaper)	1,927
• Recyclable waste (waste plastic)	182
• Recyclable waste (soybean residue)	9,881
• Recyclable waste (other)	9,622
• Organic experimental waste liquid	3.00



Resource recovery rate

- 95.65%

Energy consumption (GJ)

• Purchased electricity	1,487,226
• Fuel oil	
• Diesel	
• Biodiesel	
• Petroleum	
• Natural gas (NG)	
• Liquefied petroleum gas (LPG)	
• Self-generated green electricity	26



Energy saving

- Reduced electricity by 6,778 thousand kWh
- Reduced fuel oil and diesel by 1.67 kiloliter
- Reduced 966 natural gas by thousand cubic meters

GHG emission (ton of CO₂e)

• Direct emissions (Scope 1)	58,384
• Indirect emissions (Scope 2+Scope 3)	1,487,395

Air pollution (metric tons)

• VOCs	4.48
• Nitrogen oxides (NO _x)	36.86
• Sulfur oxide (SO _x)	5.67
• Particulate matters (PM)	12.40

Carbon intensity

GHG emission intensity:

- Self-operations (Scope 1 and Scope 2) 36.25 metric tons CO₂e/10 million
- Value chain (Scope 3): 326.37 metric tons CO₂e/10 million

Water resources consumption (million liters)

• Total water withdrawal	4,233
• Surface water	510
• Municipal water	3,661
• Underground water	62



Water saving

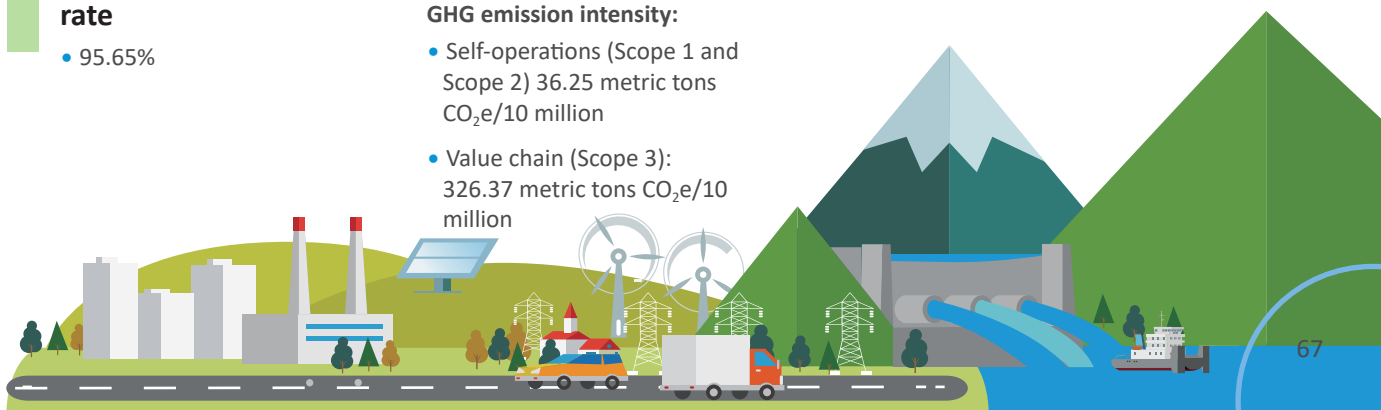
- Reduced by 10.25 million liters

Wastewater discharge (million liters)

• Wastewater	3,228
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Average COD equivalent

- reduction of 98.42%



3.1.2 Green Procurement and Sustainable Materials

In Uni-President's environmental management policy, green procurement and sustainable materials are important responsibilities and commitments to sustainable development. We give priority to green products upon procurement and emphasize on environmental protection, energy conservation and carbon reduction of the supply chain. By putting our green procurement mechanism into good use, we hope to gradually reduce the environmental impact caused by our operations. Since 2013, Uni-President has been awarded the Private Enterprise Green Procurement Excellence Award by the Environmental Protection Administration of the Executive Yuan. Our total green procurement amount totaled NT\$1.187 billion in 2021, an increase of 2.3% compared to the previous year. In addition, we continue FSCTM-certified^(Note) procurement. The ratio of FSCTM procurement amount accounted for 40.28% of the total procurement amount of paper packaging materials in 2021.

Note: FSCTM (Forest Stewardship CouncilTM), founded in 1993, is an independent non-governmental organization (NGO) established by global environmental groups, timber trade organizations, foresters, local residents and certification institutions. FSCTM forest certification is one of the most recognized forest certification standards in the world.

With respect to raw materials, we continue to keep a close eye on domestic and international material trends, while gradually introducing the procurement of relevant certified raw materials for our key ingredients.

Sustainable Soybean Procurement

The U.S. Soybean Sustainability Assurance Protocol (SSAP) is a system for sustainable soybean production widely used in the U.S and is audited and certified by a third party. The SSAP can further reduce the impact of soybean production on land use, reduce soil erosion, increase energy efficiency and reduce GHG emissions. As soybeans are an important raw material for our products, the proportion of SSAP soybeans we purchased in the past 3 years accounted for more than 30% of all soybeans purchased. In 2021, the procurement amount totaled NT\$68.33 million, an increase of 4.23% from 2020.

Sustainable palm oil procurement

With characteristics such as low price, high yield and stable supply, palm oil has become a mainstream vegetable oil around the world. However, its huge demand has at the same time brought about greater environmental damage, with the most serious damage being the large-scale destruction of primary forests, seriously affecting the ecosystem and increasing GHG emissions. In a bid to foster the sustainability of palm oil production, the Roundtable on Sustainable Palm Oil (RSPO) was established in 2004. The RSPO brought together seven stakeholders involved in the palm oil industry, including oil palm tree plantation operators, processing plants or traders, consumer product manufacturers, retailers, banks/investors, and environmental and social NGOs to formulate global standards for sustainable palm oil. As a means to improve the use of sustainable palm oil, Uni-President makes inventories on the products that use palm oil, while also ensuring the source of main suppliers. At present, the inventory results show that the main product that uses palm oil is instant noodles. As palm oil is mainly supplied by our affiliated company President Nisshin, and as a member of the RSPO, President Nisshin has attained a certification by a third-party certification company. Uni-President will continue to focus on this issue and evaluate the possibility of a gradual purchase of RSPO certified palm oil.



Sustainable tea management and local procurement

Uni-President's tea products are very popular among consumers. Based on our commitment to food safety and sustainability, we have formulated the tea management principle. In terms of tea management – our top priority is safety, quality and stable supply; in terms of safe management – in addition to meeting 380 pesticide regulations, we also monitor herbicide content, to help enhance the rational management of tea raw materials. We have a full tea history system so that all raw materials for tea are traceable. In 2021, our local procurement of tea ^(Note) reached 1,902 tons, accounting for 97% of our total annual tea procurement volume.

Note: Local procurement is defined as first-tier suppliers in Taiwan, without taking in account the location of second-tier suppliers.

3.1.3 Environmental Protection Expenditure

We strive to alleviate the burden on the environment during the process of producing and providing services. For the past 3 years, the average environmental expenditures were NT\$415.691 million. In 2021, 45% of investment expenses for environmental equipment were mainly used on boiler replacement to improve plant GHG and pollutant emissions; 20% on upgrading wastewater treatment systems; 20% on waste reduction measures; with the remaining 15% on other environmental equipment. Other environmental expenditures were for operational maintenance, removal and treatment and air pollution fees as well as container recovery and removal fees. In general, there was no significant increase in fees and were more or less the same as the previous year. For the data of environmental expenditures for the past 3 years, Please refer to Appendix – ESG Information.



3.1.4 Raw Material Utilization Rate Improvement

GRI 301-1

To promote a green economy and improve raw material utilization rates, we introduced a number of technologies in the product process in 2021. These technologies included wear and tear reduction in the production line of raw materials for fresh milk and improvements in soybean and tea extraction technology. In doing so, production capability has improved compared to past year, to further reduce resource consumption.



Fresh Milk

In 2021, the production rate of fresh milk raw materials underwent improvement and optimization through conductivity meter installation to monitor the conductivity value. At the same time, the pressure stabilization system of the finished barrel was modified to improve the front discharge and reduce the loss of waste at the bottom and rear of the barrel, reducing the fixed loss to a minimum. Finally reaching an output rate of 96.8%.



Soy Milk

This year, by continuing to improve soybean extraction technology, we achieved an optimal production efficiency of 97.53%, an increase of more than 5% compared to the extraction rate target originally set, after adjusting the parameters of the bean grinder and the ratio between water and beans. Our target for soybean extraction rate by 2025 is 98.4%.



Tea leaves

With respect to the improvement of the tea extraction rate, the production line and research personnel jointly tested different tea extraction conditions by making adjustments to the extraction parameters of the tea extraction rate and the ratio of water volume and tea leaves (tea-water ratio), while also extending the stirring time. Different combinations were tested to gain the best extraction conditions. In 2021, overall tea output increased from 86.29% to 92.57%, up 6.28%, saving 3,845.6kg of tea leaves used. We hope to increase tea output rate to 93.2% by 2025.



Established smart production lines

At Uni-President, we keep a close eye on smart production to improve the efficiency of product manufacturing. We have applied for the pilot program to the Ministry of Economic Affairs for testing the smart production of the tea drink production line. The main items for the smart production system cover: electronic in-plant forms and energy-saving control mechanism, which are expected to constantly innovate and improve the production technology of products and achieve the effect of proper utilization of energy resources. We expect to gradually promote this experience onto other production lines once the program is proven to be successful. By doing this, we will fully facilitate transformation of production lines with Industry 4.0 smart production systems.

Uni-President smart production lines



3.2 Climate change and energy management

GRI 302-1, GRI 305-1, GRI 305-2, GRI 305-4, GRI 305-5

Many climate-related natural disasters have occurred in recent years, including forest fires in Western U.S., heavy rainfall and severe flooding in Western Europe, heat waves in North America, and floods in Henan Province, China. Not only have these natural disasters caused operational losses for many companies, but they also directly affect the daily lives and properties of many people. According to the 2022 report of the Intergovernmental Panel on Climate Change (IPCC), climate change has caused widespread adverse impacts on both the natural environment and human society. We must not only do our utmost to stop the continuous global warming through practical actions such as carbon reduction, but we also must improve our ability to adapt to present and future shocks.

When it comes to climate change risk challenge, no one should step aside, and that includes Uni-President. In the past, not only have we done our utmost to save energy and reduce carbon in our plants, but to reinforce our climate risk control mechanism, we adopted the disclosure and management framework prescribed in the task force on climate-related financial disclosures (TCFD) in 2020. This assess and reviews the impact posed by climate change, which enables us to develop short-, medium- and long-term governance strategies for climate changes issues in order to respond to the impact brought by climate change.

3.2.1 Climate Risk Governance

At present, the governance structure for our climate change issues is coordinated and monitored by the President. The ESG Committee controls and manages related issues and assesses their impact. Each year, the Committee reports to the Board meeting on the implementation status of each functional group. Based on the business scope and management development of Uni-President, the Committee conducts an overall assessment of the risks and opportunities arising from climate change in order to propose appropriate response strategies. By doing so, the impact brought about by climate issues on the business is reduced and the operational resilience in climate-related issues enhanced.

Uni-President Climate Change Risk Governance Framework



Note: BU units include Dairy and Beverage Group, Baking Business Group, Provisions Group, General Foods Group, and Food-for-Life Group

3.2.2 Evaluation and Management Strategies for Climate Risks and Opportunities

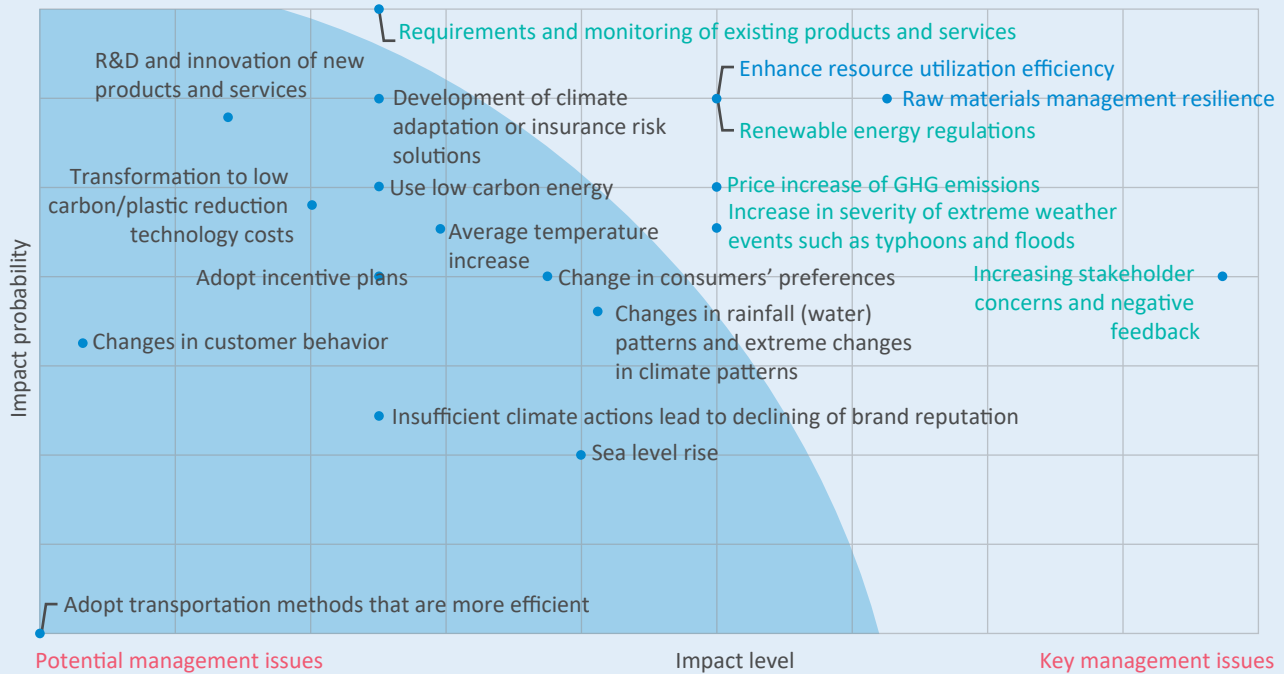
In an attempt to understand the impact of climate change on company business, strategies and financial planning, we identified six key management issues through three stages. The results are shown in the matrix of climate risks and opportunities. For a detailed methodology of the assessment, please refer to our 2020 CSR report. In 2021, we re-examined the development status of the industry and issues in order to adjust the current state of issue response and management for key climate risks and opportunities.



Response and Management of Climate Risk and Opportunity Issues (1)

Climate risks and opportunities		Potential impact to Uni-President	Time interval
	<p>Increase of severity of extreme weather events such as typhoons, floods and droughts</p>	<p>Faced with increasing probability of extreme weather events, our supply chain for raw materials may lead to disruption, or we may need to increase the number of days for storage of raw materials and products due to droughts or water scarcity. In addition, extreme weathers may cause damage to our plant equipment, raw materials or products, and road disruptions may result in difficulties in transporting raw materials or power or water outages, which may affect the production.</p>	<p>Short-term (less than three years)</p>

Uni-President Climate Risks and Opportunities



Financial impact

- Increasing the number of days for storage of ingredients/materials requires additional rented warehouses results in an increase in costs
- Disruptions in the transportation of raw materials or products results in an increase in warehousing costs
- Equipment damage results in asset value damage
- Damages in raw materials or products results in an increase in operational costs and decrease in revenue

Adaptive management strategy

- Production process adjustment, change the order of production according to material shortage and water shortage time
- For intermittent production of products, the priority is to produce products with a short shelf life of raw materials.
- Establish a Water Resources Response Team to monitor the water consumption efficiency in the plant
- Sign a water supply agreement with water suppliers to give priority to supplying water to the plant in the event of water shortage
- In the event of a Level 1 water shortage, initiate response measures such as switching plants for production or production reduction
- Rent generators for power outages
- Avoid flooding areas when selecting plant locations
- Take out disaster insurance policy for plants to reduce financial impact
- Plan emergency response mechanisms and regularly conduct risk assessments

Management Target

- Monitor water conditions and continue to optimize response measures and management mechanisms
- Continue to optimize the efficiency of water consumption in each plant and introduce water saving projects
- Diverse tea raw material supply establishment
- Stable high quality and quantity of domestic and overseas dairy sources
- Refine source safety management and reduce procurement risks of raw materials

Response and Management of Climate Risk and Opportunity Issues (2)

Climate risks and opportunities		Potential impact to Uni-President	Time interval
Transformation risk	Requirements and monitoring of existing products and services	As there is growing emphasis on sustainable products, we may begin to impose related regulations on products, or require reducing plastic used for packaging and product carbon footprint investigation. If our products are not labeled in accordance with related regulations, fines may be imposed due to violation, while the plastic reduction plan for product packaging and carbon management tool introduction will increase our R&D and product carbon management costs.	Mid-term (three to five years)
Transformation risk	Climate-related policy	In response to the global GHG management requirements, the government has prescribed renewable energy regulations. These regulations require large energy users to set up a certain percentage of renewable energy through means including purchasing of renewable energy power or certificates, energy storage equipment, or by paying an allowance. Moreover, in a bid to increase the use of renewable energy in the plant, it is possible that carbon fees will be imposed in the future in Taiwan. Meanwhile, many countries around the world have begun to establish carbon taxes, which may increase our energy costs, affecting product competitiveness.	Mid-term (three to five years)
Transformation risk	Stakeholder concerns	<ul style="list-style-type: none"> To increase consumers' awareness of sustainability, NPO and NGO organizations proactively promote carbon reduction, plastic reduction products and related actions to change consumption behaviors of consumers. If we do not make a timely response or launch related products, it may affect our product sales. Faced with the pressure of many sustainability ratings, a poor sustainability rating may affect the willingness as to whether an investor will make an investment, as well as the consumers' sense of brand identity. 	Mid-term (three to five years)
Transformation risk	Raw materials management resilience	Climate change may affect the stability of raw material supply, resulting in an increase in raw material costs or raw material supply chain disruption. Given this, we must improve the versatility of raw material resources to increase the stability of supply chain sources to respond to different risks.	Mid-term (three to five years)
Opportunity	Improve resource utilization efficiency	We continue to enhance product yields and reduce food waste through process improvement. At the same time, we promote waste recycling and reduction to improve waste treatment efficiency. By doing this, we increase the opportunities to create new markets while reducing waste treatment costs.	Short-term (less than three years)

Financial impact

- Fines imposed due to violation of regulations results in an increase in operating expenses
- Product carbon footprint verification expenditures results in an increase in operating expenses
- Alternative materials and packaging R&D increase operating costs; at the same time, due to the light weight of products, waste treatment expenses are decreased

- Payment of carbon fees results in an increase in operating expenses
- Payment of violation fees results in an increase in operating expenses
- Due to renewable energy regulations, depreciation of equipment is increased (installation of renewable energy equipment), operating costs increased (procurement of renewable energy power certificates), or operating expenses increased (payment of allowance)

- If sustainability performance is poor, it may lower an investor's willingness for investment, further increasing borrowing costs
- A consumer's purchasing willingness is affected due to sustainability brand image or lack of sustainable products, resulting in a decrease in revenue

- Unstable raw material supply prices of raw materials result in an increase in operating costs
- Alternative material selection and development results in an increase in operating costs

- Waste treatment expenses are reduced as a result of the promotion of waste recycling and reduction of the weight of waste
- Due to the improvement of production efficiency, raw material consumption is reduced, decreasing operating costs

Adaptive management strategy

- The Central Research Institute, FSC and Production Units immediately grasp new product packaging label policies, while making new labeling requirement in advance
- The "Packaging Label Review Process" has been set up. Each business group, the Central Research Institute, the Marketing Planning Office, the Production Plant and the QC Unit of the FSC work together to prevent improper labeling and marketing
- There is also a "Packaging Materials Technology Team" in place for the research and development of lightweight packaging materials and material substitution

- Inventory and performance evaluation of annual energy consumption and greenhouse gas emission of the organization
- Product footprint introduction
- Energy conservation and carbon reduction project introduction
- Establish a Green Energy Management Center to coordinate and manage green energy projects of Uni-President and each affiliated company
- Installation of solar photovoltaic (PV) system

- Continue to invest in the R&D of new types of bakery, fresh food, and high nutrition products and processes
- Proactively develop and expand lightweight and optimal packaging materials
- Carry out surveys on a regular basis to get hold of issues concerned by stakeholders
- Continue to invest in the research of the possibility of plastic reduction while maintaining the quality of products

- Stable management of raw material sources
- R&D of flavored raw material replacement
- Supply chain stability (e.g. alternative material response and development, get hold of supply source situation from suppliers on a periodic basis)

- Installing sludge dryers, soybean residue dryers and expanding the possibility of resource utilization of tea residue in the future
- Evaluate commercialization of soybean residue and biogas power generation
- Resale of anaerobic sludge
- Carry out product process improvement through the Technology Group to reduce raw material consumption

Management Target

- Product labelling is in compliance with regulatory standards
- Introduction of most suitable, environmental and functional packaging materials

- The annual average power saving rate of each general plant is >1% for 2020–2024.
- Current annual target for carbon intensity for each production plant
 - ▲ For units that reached the target in the previous year, the performance for the year will be reduced by 1%
 - ▲ For units that did not reach the target in the previous year, the performance for the year will be reduced by 2%

- Continue to refine quality products
- Introduce optimized, environmentally friendly and functional packaging materials

- Diverse tea raw material supply establishment
- Stable high quality and quantity of domestic and overseas dairy sources
- Refine source safety management and reduce procurement risks of raw materials

- Waste recovery rate over 95.0%

3.2.3 Energy Consumption and GHG Emissions Management Performance

GRI 302-1, GRI 305-1, GRI 305-2, GRI 305-4

Due to the rising global demand for carbon management while facing the global and domestic net-zero trend, we formally introduced the new ISO 14064-1:2018 inventory in 2021. By taking this approach, not only have we expanded the inventory scope, the internal GHG promotional team was also adjusted. Furthermore, through comprehensive inventory process and stringent external verification mechanisms, the management for direct and indirect GHG emissions is strengthened. Aside from the emission management of the self-operating end, we have also extended GHG management to the value chain, enabling the carbon management of Uni-President to move towards a new milestone. We will re-plan and re-evaluate the short-, medium- and long-term carbon reduction targets depending on the 2021 inventory results as well as current key carbon reduction trends, such as standards including the science-based target (SBT) setting and Net Zero Emissions by 2050.

In addition, we have an Energy Management Team in place to set management targets for each plant and to evaluate energy management incentives in groups. Evaluation is carried out based on the daily management achievements and annual energy-saving efficiency of each plant. The first place in each group will be granted an incentive to encourage their energy saving performance.

Uni-President Energy Conservation and Carbon Reduction Incentive System

At Uni-President, we have established an incentive system for improvement of energy conservation proposals. If an energy conservation proposal submitted by an employee meets the review criteria of the Review Committee, a grant will be given according to the improvement contents and energy conservation benefits. If carbon reduction benefits are recognized, NT\$850 will be granted for every ton of CO₂ emissions reduced. By taking this approach, we encourage all employees to work together towards energy conservation and carbon reduction. In 2021, incentives granted amounted to NT\$0.23 million.

Energy consumption status

In 2021, the main energy used by Uni-President was natural gas of 750,644 GJ (50.47%) and electricity of 689,747 GJ (46.38%), both accounting for 96.85% of non-renewable energy use. Due to environmental considerations, we reduce the use of fuel oil year by year and the ratio of fuel oil used in 2021 only accounted for 1.46% of energy used.

Non-renewable energy of Uni-President used in 2021 was 1,487,226 GJ, an increase of 3,955 GJ compared to 2020. This was due to the increase in production value this year as well as the expansion of the inventory scopes. Despite this, the energy intensity (0.35 GJ/million) this year did not increase significantly compared to 2020 (0.35 GJ/million).

In the face of the current energy conservation and carbon reduction trends, relevant laws and regulations require large electricity users to install a certain percentage of renewable energy. In 2021, a total of 7,135 kWh of renewable energy was generated, including 7,064 kWh of solar power and 71 kWh of wind power.

In the future, Uni-President expects to invest NT\$98 million to install 1.87MW of solar power in Xinshi Logistics Park in 2024, while 0.09MW of solar power will be installed in Taichung General Plant by January 2023.

For detailed energy consumption for the past years, please refer to energy consumption, non-renewable energy consumption and renewable energy generation in Appendix I – ESG Information.

GHG emissions

In the past, Uni-President performed GHG inventory management according to the government's policies. To be on par with the progress of GHG inventory standard conversion and global carbon management trends, inventories are made according to ISO 14064-1:2018 GHG inventory criteria in all plants and passed the external verification.

In 2021, we determined key indirect emission sources by following six significant principles for indirect emission source identification, namely: regulations and stakeholder expectations, ease of data acquisition peer disclosure status, availability of emission coefficients, quantification of materiality and the possibility of reduction plans. In 2021, the total GHG emissions was 1,545,779 metric tons of CO₂e, and among this, the GHG emissions for Scope 1 and Scope 2 (self-operations) were 154,543 metric tons of CO₂e (account for 10% of the total emissions), while the GHG emissions for Scope 3 (value chain) were 1,391,235 metric tons of CO₂e (accounting for 90% of total emissions).

Of all the GHG emissions from self-operations (Scope 1 and Scope 2), 96,160 metric tons of CO₂e were the main emission source generated by purchased electricity, accounting for 62% of the GHG emissions from self-operations; followed by fixed emissions, including emissions generated from the use of fuel for power generation engines, boilers, and heaters, with emissions of 44,939 metric tons of CO₂e, accounting for 29% of GHG emissions from self-operations. From the inventory results, it was found that the GHG emissions from our operations came from the use of natural gas and electricity in our operations.

The GHG emissions in the value chain this year covered upstream and downstream transportation and distribution, employee commuting, business travel, purchased goods, disposal of solid and liquid waste, downstream leasing assets and investments. Among these items, purchased goods were the main source of emissions with 984,106 metric tons of CO₂e, accounting for 71% of GHG emissions in the value chain; followed by emissions generated due to investments, with a total of emissions of 290,901 metric tons of CO₂e, accounting for 21% of GHG emissions in the value chain

In 2021, the self-operating (Scope 1 and Scope 2) GHG emission intensity was 36.25 metric tons of CO₂e/operating income (tens of millions of dollars). The value of the value chain (Scope 3) GHG emission intensity calculated for the first time this year was 326.37 metric tons of CO₂e/operating income (tens of millions of dollars). In the future, we will take into account absolute emissions and intensity and establish targets for energy conservation and carbon reduction. For GHG emission data for the past 3 years, please refer to GHG Emission Data for the Past 3 Years in Appendix I – ESG Information.

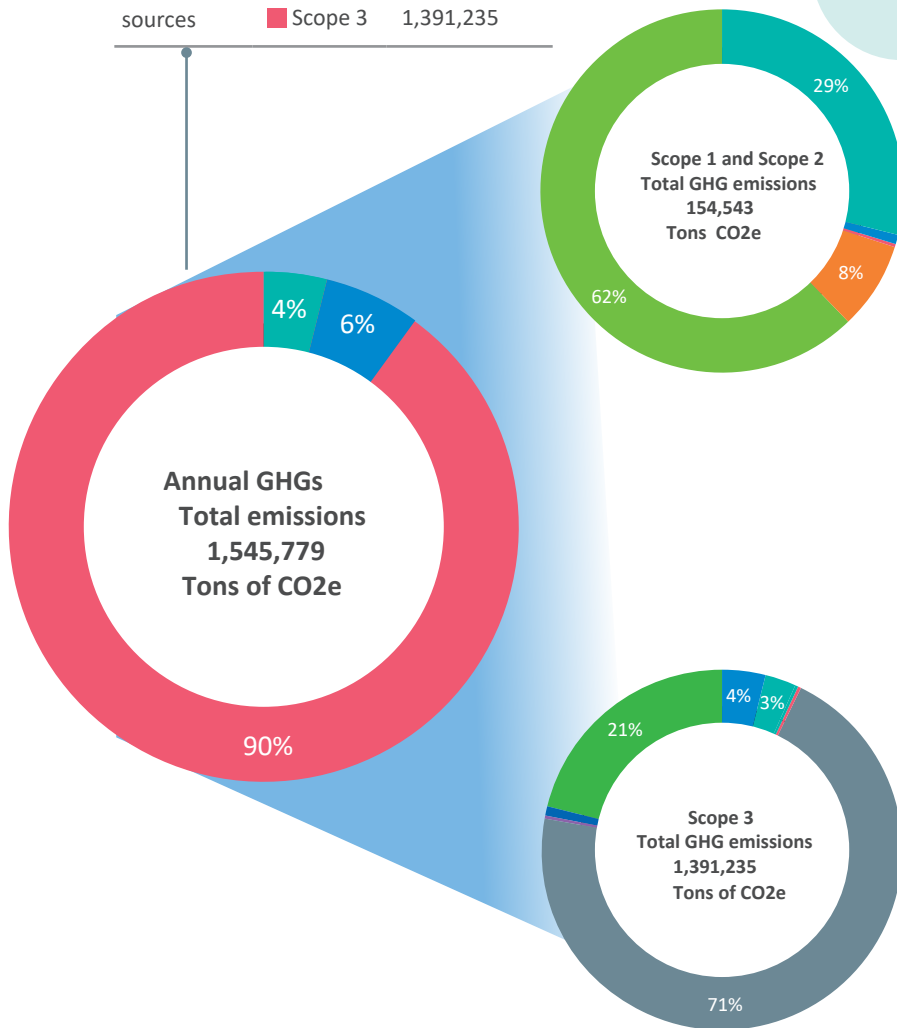


Uni-President Principle of Identification of Significant Indirect Emission Sources



2021 GHG emissions of Uni-President

Emission sources		Emissions (metric tons of CO ₂ e)
Direct emission sources	Scope 1	58,384
Indirect emission sources	Scope 2	96,160
	Scope 3	1,391,235



Emission sources	Emissions (metric tons of CO ₂ e)
Fixed emissions	44,939
Mobile emissions	690
Process emissions	243
Fugitive emissions	12,512
Purchased electricity	96,160

Scope 1 (Category 1)

Scope 2 (Category 2)

Emission sources	Emissions (metric tons of CO ₂ e)
Upstream transportation and distribution	54,168
Downstream transportation and distribution	42,258
Employee commuting	3,561
Business trips	561
Purchased goods	984,106
Disposal of solid and liquid waste	4,270
Downstream leasing assets	11,409
Investments	290,901

Scope 3 (Category 3)

Scope 3 (Category 4)

Scope 3 (Category 5)

Note

- The scope of inventory in 2021 included Yongkang General Plant, Xinshi General Plant (including the ice product plant and cold food plant), Taichung General Plant, Yangmei General Plant (including Ruifang Mineral Water Plant) and Zhongli General Plant (including Madou Bread Plant), TMR, logistics warehouses, Taipei branch, Kaohsiung Office, Neihu Office, Wugu Office, and Hukou Plant (including the ice cube factory). Moreover, we also completed inventories using the operational control approach, as required by ISO 14064-1:2018, with the data verified by SGS.
- Types of GHG covered: CO₂, CH₄, N₂O, HFCs, SF₆.
- In response to the ISO 14064-1: 2018 criteria, we conducted identification and inventory for Scope 3 (category 3–6) emission sources for the first time in 2021. Given this, we have set 2021 as the base year.
- At present, our electricity purchased externally is handled in accordance with the electricity emission coefficients announced by Bureau of Energy, Ministry of Economic Affairs. As the 2021 electricity emission coefficients have not yet been announced, we used the figure of 0.502kg of CO₂e announced in 2020 as the calculation parameter. Other emission parameters mostly adopted the "GHG Emission Coefficient Management Table Version 6.0.4" announced by the Ministry of Economic Affairs in June 2019 and applicable coefficients announced by the IPCC. As the warming potential of various types of GHGs has different degrees of climate impact, after calculating emissions of various types of GHG sources, they are then multiplied by the GWP value to convert to carbon dioxide equivalent (CO₂e). The GWP value at the current stage is based on the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) 2013. The selection of GWP will be adjusted in the future in accordance with the regulations of government agencies.
- We began to make inventories on Scope 3 GHG emissions since 2021 and the emission coefficients took reference from EPA's Product Carbon Footprint Information website, business database coefficients, academic papers, and similar goods or services of the public carbon footprint data. At present, our inventory items cover items that generate GHG emissions upstream and downstream transportation and distribution, employee commuting, business trips, purchased goods, disposal of solid and liquid waste, downstream leasing assets and investments.

3.2.4 Reduction Plans

GRI 305-5

To achieve the medium- and long-term reduction targets, we have replaced fuel oil with natural gas that causes low pollution. Each year, we implement energy-saving projects covering equipment replacement and transformation, equipment parameter optimization, and production process adjustment and control. In 2021, energy-saving projects of all plants totaled 5,269 metric tons of CO₂e, saving NT\$31.65 million. As well as this, to manage carbon footprint of our products, the carbon footprint of eight products are in the process of being certified.




Carbon footprint:
190.00g CO₂e/pack




Carbon footprint:
380.00g CO₂e/box



Carbon footprint for 300mL packages: **160.00g** CO₂e/box
Carbon footprint for 375mL packages: **200.00g** CO₂e/box



Carbon footprint for 300mL packages: **130.00g** CO₂e/box
Carbon footprint for 375mL packages: **160.00g** CO₂e/box



Carbon footprint for 300mL packages: **120.00g** CO₂e/box
Carbon footprint for 375mL packages: **140.00g** CO₂e/box

2021 Representative Energy Saving and Carbon Reduction Projects

Madou bread factory – Energy-efficient motor installed in chiller mainframe

▶ 999,095 kWh of electricity a year was saved, reducing 506.88 tons of CO₂e emissions, saving expenses by NT\$3.41 million.

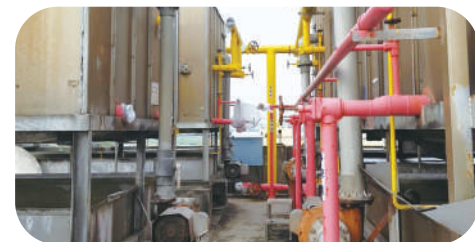
- The old air-conditioned chillers were replaced with the latest energy-efficient magnetic levitation centrifugal chillers with system redundancy mechanism added. The power-saving of products per unit increased by more than 50%.



Xinshi General Plant – Improve the energy efficiency of ice water building

▶ 539,168 kWh of electricity per year was saved, reducing 274.44 tons of CO₂e emissions, saving expenses by NT\$1.41 million.

- The efficiency of the heat exchanger is improved after upgrading the cooling pipes of the chiller, further reducing electricity used for running the chiller.



Yangmei General Plant – Frequent boiler starts and stops reduced

▶ 394,136 kWh of electricity per year was saved, reducing 200.62 tons of CO₂e emissions, saving expenses by NT\$1.04 million.

- With less use of steam on holidays, frequent unloading affected the combustion efficiency. By setting up a fuel ratio sensor linked with an inverter control system, the fan speed adjusted improves the frequent start/stop condition, with energy efficiency also enhanced.



3.3 Water Resources Management

GRI 303-1, GRI 303-3, GRI 303-2, GRI 303-4

At Uni-President, we regard water resources as an important environmental and operational issue. Among our diversified products, beverage products such as juice, tea and dairy products are highly dependent on water in the manufacturing process. Although rainfall is abundant in Taiwan, with uneven distribution of water resources, coupled with frequent rainstorms and water shortages caused by climate change in recent years, the complexity of water resource management has further increased.

3.3.1 Water resource management strategies

GRI 303-1, GRI 303-3

To avoid the numerous risks to water resources, Uni-President has three standpoints, including resource development, resource saving and emergency response, which manage water resources based on the energy management team’s hierarchical management system. We also hold 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 detailed planning, design, production and working environments via various means such as posters, slogans and training courses.

Water resource management strategies



Water resource risk identification and response

In the overall value chain, the “raw materials” and “manufacturing stage” of our products are highly related to water resources. Among them, raw materials come from crops, and as water, as an integral part of our products, is crucial for their production. To understand more about water withdrawal risk and its impact on the environment, we refer to the research data released by the National Science and Technology Center for Disaster Reduction to get an understanding of the probability of drought risk with each source of water withdrawal. Moreover, we also identify the overall water consumption risk of each plant with reference to the 2021 water consumption data. The results indicate the control of water conditions and production scheduling are management priorities.

Water consumption analysis of each plant

	Yangmei Plant	Zhongli Plant	Hukou plant	Taichung Factory	Yongkang Plant	Xinshi Plant
Water condition risk <small>Note 1</small>	Shihmen Reservoir		Baoshan Reservoir	Liyu Carp Lake Reservoir	Nanhua Reservoir	Wushantou Reservoir and Tsengwen Reservoir
Water consumption percentage <small>Note 2</small>	0.25%		0.92%	0.00%	0.15%	0.07%
Overall water consumption risk <small>Note 3</small>	[Progress bar showing risk level]					

Note 1: Water condition risk data: With reference to the Disaster Risk Adaptation Platform. <https://dra.ncdr.nat.gov.tw/Frontend/Disaster/RiskDetail/BAL0000022>

Note 2: Water consumption impact percentage: Water used by each plant in 2021/water supply data released by each reservoir in 2020

Note 3: Overall water consumption risk: The risk level identified after the combining of information on water condition risk data, water consumption impact percentage, and historical plant operation experience.

3.3.2 Risk Management for Water Resources



Extreme weather makes it more difficult to manage water resource risks. Moreover, typhoons and rainstorms that hit Taiwan each year often lead to an increase in raw water turbidity or water risks such as water shortages caused by climate anomalies. These are risks that affect productivity. We have set up a water resources response team to prevent production losses caused by unstable water conditions. The supervisor of the Technical Group is appointed as the convener, and is responsible for cooperating with all relevant units and assigning work duties in order for different units to jointly develop response plans while strengthening the coordination among the emergency response team. We have also entered into a sales and purchase agreement with the water suppliers, agreed on reasonable transportation costs with water transportation operators, while effectively controlling the transportation schedule, ensuring that water is supplied during water shortages. In the event of a water shortage, we initiate related countermeasures according to the levels of water restrictions announced by the government. In doing so, we minimize operational losses caused by water shortages.

The production in our plants was affected by a drought that hit Taiwan in the first half of 2021. In response to the risk of water shortages, we re-examined the legal underground resources of each plant and obtained verification documents for water quality and volume to ensure the safety of our products. Meanwhile, we also reviewed the production scheduling during the period where water was scarce and determined production scheduling based on the importance of factors including the product, the water required for pipeline cleaning, the amount of water used for the product, and other factors. At the same time, we stopped the production for some water-consuming products such as soybean milk. Through implementing relevant measures, the drought event in 2021 did not have a significant financial impact on the operations of Uni-President.



Water Resources Risk and Adaptation

Risk Source	Risk Issue	Adaptation Action
Regulations	<ul style="list-style-type: none"> • Response to laws and regulations • Water consumption fee collection method • Water Pollution Control Act 	<ul style="list-style-type: none"> • Closely monitor the water consumption of each plant and water conditions in each area • Acquire green building certification for all new plant buildings • Establish and monitor targets for discharged water quality
Disasters	<ul style="list-style-type: none"> • Insufficient water resources • Increased chance of heavy rainfall and floods 	<ul style="list-style-type: none"> • Establish natural disaster response standards and conduct regular emergency response drills • Promote water conservation projects to enhance water use efficiency • Rainwater recovery equipment installed in the new plant • Establish water restriction and response plans

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
 Monitoring water consumption	<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 scheduling	<ul style="list-style-type: none"> Dispatch water trucks Conclude transportation service agreement 	Transportation Service Department
 Water price management	<ul style="list-style-type: none"> Conclude agreements on the unit price with water suppliers 	Procurement Department
 Monitoring water quality	<ul style="list-style-type: none"> Control water quality and water truck safety 	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 Plant

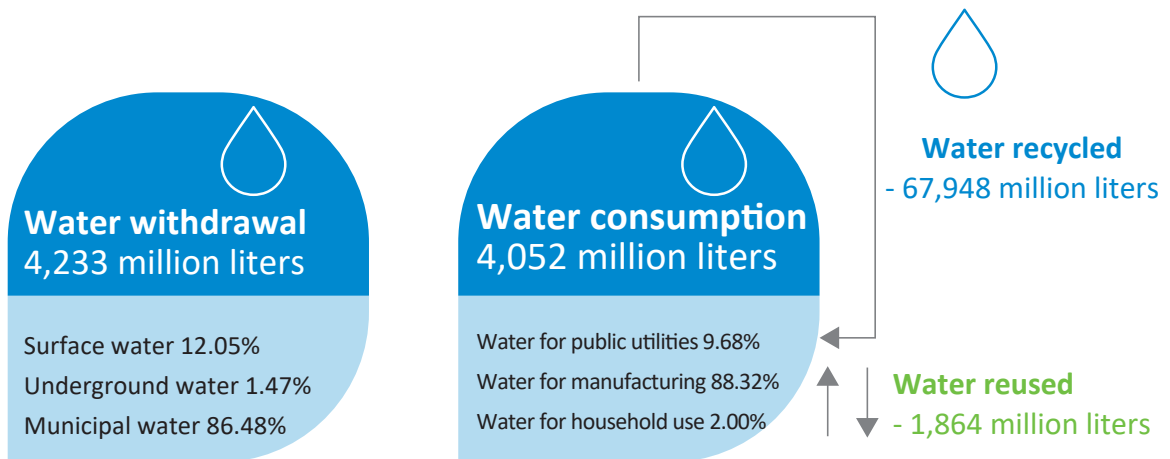
Water shortage countermeasures of Uni-President

 Water rationing measures	 Emergency response of Uni-President
Phase I <ul style="list-style-type: none"> Reduce water supply pressure Stop water supply to non-urgent or unnecessary facilities 	<ul style="list-style-type: none"> Increase the frequency of Water Supply Information Reports and online reporting of water consumption and storage to facilitate situation control Check the quality of well water and purchased water after phase II water rationing is announced Verify the status of other water sources, including capacity, water quality, and water rights Initiate the "Water Supply Emergency Response Mechanism." Manage purchased water, water transportation, and dedicated intakes, and test water quality and treat incoming water Activate water storage equipment and increase storage Perform inter-plant dispatch, with the Hukou Plant in northern Taiwan and the Xinshi General plant in southern Taiwan as the dispatch centers to supply water to other complexes in a timely manner Adjust production processes and product prioritization, and increase normal temperature inventory
Phase II <ul style="list-style-type: none"> Stop high consumption water supply users Reduce water supply 	
Phase III <ul style="list-style-type: none"> Stop water in turns by area or in all areas. 	
Phase IV <ul style="list-style-type: none"> Fixed time and fixed quantity supply 	

Water Consumption Status in Production Sites

In 2021, the total water consumed by our plants was 4,233 million liters (3,661 million liters of municipal water supply, 510 million liters of surface water, and 62 million liters of groundwater). As our production increased in 2021, total water consumption also increased by 0.8% from 2020. Furthermore, we will continue to promote water-saving projects to improve the efficiency of water use so as to mitigate the impact of water resources driven by production. For water use from 2019 to 2021, please refer to Appendix I – ESG Information

Types of water used at production plants



Note:





1. Water for manufacturing includes water for soft water systems, boilers, and products
2. Water for public utilities includes water for cooling towers, washing towers, cleaning and pouring, and fire fighting
3. Water for household use includes water for drinking, washing and flushing toilets.



3.3.3 Water Conservation Action

Apart from water that is required in production processes, we make an effort to promote efficient water usage in the plant through four water conservation strategies and introduction of water saving projects. These include water source development, process water source improvement, process water recycling, and end-of-pipe wastewater recycling.

Water Saving Strategy

 Water source development	<p>Rainwater: Rainwater recovery equipment installed in the new plant for cooling towers and flushing toilets</p> <p>Air-conditioning condensate: Recovered into the clean water system or used as refill water for cooling water towers</p>
 Process Water Source Improvement	<p>Select low-water-consumption machines and establish “Water Balance Management” to control the reasonable consumption of machines in each plant used as the reference of calculating the plant’s water recovery rate and water saving rate</p>
 Process Water Recycling	<p>Extend the scope of water recovery and reuse, while reducing wastewater generation For instance: steam condensate recovery, RO wastewater, discharge water recovery, and finished barrel jacketed ice water recovery</p>
 End-of-pipe Wastewater Recovery	<p>According to the classification of the machine’s wastewater nature, discharged water quality is checked from time to time, and is effectively treated and recovered by the wastewater treatment plant. For instance, acid and alkaline discharge from the manufacturing process is recovered into the clean water system or into the cooling water tower as secondary water after being treated and monitored.</p>

2021 water saving projects

Xinshi Plant – Optimized the use of water resources in the soymilk line

▶A total of NT\$0.27 million was invested, saving 0.46 million liters of water per year

- In the past, to avoid interruptions in production, water was constantly being injected into equipment in order to keep them running after soybean residue was cleaned. With the implementation of this project, additional soybean residue storage tanks were purchased to keep the production running while reducing water discharge.



Xinshi Plant – Project of water flavor optimization

▶A total of NT\$2.63 million was invested, saving 1.82 million liters of water per year

- In response to the dry season, we activate the acid-washed carbon filter system to filter soft water for production during March to July every year. By doing so, we are able to reduce soft water wastage of RO water production.



Yangmei Plant – Optimization of cleaning conditions for dairy production line

▶Annual water consumption reaching 3.93million liters

- The frequency of pickling and alkaline washing has been adjusted in the cleaning of production tanks and filling machines in order to reduce steam and soft water used.



3.3.4 Wastewater Management

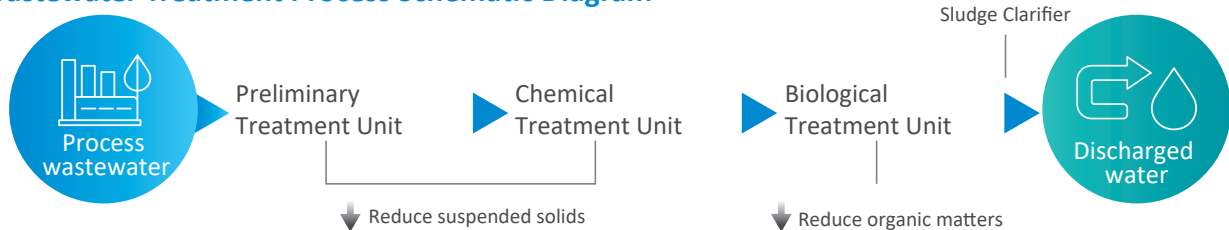
GRI 303-2, GRI 303-4

As Uni-President's wastewater is mainly organic, oil and grease, and suspended solids, we have set up wastewater treatment equipment for each plant. Wastewater is discharged after front-end pretreatment and biological treatment, or discharged to a legal outlet or into exclusive wastewater treatment plants in the industrial park. In order to comply with effluent standards, we have established strict standards in accordance with the government's laws and regulations. By doing this, we inspect the functions of wastewater treatment plants and the concentration of effluent in each plant. We have also set up targets for management on annual wastewater quality as the basis for assessing effectiveness.

In 2021, the total volume of wastewater from each plant was 3,228 million liters. The average COD concentration 29.62 mg/L, a year-on-year decrease and lower than our target of 75 mg/L. This year's BOD decreased by approximately 39% from the previous year, showing that the wastewater treatment performance of plants is stable. For water discharge volume and quality data of water discharged for the past 3 years, please refer to Appendix I – ESG Information.

This year, three improvement projects were carried out for the wastewater treatment systems, totaling NT\$6.18 million. These projects were: improving sludge treatment efficiency at Yangmei General Plant; adding dissolved air flotation equipment to improve wastewater treatment amount and suspended solid volume at Yongkang General Plant; while also introducing a wastewater treatment monitoring system at Zhongli General Plant to reduce monthly sewage treatment costs through real time monitoring.

Wastewater Treatment Process Schematic Diagram



Uni-President Wastewater Discharge Control Standards

Plant Discharge Water Quality

- BOD \leq 22.5 mg/L
- COD \leq 75mg/L
- SS \leq 22.5 mg/L

National Effluent Quality Standard

- BOD \leq 30mg/L
- COD \leq 100mg/L
- SS \leq 30 mg/L

Standards of Setting Uni-President Effluent Quality Target

- Our self-imposed strict regulations (75% of the regulatory limits)



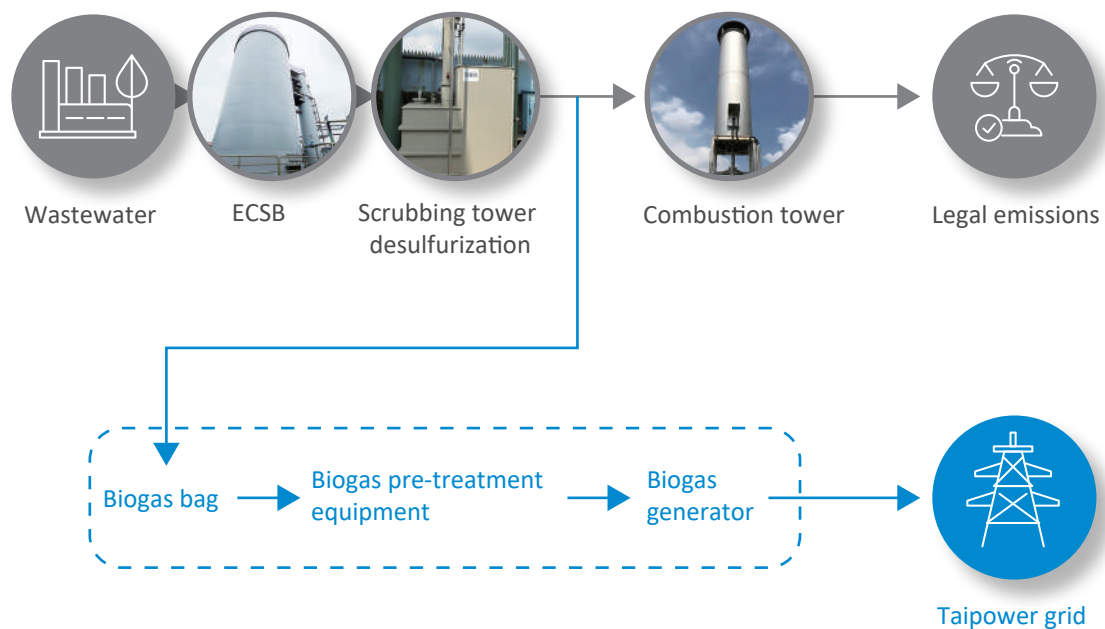
Xinshi Plant – Project of food plant wastewater and biogas power generation

► Carbon emission reduced by 368 tons of CO₂e per year, increasing revenue by NT\$1.65 million

With circular economy and carbon reduction issues being the most pressing issues in the world at the moment, as a responsible company, we are dedicated to pollution reduction at source and waste recycling. We are aware that the high concentration of organic sugar-containing wastewater in the food manufacturing industry produces a large amount of biogas after treatment. Our old approach was to send biogas directly to the combustion tower for burning; however, according to domestic and international research, biogas collected for power generation can maximize the benefits of biogas and reduce methane emissions, posing a beneficial effect to GHG emission reduction.

In light of the environmental benefits of biogas power generation, the first biogas power generation system will be installed in Xinshi Plant, which is expected to be completed in September 2022. The system collects methane from the wastewater treatment system for power generation. The preliminary test showed that the methane generated from the wastewater treatment had a purity of 90%, which can produce 722,621 kWh of power per year. The current plan is to sell the power generated back to Taipower, creating NT\$3.69 million of power sales a year. If amortized at 20 years, revenue can increase by NT\$1.65 million per year.

Biogas power generation schematic diagram



3.4 Pollution prevention and management

GRI 305-7, GRI 306

3.4.1 Air pollution management

GRI 305-7

In the production processes of our products, air pollutant emissions are mainly PM, SO_x, NO_x and volatile organic compounds (VOCs). The pollutants may come from material processing, boiler combustion and wastewater treatment. To effectively collect air pollutants, we have installed cyclone dust collectors in the plants while strengthening equipment maintenance to improve equipment availability rate. At the same time, we plan to replace oil-fired boilers with natural gas boilers in all plants every year in an effort to largely reduce the generation of NO_x and SO_x. In 2021, a total of NT\$12.41 million was spent to renew boilers at Yongkang Factory to reduce SO_x emissions by 7.33 tons and NO_x emissions by 4.07 tons.

Compared to the previous year, emissions of volatile organic compounds (VOCs) and particulate matters (PM) increased. The increase in PM was due to the production capability of feed and instant noodles that were higher than in the 2020 by 13% and 10%, respectively. Nevertheless, we have also set up a new water washing tower equipment in order to reduce the emissions of PM, expecting to reduce 0.85 tons of PM emissions per year. The increase in VOCs was due to the calculation method revised by the competent authority, resulting in an increase of emissions by 1.10 metric tons. The use of raw materials did not significantly increase. For air pollution emission data from 2019 to 2021, please refer to Appendix I – ESG Information.

3.4.2 Waste Management and Circular Economy

GRI 306

At Uni-President, we manage waste from the perspective of the value chain as a whole. In terms of upstream value chain, we ensure proper treatment of waste by upstream suppliers through a supplier management system, while monitoring the waste flow of our OEMs. For our operating activities, we have established the “Waste Management Measures” to ensure that not only is all waste properly classified and managed, but waste must also be removed and treated in accordance with procedures and regulations. All waste generated in the process of our operation is disposed of by an outsourced vendor. Waste includes: general waste, food material waste, sludge, recycled packaging materials, and hazardous waste. In 2021, a total of 35,754 metric tons of waste was generated, representing a decrease of 2,152 metric tons from 2020 (for detailed data, please refer to Waste Generated and Disposed of for the Past 3 Years in Appendix I – ESG Information). The decrease was attributed to the fact that we implemented the concept of “circular economy” in waste management. Since 2016, we achieved waste management objectives and waste recovery rate this year reached 95.65% (for this year’s waste recovery percentage, please refer to Appendix I – ESG Information). Specific examples of circular economy are as follows:



Soybean residue reuse

Uni-President is the first company in Taiwan to have obtained the certification of soybean as a by-product in the manufacturing process by the Council of Agriculture. Not only this, but we were the first company in Taiwan to use soybean residue as a resource. Soybean residue generated in Xinshi General Plant is converted into feed for dairy cattle, saving waste removal costs while also bringing us new economic benefits.

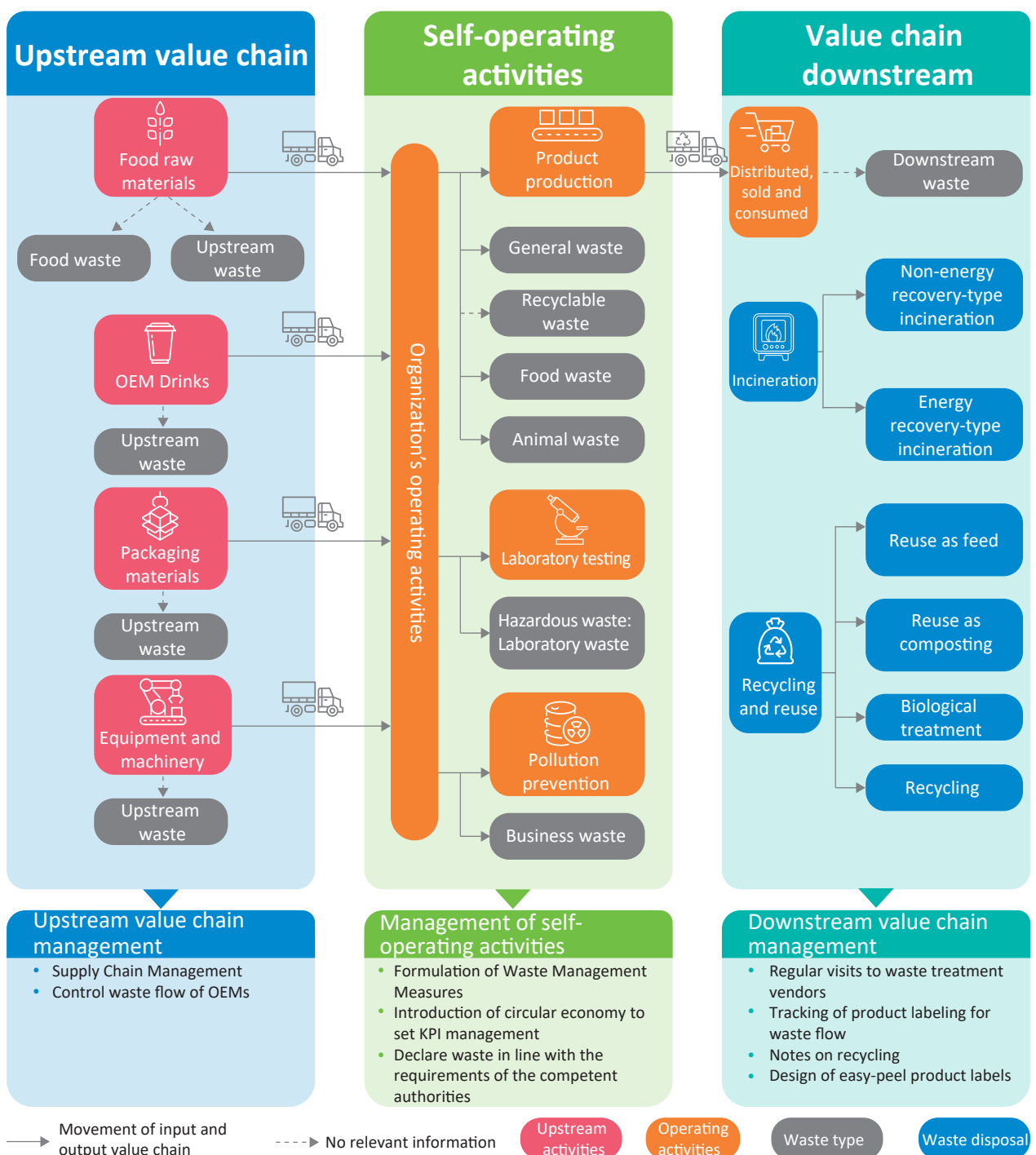


Water content of soybean residue, tea residue and sludge improved

The extraction efficiency for tea and soymilk products at Yangmei General Plant and Xinshi General Plant have been improved. At the same time, we also managed to successfully reduce the water content in the residue, effectively increasing waste residue value and reducing transportation costs. In 2021, we reduced 982 tons of soybean residue and 250 tons of tea residue. As well as this, we completed the installation of a sludge dryer in Xinshi General Plant which reduces the water content of sludge by more than 50%. In 2021, we successfully reduced 1,376 tons of sludge and our sludge can be used as organic fertilizer after composting.

Finally, in terms of the downstream value chain, as we emphasize the proper waste removal by the vendor, waste generated by Uni-President is removed and recycled by a legal vendor. For waste that may be reused for food, we have clear regulations in place that prohibits its use in food reprocessing or to be used as food to ensure food safety. In addition, in order to strengthen the flow tracking of waste, we use a GPS system to clearly track and inspect the flow of waste, resources, and hazardous waste generated by each plant. The inspection includes treatment of waste and resources, waste storage approaches, disposal records, flow, and transportation licenses. In 2021, a total of 17 waste, resources, and hazardous waste treatment companies were inspected, with a total of 91 tracked. There were no violations discovered in the inspection and tracking results. In addition, we have marked waste classification on products and have also established easy-to-tear labels for specific products such as Chai Li Won tea range. For the tracking records of waste and resource flows for the past 3 years, please refer to Appendix I – ESG Information.

Uni-President Value Chain Waste Flow Chart



Key Items for Waste Treatment Plant Inspection



Treatment method of waste and resources



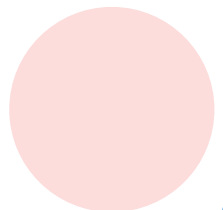
Waste storage method



Removal record



Permit for removing waste

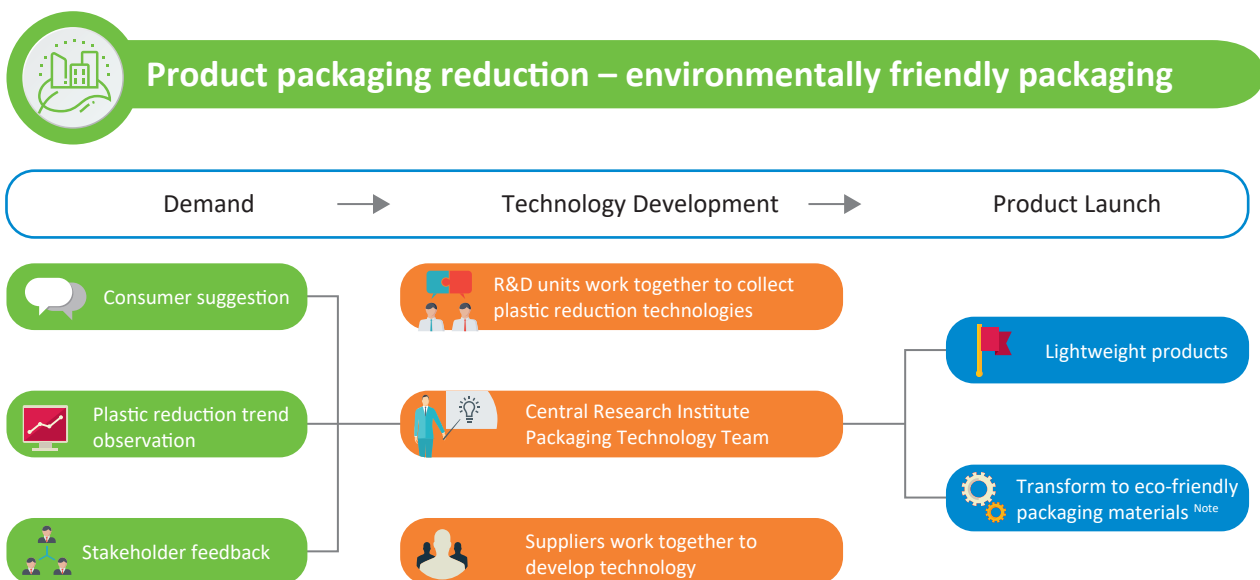


3.5 Packaging Materials Management

GRI 301-1

For many years, we have been making every effort to improve the sustainability of our product packaging materials. In response to the global trend of plastic reduction, waste reduction and recycling in recent years, the Packaging Technology Team takes a proactive approach to increase the use of environmentally friendly packaging materials and reduce packaging materials. Not only do we purchase internationally recognized sustainable and environmentally friendly packaging materials, we also regularly review the feasibility of optimizing existing product packaging materials. Although Taiwan’s recycled plastic food packaging regulations have not yet been adjusted to follow the global plastic reduction trend, we still proactively seek any possible plastic reduction methods to gradually reduce the use of plastic under the basis of ensuring food hygiene and safety.

Packaging Materials Management and Product Development Process



Note: The change to environmentally friendly packaging materials includes the use of reduced plastic products and environmentally friendly packaging materials. For example, polystyrene bowls of Imperial Bowl Instant Noodles have been changed to paper bowls.

In 2021, 18,488 tons of plastic was used, with PET, PP, and PE accounting for more than 97.42% of the total amount. This year, the use of plastic showed a slight increase, mainly due to the fact that PET bottles for oil were included for inventory. (for plastic usage in the past 3 years, please refer to Appendix I – ESG Information)

Three major projects were divided for this year’s plastic reduction programs: The first – replacement of packaging materials and lightweight products. We will change heat and pressure resistant bottles to carbonated soft drink bottles for Apple Soda. Based on the estimated annual sales of 6.48 million bottles for 2022, a total PET usage of 47.3 tons/year is reduced. We also plan to reduce the thickness of the PE laminate layer of containers for instant noodles (Ah-Q, Wakuwaku, Uni-President Minced Pork Flavor Instant Noodles), successfully reducing 9.5 tons of plastic usage. The second – an attempt to adjust the sales model. This year, we introduced full-case mineral water products with any labels. We reduce the use of PP and facilitate product recovery to increase the value of recycled materials by removing single-bottle labels and adopting to full labeling on the outer box. The third parts are the research and development of technology. We completed the feasibility of the application for PET bottle cap to stay on after opening, while at the same time keeping a close eye on the trend of international regulations as a reference for future product development. Meanwhile, we have introduced biodegradable plastics and applied related materials to ice product packaging materials. Finally, r-PET was tested in PET bottle labels this year, and 30% replacement was completed during our testing phase. If r-PET is introduced into products, the use of 120 tons of new PET materials are expected to be reduced per year. In the future, we will continue to promote plastic packaging material reduction by planning to design product packaging in the direction of single-materials and easy recycling. As well as this, we will also evaluate the possibility to introduce vegetable-sourced plastics to reduce the product’s carbon footprint.

2021 Uni-President Packaging Management Achievements



Development of
eco-friendly
packaging technology

- Stay-on-cap technology for PET bottles
- Biodegradable PLA material technology
- r-PET labeling technology



Lightweight
alternative packaging
materials and
products

- PE lamination thinning for Instant noodle paper containers
- Change in Apple Soda bottles to carbonated soft drink bottles



Change in sales
pattern

- Pure water bottles sold in boxes without labels

Packaging change for Apple Soda



Classification	Heat and pressure resistant (HPR) bottle	Carbonated soft drink (CSD) bottle
Bore-type		



4

Building a Healthy and Happy Workplace



4.1 Talent Development Management

4.2. Occupational health and safety

Building a Healthy and Happy Workplace

Employees are the most important assets of a company. At Uni-President, we regard employees as partners for our sustainability and systematically outline a blueprint for talent cultivation with a pragmatic and long-term management perspective. Our policy direction of human resources is to find the right talent for the right job, keep up with the times, and labor–management harmony and develop human resources programs based on this policy. We have a dedicated group in place to proactively recruit outstanding talent of all nationalities, with a central aim of integrity and competence upon recruitment. We strive to enable employees to play to their strengths in the right position so that they can grow along with the Company, creating a win-win situation.

4.1 Talent Development Management

GRI 102-8, GRI 102-41, GRI 401-1-401-2, GRI 404-1-404-2, GRI 405-1

We are a strong believer in “talent is the foundation that enables a company to grow.” Based on the concept of “empowerment,” we are committed to shaping a reasonable and fair workplace and we share business achievements with our employees, while providing diverse benefits. Furthermore, we abide by “professional cultivation, career development, and lifelong learning” principles, and deepen our talent capital by recruiting elites with different areas of expertise, achieving the objective of “right talent, right job,” further strengthening the Company’s competitive advantage. Meanwhile, we maintain open channels for labor–management communication. We also comply with the labor regulations to build a safe and diverse workplace, while prohibiting any violation against the dignity, human rights and any form of discrimination against employees to continue. By doing so, we hope to shape a robust business style and corporate culture, enhancing the competitive advantages of the employee and the Company.



Vision and concept

- ✓ Provide comprehensive employee benefits
- ✓ Create a fair work environment
- ✓ Cultivate talent capital



Management Target	Achievement Rate	2021 Key Achievement
Create a reasonable and fair workplace	✓ Achieved	Optimized internal management regulations and procedures
Diversified talent in Uni-President	✓ Achieved	Recruited business partners and foreign employees regardless of their education, major through multiple recruitment outlets

4.1.1 Diversified recruitment for right talent, right job

As a means to meet the Company’s talent needs, a number of recruitment channels have been established. Moreover, we continue to expand our recruitment for the Group’s business partners. To ensure the safety and health as well as the flexibility of participants, our recruitment and interviews have been conducted online since 2021.

We support and encourage local talent employment and give priority to local people upon recruitment. In 2021, the percentage of Taiwanese employees was 98.8% and non-Taiwanese employees 1.2%. In terms of this year’s recruitment results – we recruited a total of 276 newcomers in 2021, accounting for 5.1% of the total number of employees; among them, 62 newcomers were recruited via the Uni-President Group Business Partner Recruitment Program. The Program is aimed at recruiting potential jobseekers to become our business partners, with an acceptance rate of 7.07%. Not only do we provide platforms for the Group’s diverse businesses, but we also increase the opportunities to develop into a full range of lifestyle industries. While our partners are achieving their personal career development, we jointly pursue and create a beautiful life for the future.

Thanks to our robust management experience and competitive compensation and benefits, we continue to demonstrate our determination with respect to future investment and sustainable management. In doing so, employees are confident in the Company’s current status and future, further increasing their loyalty to stay with us. In 2021, employees who left the Company accounted for 5.53% of the total number of employees. Among these, 50% were employees who retired due to their age. We do not set age limits when it comes to human resource applications as we value competence and performance. Additionally, we expanded our recruitment of business partners and overseas talent in line with the business development in order to strengthen the width and depth of our human resources, striving for the joint continuous growth of both individual career development and corporate development.

Employee Age Distribution

Total number and ratio of full-time employees								
Age	Taiwanese				Non-Taiwanese			
	Male	Ratio	Female	Ratio	Male	Ratio	Female	Ratio
<30 years old	431	7.97%	266	4.92%	44	0.81%	5	0.09%
31–50 years old	1522	28.15%	1182	21.86%	16	0.30%	0	0%
>51 years old	1308	24.19%	633	11.71%	0	0%	0	0%
Total	3261	60.31%	2081	38.49%	60	1.11%	5	0.09%

New employees

Total numbers and ratio of new employees								
Age	Taiwanese				Non-Taiwanese			
	Male	Ratio of new employees	Female	Ratio of new employees	Male	Ratio of new employees	Female	Ratio of new employees
<30 years old	137	2.53%	69	1.28%	0	0%	0	0%
31–50 years old	44	0.81%	24	0.44%	1	0.02%	0	0%
>51 years old	0	0%	1	0.02%	0	0%	0	0%
Total	181	3.35%	94	1.74%	1	0.02%	0	0%

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

Terminated employees

Total numbers and ratio of departed employees								
Age	Taiwanese				Non-Taiwanese			
	Male	Departure ratio	Female	Departure ratio	Male	Departure ratio	Female	Departure ratio
<30 years old	43	0.80%	29	0.54%	0	0%	0	0%
31–50 years old	34	0.63%	19	0.35%	0	0%	1	0.02%
>51 years old	137	2.53%	36	0.67%	0	0%	0	0%
Total	214	3.96%	84	1.55%	0	0%	1	0.02%

Note 1: In 2021, a total of 168 employees were at their retirement age

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

In an effort to create a fair working environment, we make an effort to ensure equal rights and interests of workers. In 2021, there were a total of 85 disabled employees, accounting for 152% of the statutory number^{Note 1} of 152%^{Note 2}.

Note 1: According to Article 38, Paragraph 2 of the People with Disabilities Rights Protection Act, the 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.

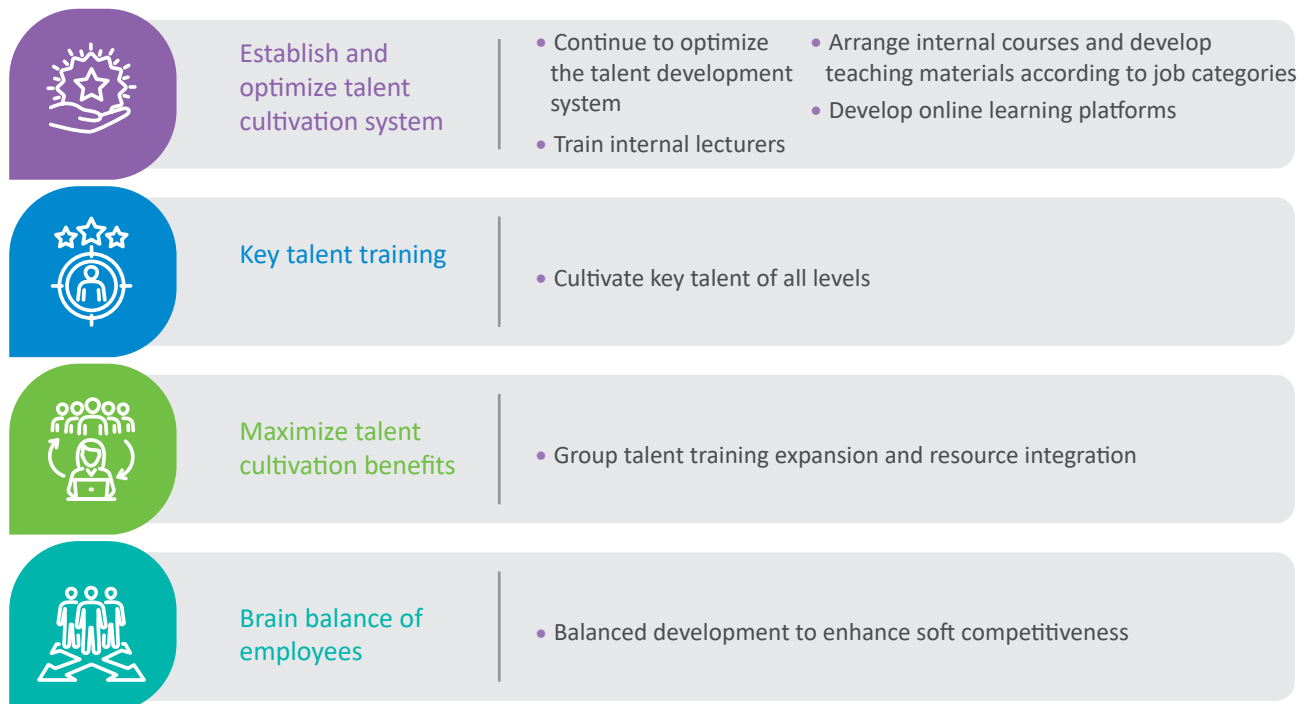
Note 2: Number of hired persons with physical and mental disabilities/% of statutory employment

4.1.2 Building an Employee Career Development Platform

In response to the Company's development, we have adjusted and planned a set of systematic grassroots business training programs in recent years targeting new business partners employed each year. These programs cover customer needs, sales skills and business management. Through practice, rotation and proposals, we deepen the basic marketing capabilities of our business partners. At the same time, we have also adjusted the training of the Group's business partners, making it a more flexible training model and strengthening the connection between training and work.

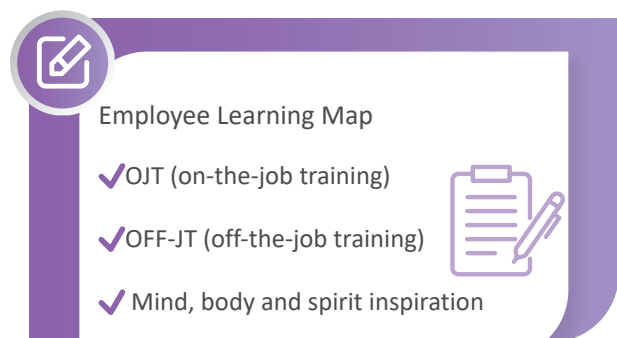
As a means of reinforcing talent cultivation, we continue to improve our systemic learning mechanism, while largely increasing online courses. This way, employees are encouraged to improve their autonomous learning so that they are able to strengthen work capabilities and momentum at all times in order to increase competitiveness. Impacted by COVID-19, the Company initiated home/remote offices. With this, we enhanced IT hardware and software as well as implementing electronic operating procedures. These approaches have enabled employees to simulate remote operations and team backup to ensure uninterrupted operations.

In addition, we have also developed relevant training regulations for employees at all levels. 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.



Employee Learning Map

Uni-President has formed an employee learning map. In addition to the basic OJT (including production technology training, business marketing training, human resources training, research and development, and financial accounting training), we also proactively implement OFF-JT that aligns the market with contents including regulatory compliance, food safety/occupational safety environmental safety, brand marketing, management strategy and management. Aside from functional training, we also provide diverse self-initiative courses, covering contents including aesthetic taste, physical and mental growth, hoping employees increase their quality and inspire new ideas.



2021 Training Plan Effectiveness

In 2021, Uni-President invested NT\$8.8 million in employee learning resources, equivalent to an average investment of NT\$1.6 thousand per employee. The amount of investment was lower than 2020 due to the adjustment of the training model in response to COVID-19 and a larger number of online courses added. This way, employees are encouraged to improve their autonomous learning so that they are able to strengthen work capabilities and momentum at all times in order to increase competitiveness. Despite the lower training funds and hours, the minimum training hours required for management personnel at all levels were still maintained at the same high completion rate compared to before the pandemic; hence, training requirements were met. In the future, we will continue to elevate the quality of courses and introduce new learning tools, while also introducing diverse virtual/real integrated learning models to meet the new global trend of digital learning.

2021 Key Courses

In response to the trend of governance, we have planned six types of courses associated with the regulatory compliance of ethical management, food safety, accounting, environmental safety and information. By doing so, we help employees strengthen and improve relevant professional knowledge. In addition to our own education and training, we also provide external courses. This enables our employees to be able to expand their horizons and broaden their perspectives, further maximizing the benefits of education and training. In 2021, we provided a total of 127,060.3 training hours received by 55,664 employees.



2021 Important courses

	Total number of hours	Total number of persons
I. Courses related to corporate ethical management regulatory compliance, including corporate governance, corporate spirit and corporate culture	22,760.8	8,911
II. Courses related to food safety & health management and testing	37,487.5	18,475
III. Courses related to accounting and internal control systems	2,587.0	845
IV. Related courses organized by the Board's secretariat and audit office	1,093.5	256
V. Courses related to environmental safety and health	60,186.5	26,035
VI. Courses related to personal data security and information security	2,945.0	1,142



2021

- ✓ Total hours of training reached 127,060.3 hours
- ✓ A total of 55,664 employees received training

Key Job Rotation and Experience Sharing

For senior employees who are due to retire, we have set up an aide position for them to pass down their experience and build up a talent pool for the Company in an effort to prevent experience gaps.



Experience Inheritance

1. With dual career development of management and aide, the right of any talented employees to switch positions is respected. We encourage management talent to become an aide for experience inheritance and aides to become management personnel to take on challenges. This way, employees are able to develop according to their special qualities and expertise, putting their strengths into play.
2. We have established a talent pool for key positions and plan regular duty rotation to enhance talent development and experience inheritance. By taking this approach, we hope to develop the global mindset and management ability of supervisors at all levels.
3. We make an effort to develop a team of internal instructors and refine physical and online teaching techniques. Additionally, we also develop internal professional and management cases in order to pass down company knowledge and experience.



4.1.3 Comprehensive Remuneration Benefits

We have established a competitive market remuneration system to provide employees with a better life and a better work environment. Since 2017, we have been included as a constituent of the TWSE RAFI® Taiwan High Compensation 100 Index. Meanwhile, we regularly carry out checks of differentiated wages and review market conditions to ensure that employees are provided with the protection they deserve. By doing this, we hope to enhance employee benefits and look after their basic family life, enabling them to see the value of their work so that they can grow and move forward with us.

Remuneration System

As Uni-President provides a reasonable and fair workplace, its remuneration system is designed to attract, motivate, retain and cultivate talent. According to the job content, performance and contribution of each employee, we conduct differentiated salary evaluation, salary adjustment and bonus payment. We also perform regular salary market surveys and review our existing salary and bonus systems to ensure the Company’s salary standards. Not only does this meet the labor market’s salary standards, but it also helps us have more competitiveness in the labor market. We also adopt the principle of equal pay for equal work, such as equal starting pay for men and women as well as foreign and domestic workers.

The information on the average salary of full-time employees in management positions and the median salary of full-time employees in non-management positions in 2021 is as follows.

Year	Full-time employees in non-management positions	Average salary of full-time employees in non-management positions (NT\$ thousand)	Median salary of full-time employees in non-management positions (NT\$ thousand)
2021	5,297	1,217	1,043
2020	5,270	1,235	1,051
Difference	27	-18	-8

Note: Full time employees in management positions are not managerial officers as defined in Letter Tai-Cai-Zheng (3) No. 0920001301 and whose working hours meet the specific normal hours required by the Company.

Welfare system

We have introduced comprehensive welfare policies for employees, covering hardware and software facilities and activities covering food, clothing, accommodation, transportation, education, and entertainment, in order to take care of employees and build a happy workplace. Our welfare measures include the following:

<div style="background-color: #009682; color: white; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;"> Welfare facilities </div> <p>Staff dormitory, parking lot, canteen, lactation room, library, recreation room, social hall, billiard room, pool room, basketball court</p>	<div style="background-color: #009682; color: white; border-radius: 15px; padding: 5px; margin-bottom: 10px;"> Paid maternity leave <small>(operators who are 32 weeks or over)</small> </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; text-align: center;"> Better than provided by regulation </div>
<div style="background-color: #4CAF50; color: white; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;"> Benefits and allowances </div> <p>Labor and health insurance, group insurance, employee travel subsidy, marriage subsidy, childbirth subsidy, child education subsidy, funeral subsidy, retiree allowance, birthday allowance, three major festival allowances, as well as fixed refurbished products and employee health examinations</p>	<div style="background-color: #4CAF50; color: white; border-radius: 15px; padding: 5px; margin-bottom: 10px;"> Maternity leave </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; text-align: center;"> In line with regulatory requirements </div>
<div style="background-color: #9C27B0; color: white; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin-bottom: 10px;"> Other </div> <p>Refurbished products and staff discounts on Uni-President products, statutory maternity leave, paternity leave, and parental leave. For instance, if an operator is pregnant for over 32 weeks, she may apply for paid maternity leave</p>	<div style="background-color: #9C27B0; color: white; border-radius: 15px; padding: 5px; margin-bottom: 10px;"> Paternity leave </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; text-align: center;"> In line with regulatory requirements </div>
	<div style="background-color: #FF9800; color: white; border-radius: 15px; padding: 5px; margin-bottom: 10px;"> Parental leave </div> <div style="border: 1px solid #ccc; border-radius: 15px; padding: 5px; text-align: center;"> In line with regulatory requirements </div>

4.1.4 Smooth Labor–Management Communication and Employee Rights Care

At Uni-President, we attach great importance to employee relations and have been proactively setting up diverse two-way communication outlets – union representative meetings, sexual harassment prevention and control hotline, performance and grievance team, reward and discipline grievance procedures, labor–management meetings, emails, events, and internal and external publications. In addition, we support and abide by internationally recognized human rights standards and principles, including the Universal Declaration of Human Rights, United National Global Compact, and International Labour Organization, and Declaration of Fundamental Principles and Rights at Work. We also follow local laws and regulations to end all human rights violations. Our self-formulated human rights policy applies to all units within the organization. We treat employees and customers with dignity while continuously improving and enhancing the management of human rights-related issues.

Emphasis on Human Rights Issues

Furthermore, we pay extra attention to issues relating to human rights, including the ban on child labor and forced/compulsory labor, the right to freedom of association, non-discrimination, bullying or harassment, and provision of a safe, hygienic, and healthy work environment. No operating procedure of Uni-President violates human rights issues mentioned above. In addition to internal examination, we also specify human rights-related standards in the contract signed with suppliers (vendors), including prohibition of child labor, prohibition of forced labor and employee’s freedom of assembly and association. Furthermore, we also conduct on-site audits on a regular basis in accordance with the assessment measures to ensure proper implementation of human rights protection. No violations of human rights occurred in 2021.

Labor–Management Communication and Performance Evaluation

To proactively protect the freedom of assembly and speech of our employees, we formed the Uni-President Trade Union over 40 years ago. As of the end of 2021, members of the Trade Union totaled 5,407, accounting for 100% of the total number of employees. The Trade Union’s highest mission is to protect and fight for the rights and interests of its members and its results of negotiations are presented in a cultural form of “Group Agreement,” which was resolved and passed by the 12th board meeting of the 18th board held on 2020/11/11, with a validity period running from 2021/1/1–2023/12/21. The employees and employers share high consensus and hold a labor–management meeting every 3 months. The labor–management meeting consist of nine representatives from the labor side and nine from the management side in order to maintain two-way communication, continuing to construct a win-win situation with regards to labor environment and conditions.

In an attempt to promote labor–management interaction and communication, we perform a review and evaluation on employee career development once a year to help and understand the goals and plans for employee career development. In 2021, all employees of Uni-President, regardless of position and gender, received a regular performance appraisal.




4.2. Occupational health and safety

GRI 403-1-403-7, GRI 403-9

At Uni-President, we vow to construct a safe, comfortable, healthy and hygienic working environment and ensuring the safety of all employees is our work safety management principle. At the same time, we uphold the industrial environmental protection policy of “respect for life, environmental safety discipline, risk management, pollution prevention, green procurement, audit and counseling, performance management, safety culture, communication mechanism, and continuous improvement” in order to achieve the objective of “zero work accidents.” As Uni-President values the safety and health of employees, we have formulated inclusive measures and implementations in terms of traffic safety for employees going to and leaving work, pre-employment physical examination as well as annual health examination. We also promote safety education, the maintenance and repair of machinery and equipment, the use of protective equipment, as well as establishing the work safety code for field operators. By taking this approach, we fully improve the overall safety quality and build a safe and comfortable work environment.

4.2.1 Management Strategies

In an effort to enhance and implement occupational safety concepts amongst employees, we continue to promote various types of occupational education and training and case studies through systematic safety and health management and healthcare management. With respect to vendors, all contracted and outsourced operators working in Uni-President’s plants are regarded as Uni-President employees. All employees are required to comply with the same safety and health regulations. Each year, we organize seminars to promote work safety to vendors, enabling both parties to communicate and exchange views. Construction safety inspection is carried out by the Work Safety Office, Engineering Department and Work Safety Section of the General Plant/Industrial Park. Through counseling and inspection, we prevent the occurrence of workplace disasters. Meanwhile, we also improve safety quality by implementing “self-protection, mutual protection and monitoring” to continue to make improvement, hoping to achieve the ultimate goal of a “disaster-free workplace.”



Vision and concept

- ✓ Improve safety quality
- ✓ Employee physical and mental health
- ✓ Disaster-free workplace



Work safety goals, implementation status and work safety budgets

Management Target	Work Safety Goal	Work Safety Implementation Result	Work Safety Annual Budget
Build a disaster-free workplace	(1) 0 occupational disasters (2) 0 work safety violations	(1) 5 occupational disasters (2) 2 work safety violations	1. Yongkang General Plant: NT\$4.61 million 2. Xinshi General Plant: NT\$16.85 million 3. Taichung General Plant: NT\$0.61 million 4. Yangmei General Plant: NT\$16.04 million 5. Zhongli General Plant: NT\$9.32 million 6. Hukou plant: NT\$4.90 million Total NT\$52.33 million

4.2.2 Occupational Health and Safety Management System

The occupational safety and health management system identifies hazards, assess risks and control hazards using safety observation techniques. It reduces the risk of occupational disasters to continue to improve operations while reducing the risk of occupational hazards to employees. Uni-President's Yongkang General Plant, Xinshi General Plant, Taichung General Plant, Yangmei General Plant, Zhongli General Plant, and Hukou General Plant have all passed ISO 45001 and CNS 45001. The scope of management includes all employees and workers, while the scope for workers includes outsourced vendors, raw material vendors, drivers, and temporary workers. Moreover, a production management system diagnostic meeting is held twice a year to carry out each department's work safety management report and exchange in order to proactively implement employee safety and health management care, increasing the corporate safety and health culture.

ISO 45001 Occupational Safety and Health Management System Promotion



Policy Objectives

- ✓ Compliance with the laws and regulations
- ✓ Popularize security awareness
- ✓ Strengthen communication and consultation
- ✓ Stress on management
- ✓ Prevent injury and disease
- ✓ Continue to improve performance

Occupational Safety and Health Committee

The Company has established an Occupational Safety and Health Committees for the entire company and general plants/industrial parks, with labor representatives accounting for one-third of all members, as required by the law. A Committee meeting is held every three months to review occupational safety and health-related matters. With the COVID-19 pandemic affecting the entire world this year, these Committees will continue to promote and adjust operations to minimize the impact of the outbreak. At the same time, through equipment inspection, operational environment survey, and employee health examination follow-up, these Committees aim to reduce the occupational safety and health risks of workers.



Total members in the
Committee



Number of workers in
the committee



2021 Important Resolutions of Uni-President's Occupational Safety and Health Committees



The Company's Safety and Health Committee

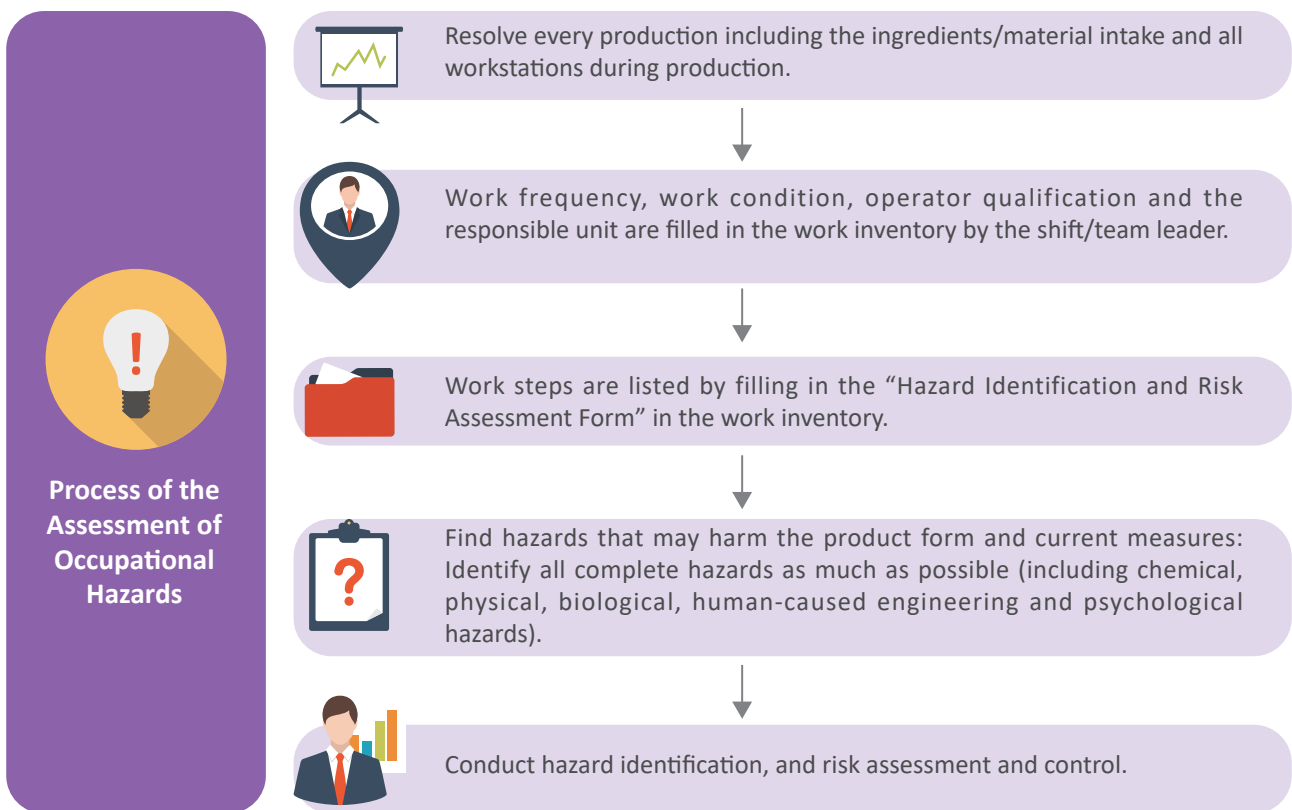
1. To explore how to prevent an unsafe environment and equipment as well as unsafe behaviors
2. To ensure the safe management of equipment to prevent the occurrence of accidents
3. To promote "Uni-President Traffic Safety Day" and defensive driving training to enhance traffic safety and defensive driving concepts and awareness among employees, further preventing the occurrence of traffic accidents

Occupational Safety Performance

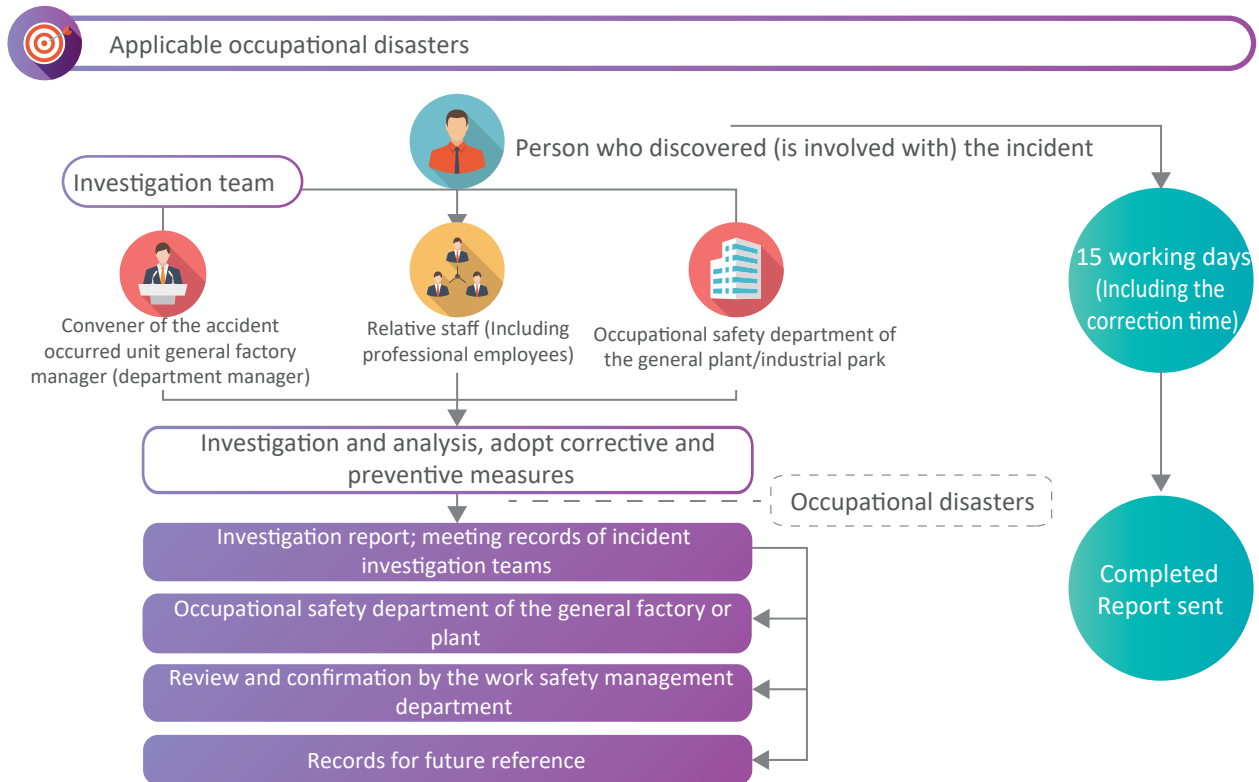
At Uni-President, we insist on promoting the ISO 45001 occupational safety and health management system. We use a technological safety and health management system, combining education and training, case study promotion, cross-check audits and independent proposals, and work safety experience perception activities to increase the safety awareness of all employees, while implementing graded guidance and audits. We will continue to implement the safety and health management system and regulations in order to enhance and improve management performance. Moreover, by implementing employee safety and health management care, we ensure zero work disasters.

In 2021, the disabling injury frequency rate for employees was 0.43 and the disabling injury severity rate was 47; the disabling injury frequency rate for workers was 0.40 and the disabling injury severity rate was 44, considerably lower than the disabling injury frequency rate and disabling injury severity rate (note) for the food and feed manufacturing industry announced by the Ministry of Labor in 2021. These figures show that the Company's occupational health and safety performance for this year was good. For more information, please refer to – ESG information – Safety and Health Analysis for Uni-President Employees/Workers.

Note: The disabling injury frequency rate for the food and feed manufacturing industry is 3.27 and the disabling injury severity rate is 67 in 2021.



Accident investigation and handling process



Major Types of Occupational Injuries	No. of Injuries (persons)		
	2019	2020	2021
Other (physically unwell, being hit)	1	1	0
Caught by/rolled into machinery	3	1	4
Cut/slashed	0	0	0
Falls	4	3	1
Contact with high/low temperatures	1	0	0

Explanation: There were no fatalities between 2019 and 2021.

At Uni-President, the occupational safety of employees is our top priority. We take a proactive approach to reduce the risk of occupational safety and health incidents through a number of action plans. Despite our efforts, a small number of occupational injuries occur and a total of 5 occurred in 2021. We do our utmost to review each occupational injury to prevent repetition. The main cause of occupational injuries this year were being caught by and rolled into machinery and falling. After review, we made improvements based on three aspects:

- 1. Equipment improvement:** Adding equipment protection guards and adjusting equipment monitoring facilities and disinfection hole covers to independent and closed type, and installing safety interlock devices to avoid the sudden start-up of equipment during maintenance.
- 2. Operational improvement:** Adjusting passage width and equipment position and strengthening equipment change management and risk evaluations.
- 3. Education and training:** Strengthening the operational competence of equipment maintenance; incorporating accidents into the education and training of occupational safety for all employees to prevent the recurrence of the same accidents in the future.

4.2.3 Raise Occupational Health and Safety Awareness

Internal education and training

As a means to build and strengthen the company's awareness regarding occupational safety, we have specially designed 15 SOP teaching proposals to lay an occupational safety foundation targeting work safety issues. These include fire safety equipment management, hot work management, emergency response management, employee health monitoring management, operating environment monitoring management, hazard assessment and risk evaluation as risk control management, hazard management, change management, confined space management, constructed work safety and health management, electrical safety management, outsourcing constructor safety and health management, safety observation management, forklift safety management and free radiation safety management.



2021 Courses related to occupational and environmental safety

- ✓ A total of **60,186.5** course hours
- ✓ A total of **26,035** employees participated in the courses

Sharing and exchange

Uni-President has been in long-term collaborative relationships with Labor Affairs Bureaus of various counties and cities. By upholding the spirit of "large factories leading small factories," we provide "Safety and Health Family education and training" to contractors of the Safety and Health Family and plant managers as well as safety and health management personnel of Uni-President. Through experience inheritance, two-way communication and on-site counseling (counseling for family members suspended due to COVID-19), we help family members to establish a comprehensive safety and health management mechanism and improve occupational work safety facilities in order to prevent occupational disasters. By doing this, we can strengthen the capabilities of the Company to identify the characteristics of operational hazards and prevention so that occupational safety and health concepts can be incorporated in their lives. In 2021, Uni-President received various work safety awards from government bodies, showcasing the Company's recognition for its efforts and achievements in occupational health and safety.

2021 Awards

Yongkang General Plant –
Safety and Health Family



2021 Safety and Health Family Performance
Award of **Excellence**

Xinshi General Plant –
Safety and Health Family



2021 Safety and Health Family Performance
Award of **Excellence**

Xinshi General Plant – Healthy Workplace
Certification by Ministry of Health and Welfare



**Extension for Health Promotion
Mark passed** in 2021

4.2.4 Building a Healthy Occupational Environment

Health Examination, High Risk Occupational Disease and Management Response

We value highly the safety and health of our employees and perform employee health examinations on a regular basis. In 2021, we invested approximately NT\$7 million in employee health examinations, which were received by 5,248 employees. Based on their 2021 health examination reports, we analyze and follow-up any abnormal items. Related response and improvement measures are currently being carried out for employees with high BMIs, high risk of cardiovascular disease, and metabolic syndrome.

Health Examination Abnormality	Cause	Improvement measures and countermeasures
BMI $\geq 35\text{kg/m}^2$	Abnormal dietary and lifestyle habits	<ol style="list-style-type: none"> 1. List it as a single health management indicator item 2. Nurses at the plant perform weekly on-site safety observation on high-risk personnel 3. Encourage weight loss for health 4. Conduct an individual appointment or arrange an appointment with a physician based on the observation result
Personnel with high risk of cerebral cardiovascular disease	Hereditary and abnormal dietary and lifestyle habits in the "3-high" groups	<ol style="list-style-type: none"> 1. Consult with resident physicians to conduct high-risk personnel rankings 2. Nurses at the plant perform weekly on-site safety observation on high-risk personnel 3. Conduct an individual appointment or arrange an appointment with a physician based on the observation result
Metabolic syndrome	Metabolic syndrome is caused by abnormal dietary habits and lack of regular exercise	<ol style="list-style-type: none"> 1. High risk notification reminder for medical treatment 2. Health promotion activities and seminars 3. Health interviews with resident physicians 4. Gentle care by unit managers



National Workplace Safety and Health Week

In 2021, Uni-President conducted education and training on CPR+AED first-aid practices, as well as health promotion courses. The courses included: the prevention of overwork and cardiovascular disease, occupational health promotion and management of new occupational diseases under the Occupational Safety and Health Act. By taking these approaches, we build a safe and healthy workplace for employees.



Furthermore, we also proactively organize health promotion activities mainly through lectures or field exercises. The lectures include “abnormal load – healthy heart and cardiovascular health” and “material health – common issues for newborn care.” Field exercises include “AED education and training” and “emergency response exercises,” with a central aim of building a “healthy and secure” working environment.

COVID-19 care

Uni-President has formed a COVID-19 Crisis Task Force to formulate prevention measures and conducts reviews and amendments on a rolling basis according to the COVID-19 prevention policy of the Central Epidemic Command Center. The planning and practices of the protection of employees are extremely stringent and comprehensive. Please refer to the “Guidelines to Prevent the Spread of COVID-19” announced internally from time to time. Moreover, Uni-President has also implemented a work division mechanism to reduce the chance of getting infection from crowding at certain times.

The Company has been working with psychologists of professional organizations for a long time to provide consultation services to help employees deal with physical and mental problems as well as their general stresses in daily life. At the same time, we also provide seminars for topics such as illness prevention, exercise, and stress relief, which we encourage all employees to take a part in, helping them manage and relieve stress.





Promoted online class focusing on emotions during COVID-19 for growth learning and stress relief

During the period where COVID-19 badly hit Taiwan, the Education and Training Center sped up the launch of various online courses. This approach was aimed to encourage employees to not only learn at work but to also keep pursuing growth through external resources in this digital wave.

In collaboration with Chen Ya-Ping, the Director of the Humanistic Education Foundation/Education Center, the Education and Training Center invited Liu Pei-Shuan, a practicing psychological counselling psychologist from the U.S., to give an online live lecture. Ms. Liu talked with colleagues about how to be aware of their own emotions as well as how to face and deal with emotions.

In the class, Ms. Liu encouraged colleagues to practice being aware of their emotions and how to control them as they arise. Colleagues were asked to stop themselves for a moment each day to become aware of how their body is feeling at that moment and name their emotions. For example, fear, disgust, or joy. Colleagues were advised to observe and evaluate their emotions, be curious and ask themselves: “what information is this emotion trying to convey?”

After the class, the students said that they were able to interact with each other during the class, and that this online class has given people who are shy a great opportunity to speak up. Although the students could not see each other, with the atmosphere being lively, they were relaxed and able to give feedback and ask questions. Furthermore, their personal experience and ideas were also widely shared.

The spread of COVID-19 not only limited people’s movements, but it also put a lot of pressure on people in terms of their mental health. By organizing an online class for coping with emotions, our colleagues were able to talk about their moods and be more aware of their feelings. Not only did this relieve their physical and mental tensions, but at the same time we kept up with the times, becoming a digital player.



▲ Ms. Liu invited students to elaborate on where in the body the emotions were coming from



▲ Through live online teaching, students were guided to think about how to deal with emotions at the moment

5

Creating a Healthy and Happy Tomorrow



5.1 Preventive Medicine and Nutritional Care

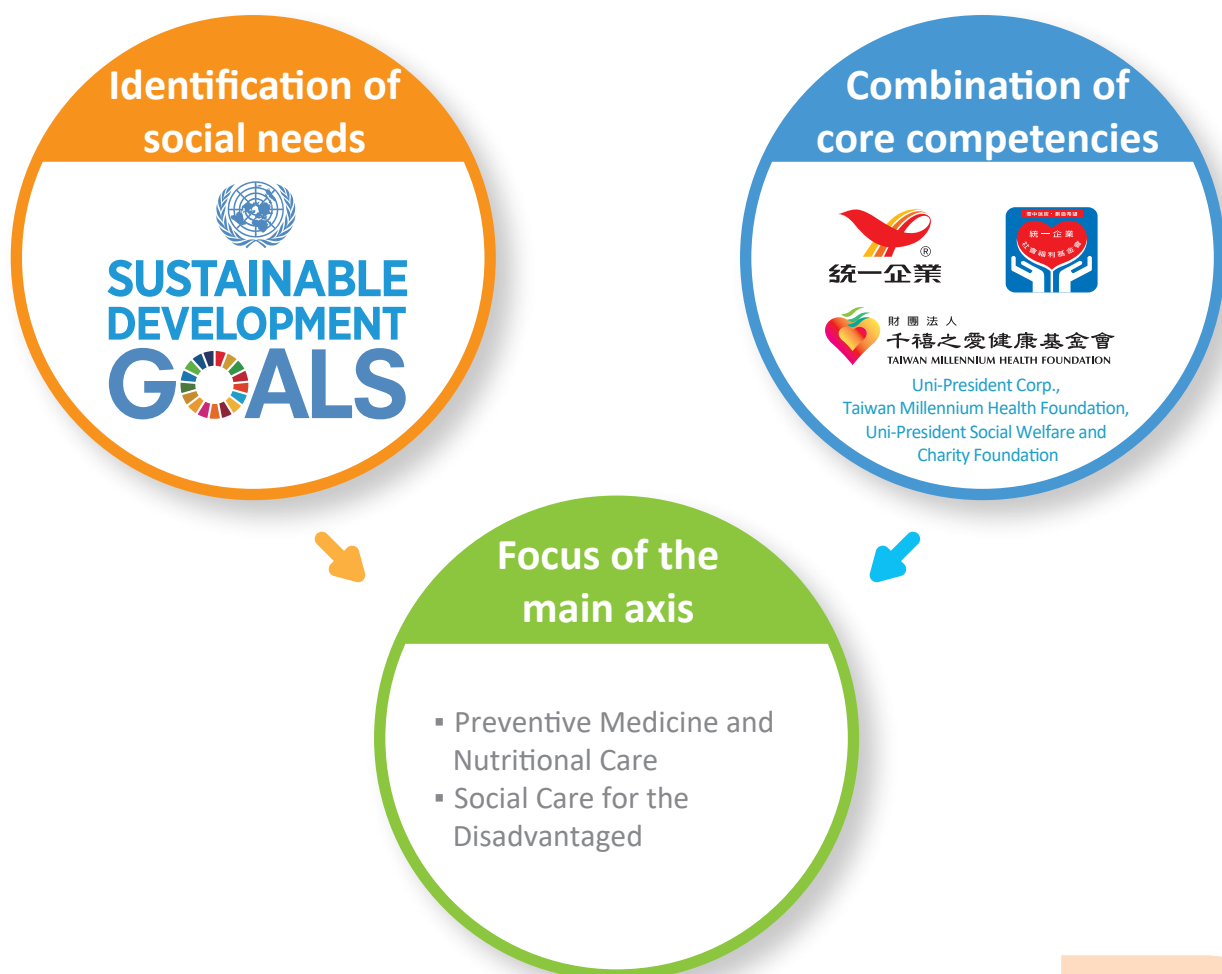
5.2 Social Care for the Disadvantaged

5.3 Connecting Uni-President Group to Expand Influence

Creating a Healthy and Happy Tomorrow

We abide by the principle of “what is taken from society should be used in society.” The foundation of an enterprise’s sustainable development is to be on par with government policies and social demands, as well as helping support social development according to the enterprise’s core competencies. 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”). By linking the Group’s companies, we encourage our colleagues to be closer to the public by caring for disadvantaged groups in society and promoting preventive medicine and nutritional care. Furthermore, we also 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. Additionally, our employees are dedicated to contributing their efforts to public welfare activities. While the efforts of our employees are rewarding, the Group’s corporate culture can also be more integrated and recognized, as this is fundamental to corporate sustainability.

The Management Framework of Uni-President’s Social Impact



5.1 Preventive Medicine and Nutritional Care

GRI 413-1

In an attempt to raise awareness of self-health management among the public, we aim to reduce the country’s medical expenditures in response to the looming aging society. Based on its philosophy at establishment, the Taiwan Millennium Health Foundation promotes social education, research and development and academic exchanges to facilitate nutritional health and preventive medicine. By doing so, we hope to build up the concept of “prevention over treatment” in the public, further establishing a healthier diet and lifestyle to reduce the risk of chronic diseases and building a healthier society.

It has been an ongoing effort of the Taiwan Millennium Health Foundation to focus on “lifestyle diseases” that significantly affect the health of Taiwanese people. Among these diseases, the main theme of the campaign is “metabolic syndrome,” a pre-morbid condition of three chronic diseases that account for more than one third of the top ten causes of death in Taiwan. Based on this, since 2006, the Foundation has adopted three major communication strategies: mass media, community outlets and school education. We have – launched “Millennium Blood Pressure Stations” and “National Health Day” to foster the idea of “self-checking” targeting anyone aged between 35 and 55; promoted “80–90cm Waist Measurement Day” and “Health Campaign at the Campus” to raise the public’s awareness of risk indicators; strengthened medical knowledge and education by holding a “preventive medicine seminar”; and held “My Plate, My Healthy Color” event to enhance nutritional awareness. By doing this, we have performed in-depth communication with the public, urging them to understand and pay attention to metabolic syndrome.



Promotion of self-testing

- Millennium Blood Pressure Station
- National Health Day



Promotion of risk indicators

- 80–90 cm Waistline Measurement Day
- Health Campaign at the Campus



Medical knowledge education

- Preventive Medicine Seminar



Nutrition awareness improvement

- My Plate, My Healthy Color

From 2018, in response to the risk of death subject to disability among the elderly population, the Foundation invested in the second initiative “sarcopenia prevention.” The mid- to elderly group aged over 50 were urged to pay attention to muscle strengthening exercise and nutrition concepts. By taking this approach, we hope to tackle the incidence of sarcopenia so that old people’s quality of life can be enjoyable.

Taiwan Millennium Health Foundation Annual Results on Preventive Medicine Promotion

Purpose	Topic	2021 Implementation Details
Promotion of self-testing	Millennium Blood Pressure Station	<ul style="list-style-type: none"> 315 general-stations, providing free blood pressure monitors, waistline tape measures and health education leaflets 15 more Millennium Smart Blood Pressure Stations were added, taking the total to 25 stations. The public is able to store and query their blood pressure by using icash/EasyCard/iPASS or their personal mobile phone number as a carrier
	National Health Day	<ul style="list-style-type: none"> Due to COVID-19, physical activities were stopped; instead, we organized online metabolic syndrome awareness games so that health education and promotion was uninterrupted. The online 9-grid game saw a total of 48,000 participants
Promotion of risk indicators	80–90 cm Waistline Measurement	<ul style="list-style-type: none"> The Group's 17 affiliated companies also took part and distributed 965,000 sticky tape measures to people who received the vaccine at 7 major hospitals across Taiwan 32 influencers and 11 county and city mayors responded on social media platforms, reaching 35 million fans
	Health Campaign at the Campus	<ul style="list-style-type: none"> A total of 56 elementary schools in Taiwan took part in the competition for the Health Campaign at the Campus by filling in parent/child waistline measurements. A total of 10 elementary schools were selected for finals. Due to the pandemic, the competition was delayed until March–April 2022.
Medical knowledge education	Preventive Medicine Seminar	<ul style="list-style-type: none"> 1 physical seminar held with a total of 260 participants Completed the making of 18 "Online Luncheon with Renowned Physician" online programs, with a maximum of 66 viewers online at the same time, and the average number of replay views was 10,000 viewers/video.
Nutrition awareness improvement	My Plate, My Healthy Color	<p>Nutrition awareness improvement:</p> <p>As a means to increase the understanding of "My Plate" initiated by the Health Promotion Administration, online games on Facebook were designed to remind people of their nutritional intake. More than 14,000 took part in the game.</p>

5.1.1 Millennium Blood Pressure Station and National Health Day

Millennium Blood Pressure Station

According to the 2020 top 10 causes of death among Taiwanese people, metabolic syndrome is associated with heart disease, cerebrovascular-related diseases, diabetes, hypertension and kidney disease, with a mortality rate of 31.4%. To provide equipment for community residents to prevent metabolic syndrome, we have worked with 7-ELEVEN's Good Neighbor Foundation since 2008 and established a Millennium Blood Station at selected 7-ELEVEN stores. There are 315 general-type stations providing free blood pressure monitors, waistline tape measures and health education leaflets. In an attempt to make blood pressure control more common, while in step with the convenience brought about by a digital era, we established Millennium Smart Blood Pressure Stations in 2018. At present, there are 25 stations across Taiwan and the public can easily check and save their blood pressure data by using icash/EasyCard/iPASS or their personal mobile phone number. Moreover, their blood pressure records can be printed out for free at ibon's "Life Service."

National Health Day

Each year, the Millennium Blood Pressure Station holds the National Health Day at 7-ELEVEN across Taiwan; it is the largest self-organized community health screening event for metabolic syndrome in Taiwan. In 2020, we launched paperless records for the first time, with measurement results uploaded onto the event website. While we care for our own health, we also reduce paper consumption to reduce negative impact on the environment. Due to the COVID-19 spike in 2021, Blood Pressure Stations at stores were closed with activities canceled. Instead, online metabolic syndrome awareness games were organized by designing a 9-grid game to raise the awareness of metabolic syndrome and waist circumference standard value among the public, enabling to keep health education promotion going. The online 9-grid game saw a total of 48,000 participants, a significant increase of 324.1% compared to 2020.

General-Type
Millennium Blood
Pressure Station

315
stations

Millennium Blood
Pressure Station

25stations



Online health education
promotional
campaign of "9-grid game" on
National Health Day

A total of **48,071** people

participated
A significant increase of **324.1%**
compared to 2020

5.1.2 80–90 cm Waistline Measurement Day

Continuing the initiative of the past 2 years, family tape measures were given out on the 80–90 cm Waistline Measurement Day at 7-ELEVEN stores as well as group stores. In the 2021 campaign, free stickers with the waist size standard for men and women printed at the back were also given away. However, due to the escalation of COVID-19, a physical press conference was impossible. Instead, we invited 22 county and city mayors and influencers to advocate the idea of the prevention of metabolic syndrome on their social media pages in order to continue the communication with the public. To advocate the idea – not only should waist circumference be controlled, but the promotion of “Keep Fit to Prevent Serious Illness from COVID-19” was also added in line with the escalation of the COVID-19 outbreak. Health education on how to lose weight and stay away from the 3-highs was provided to reduce the chance of serious illness caused by the infection of COVID-19.

Different from the prior monotony and one-way approaches, the Foundation gathered the chain stores under its affiliated companies to conduct large-scale promotion. In 2021, 17 affiliated companies and brands took part in the waistline tape measure distribution activity. They also made an effort to go out of the Group and gave away 965,000 tape measures and stickers to those receiving their vaccines at 7 major hospitals.

In these past two years, we have also designed online games that incorporated health education concepts, enabling people to remember the tools of prevention and disease standards while looking for answers. In 2021, the Foundation called on well-known figures, including 11 county and city mayors, 9 county and city Public Health Bureaus and 32 influencers as well as fan pages of the Group’s 33 affiliated companies. This activity reached more than 35 million Facebook fans, a huge increase of 75.3% compared to 2020.

5.1.3 Health Campaign at the Campus

Given that advocacy on metabolic syndrome carried out on adults in the past posed limited effects and the obesity rate among school children continues to rise, we decided to educate school children and cultivate them to become the “Family Health Chief.” Through teaching school children how to measure waist circumference and measuring waist circumference of their parents (grandparents) as homework, we are able to achieve the purpose of parent–child co-learning about the prevention of metabolic syndrome. The schools with the highest number of students taking part will be selected for a chance for Open Chan to pay a visit to the school. To date, this campaign has worked with 21 counties and cities around Taiwan with Open Chan visiting 62 elementary schools, coaching over 300,000 parent and school children.

Open Chan’s Health Campaign at the Campus to combat obesity! Due to COVID-19, the visit to 10 schools selected in 2021 will be postponed to March to April 2022.

11

County and city mayors

9

County and city Public Health Bureaus

32

influencers took part

✓ The Group’s 33 affiliated companies jointly promoted the 80–90cm Waist Measurement Day on social media

✓ Reached **35,689,974** people, up **75.3%** from 2020



21

Worked with counties and cities around Taiwan and visited

62

elementary schools

300,000

Coached over parents and school children

5.1.4 Preventive Medicine Seminar

The Foundation strives to promote social education, research and development, international academic exchanges that foster the idea of nutritional health and preventive medicine. From 2011, the Foundation has regularly held seminars on preventative medicine to raise the awareness of “prevention over treatment.” Our regular seminars were impacted due to the pandemic, and only one COVID-19 seminar was held in 2021, which saw a total of 260 participants; the other three seminars were postponed to 2022.

In addition, In response to COVID-19 and the fact that people now tend to learn new knowledge online, we have arranged the “Celebrity Physician/Nutritionist Online Luncheon” online program on Facebook from 2021. The program invited physicians and nutritionists to broadcast live online or record videos, breaking the geographical limitation. This enabled people to listen to the program without having to attend physical seminars. In 2021, we completed the making of 18 videos, including 3 live and 15 pre-recorded interviews with renowned physicians. A maximum of 66 people were viewing online at the same time, with the average number of replay views was 10,597.

18 online videos were recorded in 2021

Videos were watched by

10,000

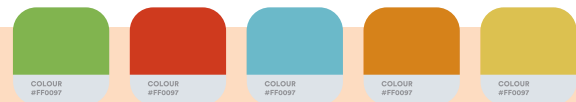
people



5.1.5 My Plate, My Color

As a means to increase the understanding of “My Plate” initiated by the Health Promotion Administration, various online games on were designed. Through a psychometric diet test, people were able to find the healthy food they lacked or should replenish.

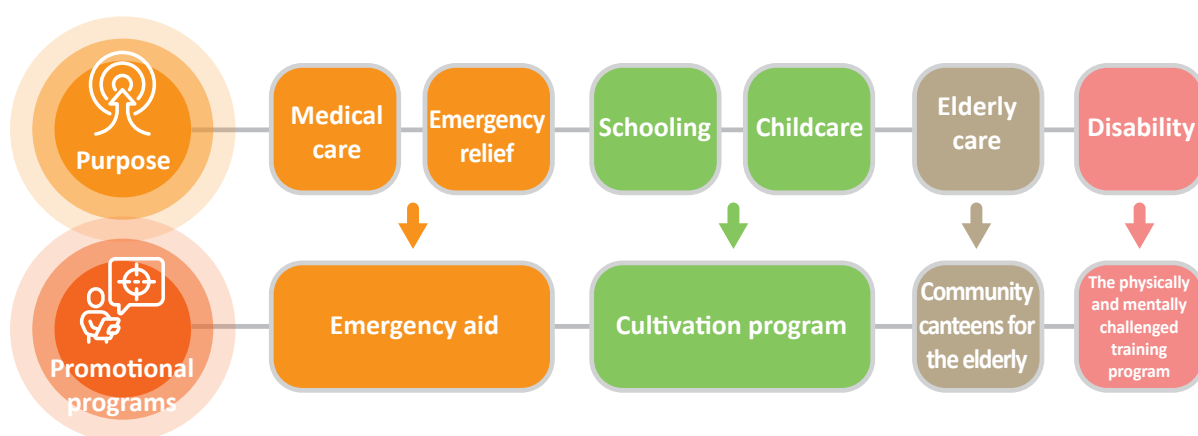
We invited some of Taiwan’s most well-known athletes including super marathon runner Lin Yi-Chieh, women volleyball captain Chen Yuan-Ting, star of Uni-President 7-Eleven Lions Tang Chao-Ting, gymnast Lee Chih-Kai for pommel horse and karate new tar Wen Zi-Yun to be health ambassadors and encourage the public to eat more foods that give them a healthy color. The activities organized saw a total of 14,000 participants.



5.2 Social Care for the Disadvantaged

GRI 413-1

With rapid change and the economic impact on Taiwan’s society, many poor families are still in need of financial aid to rid poverty and become self-sufficient. In addition to donating funds and supplies to families in need, the Uni-President Social Welfare and Charity Foundation upholds the business vision of “a healthy and happy tomorrow.” Furthermore, the Foundation carries out social welfare work in a positive attitude and believes that social benefits should also focus on meeting spiritual and mental needs other than just providing supplies. To help the disadvantaged in society, we continue to promote the six major objectives: disability, emergency relief, medical care, schooling, childcare, and elderly care through the Group’s core expertise and abundant resources to fulfill our social responsibility, creating a better society.



Uni-President Social Welfare and Charity Foundation’s Annual Performance on Caring for the Disadvantaged

Purpose	Topic	2021 Implementation Details
Emergency relief (emergency support and medical care)	Emergency assistance for families in need and emergency support for families of elementary and junior high school students in need across Taiwan	<ul style="list-style-type: none"> Benefited 715 families, or 2,860 people A total of NT\$8,087,000 spent
	Taiwan-wide field visits to families in need	<ul style="list-style-type: none"> Total of 64 beneficiaries A total of NT\$717,000 spent
	“In-kind donations” for the social affairs bureaus in 20 counties and cities in Taiwan	<ul style="list-style-type: none"> Benefited 21,360 families, or 64,080 people A total of NT\$3,632,000 spent
	Project of joining hands to fight against the pandemic	<ul style="list-style-type: none"> Benefited 6,460 people A total of NT\$4,046,000 spent
Empowerment (schooling, childcare, disability)	Arranging teachers and materials for afterschool clubs in remote areas Chiayi, Pingtung, Kaohsiung and Tainan	<ul style="list-style-type: none"> A total of 16 classes benefits in Pingtung, Chiayi, Kaohsiung and Tainan A total of NT\$3,000,000 spent
	An afterschool club support scholarship program provided to 16 classes in Chiayi, Pingtung, Kaohsiung and Tainan	<ul style="list-style-type: none"> The program benefited a total of 186 students A day trip for outstanding students A total of NT\$418,000 spent
	Grants for tuition and fees of students from low-income families with outstanding performance	<ul style="list-style-type: none"> Benefited a total of 39 students A total of NT\$1,950,000 spent
	Project of student talent development from 15 remote schools on Highway No.17	<ul style="list-style-type: none"> Benefitted 15 schools A total of NT\$1,500,000 spent

Purpose	Topic	2021 Implementation Details
Empowerment (schooling, childcare, disability)	Empowerment Program for the Physically Challenged	<ul style="list-style-type: none"> Benefited 5 organizations for the disabled A total of NT\$500,000 spent
	Beverages (Ruisui Fresh Milk and Sunshine Soymilk) at lunch for schools with less than 50 students in remote Chiayi, Tainan, Kaohsiung, Pingtung, and Yunlin	<ul style="list-style-type: none"> 230 schools, benefited 7,305 people A total of NT\$7,887,000 spent
Elderly care	Group Meal Program at 25 community canteens	<ul style="list-style-type: none"> Benefited a total of 1,100 seniors A total of NT\$1,500,000 spent
Charitable activities	Students and family from vulnerable groups watched three Uni-Lion baseball games.	Benefited 320 people
	The Group's BUs and foundation jointly held 2 large charitable events during Dragon Boat Festival and Christmas	Benefited 730 people
	2 Fun Learning Experience camps	Benefited 144 school children
	9 Value Concept Conveyance campus seminars	National Yunlin University of Science and Technology, National Cheng Kung University, Fu Jen Catholic University, National Kaohsiung Normal University, Southern Taiwan University of Science and Technology, National Sun Yat-sen University, National Chung Hsing University, National Chengchi University, National University of Kaohsiung, benefitting 1,800 people
	Project of free sticky waist tape measures by Uni-President Social Welfare and Charity Foundation and Taiwan Millennium Health Foundation	Benefited 32,000 people

5.2.1 Emergency Relief

It has been an ongoing effort of Uni-President Social Welfare and Charity Foundation to care for society since 1978. With the changes in today's society, the Foundation has continued to use its corporate resources as well as the power of employees and volunteers to be involved in various charitable activities. These include Taiwan-wide field visits to families in need and provide relief funds. Moreover, we also make "in-kind donations" to the social affairs bureaus in 20 counties and cities, while planning and implementing various social engagement actions.

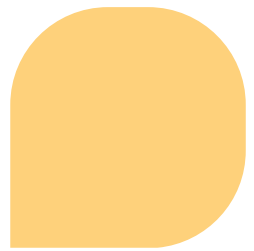
Through the donation of funds, supplies and medical resources, the Uni-President Social Welfare and Charity Foundation provides immediate help to victims of accidents. In 2021, a total of NT\$8,087,000 was spent to help 715 families (including families of high school and elementary school students in need). The Foundation also visited families in need around Taiwan. In 2021, 64 families were visited, with a total of NT\$717,000 spent. In 2017, we initiated the "in-kind donation" program, which was a joint effort with the Social Affairs Bureaus of 20 counties and cities in Taiwan. Through the media, it effectively links to the recipients and their families. In 2021, a total of NT\$3,632,000 was invested, benefiting 21,360 families.



5.2.2 Program for Disadvantaged Families in Rural Areas

To respond to changes in the social environment and to solve poor learning and low academic achievement issues for students from disadvantaged families in rural areas, the Foundation sponsors three major aspects: afterschool club program, scholarships and talent development, to make up for insufficient family and school education. By providing school children with full learning and support, we also motivate their learning drive to achieve their goals. With limited resources, we discovered that the learning environment and education resources in rural areas were uneven, resulting in lower learning intensions and academic achievements of students in the rural areas. Due to this, we tried our utmost to invest our resources in programs for the disabled, those who struggle to learn, childcare, and the elderly in Yunlin, Chiayi, Tainan, Kaohsiung, and Kaohsiung.

The afterschool program for disadvantaged school children in 2021 covered 16 classes spanning Tainan, Kaohsiung, Pingtung, and Chiayi, with a total of NT\$3,000,000 afterschool funds, benefiting 800 disadvantaged school children. As well as this, the Foundation also provided 186 students with a total of NT\$418,000 in scholarships to recognize afterschool students with excellent academic performance, increasing their learning motive and autonomy.



To encourage and cultivate outstanding university students from poor backgrounds, we provide scholarships that enable them to concentrate fully on their studies, and to later give back to society in appreciation of the help they have received. From 2016, the Uni-President Social Welfare and Charity Foundation has been contributing tuition fees to each university student for 4 years totaling NT\$200,000. In 2021, a total of 39 university students were granted scholarships, totaling 1,950,000.

In addition to basic subsidies for studies, we also strive to enable children to focus on learning without concerns for their nutrition so that they grow up healthily. Based on this notion, we continue to promote the “nutritional drink at lunchtime scheme” in elementary schools with less than 50 students in Tainan, Kaohsiung, Pingtung, Chiayi, and Yunlin by providing nutritional drinks such as fresh milk and soymilk. In 2021, a total of NT\$7,887,000 was spent on the scheme, benefiting 230 schools and 7,305 children.

In addition, to help students boost their confidence, we invest in resources for the development of talented students through the Talent Development Program, assisting students discover their talent and find future goals. Furthermore, we provide life skills development and cultivation to the physically challenged for social inclusion and independent living. In 2021, the Uni-President Social Welfare and Charity Foundation spent NT\$2,000,000 on 15 schools and 5 early treatment groups in Tainan City, Kaohsiung City, Pingtung County, and Chiayi County to support school children in rural areas to develop their talents, as well as early treatment programs for children with physical disabilities in the western coast.



5.2.3 Community Canteens for the Elderly

Since 2018, the Uni-President Social Welfare and Charity Foundation have been following the Long-Term Care 2.0 program initiated by the Ministry of Health and Welfare. To improve the care of low-income households and the elderly living by themselves in rural communities, we promote eating with the elderly by combining community care centers. To promote active aging, we encourage the elderly to go outdoors, effectively improving their physical and mental health to further reduce the burden on the social economy and medical environment. A total of NT\$1,500,000 was invested in 2021 to implement the program at 25 community care centers, and 1,100 seniors benefited.



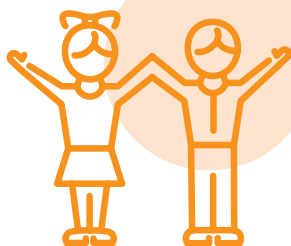
5.3 Connecting Uni-President Group to Expand Influence

GRI 413-1

By gathering the Group's companies for involvement, we at the same time establish a corporate volunteer culture, encouraging more employees to engage in charitable events.

5.3.1 Carnival for Senior Citizens and Children

The Uni-President Social Welfare and Charity Foundation designs a series of cultural booths, scavenger hunts and experience activities for the Carnival for Senior Citizens and Children, enabling school children and seniors to immerse themselves in a fun atmosphere. We hope that they learn to be happy with what they have and that they share and be grateful. By gathering the Group's affiliated companies and other sponsors to engage in this activity, we aim to improve the Group's positive corporate image in society. The carnival benefited 319 school children and seniors.



5.3.2 Fun Learning Experience Camp

The Uni-President Social Welfare and Charity Foundation has been long dedicated to contributing teachers, funds for lunch, scholarships, food ingredients as well as craft supplies and healthy drinks for schools in remote communities. In 2019, the Foundation put together the Fun School Experience Camp. Children from the afterschool club and talent class in rural areas were invited to playgrounds and beautiful scenic spots in Taiwan. By doing this, these children enjoyed themselves and had a wonderful holiday together. In 2021, a 2-day Fun Learning Experience Camp was organized for 144 schoolchildren from 2 talent classes and 2 afterschool clubs.



A Touch of Home in Taiwan party

The Uni-President Social Welfare and Charity Foundation has been focusing on issues regarding new immigrants. As a means to enable new immigrants to experience the cultural characteristics of their home country in Taiwan, the Foundation called on the Group's 6 companies including Uni-President, 7-ELEVEN, Uni-President 7-Eleven Lions, President Securities, UPCC, President Fair Development (Dream Mall) as well as 16 bodies from different businesses – a total of 22 sponsors – to hold the A Touch of Home in Taiwan party.

A series of cultural booths, scavenger hunts and experience activities were designed, allowing school children and their parents (especially mothers) to reminisce about the culture, food, and costumes of their home country. We hope that they learn to be happy with what they have and that they share and be grateful. For this event, the Foundation invited 410 new immigrants from the New Immigrant Service Center in Kaohsiung as well as our long-term sponsorships of the talent development schools, afterschool clubs and children in the schoolchildren nutrition program to take part in this event. These new immigrants come from eight countries: Vietnam, Indonesia, China, Cambodia, Tanzania, Malaysia, Thailand and South Africa.



5.3.3 Value Conveyance Campus Seminars

To convey the value of public welfare to young students, we are dedicated to promoting the idea for young people to engage in public affairs. From 2016, we began planning seminars in various universities and colleges by inviting keynote speakers from the Group's companies to share their experience and professional knowledge with a central aim of expanding their diversified horizons. By doing so, we hope to inspire the young generation and in return they will care for society, serve the local community and contribute to society. In 2021, a total of nine seminars were organized at: National Yunlin University of Science and Technology, National Cheng Kung University, Fu Jen Catholic University, National Kaohsiung Normal University, Southern Taiwan University of Science and Technology, National Sun Yat-sen University, National Chung Hsing University, National Chengchi University, National University of Kaohsiung, reaching 1,800 students.



5.3.4 Project of Joining Hands to Fight Against the Pandemic

With the pandemic still lingering in 2021, the downturn in the economy left many families struggling. From June 2021 on, the Uni-President Social Welfare and Charity Foundation has donated disease prevention supplies to 19 county and city governments. With the rigorous help of distributors and sales companies around Taiwan, Uni-President was able to prepare and deliver these supplies within two weeks. By doing so, we hope to demonstrate our support with timely practical actions. Meanwhile, we provided funds and supplies to families and students who were struggling as well as NPOs to overcome these difficulties. In 2021, a total of NT\$4,046,000 was invested in the program, benefiting 6,460 people.

Project of Fighting Against the Pandemic

Project Description	Donation Amount	Recipient
COVID-19 Family Relief Program	2,000,000	Long-term sponsorship for families of afterschool clubs in rural communities, early treatment institutions for the physically challenged, and talent schools in rural communities
COVID-19 supplies donated to 19 counties and cities	1,843,000	19 counties and cities in Taiwan (excluding the three outlying islands)
COVID-19 supplies including hand wash and Chai Li Won products	83,000	The Foundation's long-term sponsorship of afterschool clubs and community canteens for the elderly in rural areas
In-kind donations to NPOs	66,000	Taiwan Concern Society (Hao-Jin-Dao Ramen and instant noodles)
Supplies donated to foreign students stranded in Taiwan due to COVID-19	53,000	Foreign students stranded in Taiwan (Hao-Jin-Dao Ramen and instant noodles)
Total	4,046,000	

5.3.5 Participation in the Taipei Lantern Festival

The 2021 Taipei Lantern Festival, postponed due to the pandemic, was finally open to the public on December 17 in Bangka, Wanhua. The central lantern, a two-story high representation of a bull god, danced in its full new form during the Festival. This ritualistic performance aimed to express respect and gratitude to all creatures of nature, bringing people energy and courage, while giving blessings to the world that has been badly affected by the pandemic.

To fulfill its corporate social responsibility, Uni-President not only provided actual supplies including Uni-bread and Starbucks gift vouchers, but also promoted the information on Taipei Lantern Festival on the POS machines in all 7-ELEVEN stores throughout Taiwan. 7-ELEVEN and Open Chan! Facebook and Instagram fans also joined in the effort to promote the visibility of the Taipei Lantern Festival. Meanwhile, Uni-President Group also provided three large inflatable balloons of Open Chan, LOCK and Xiao-Tao in the lantern zone to have fun with everyone. OPEN! Dream World brought warm blessings to all visitors.



About This Report

GRI 102-10, GRI 102-50-102-54

This report is prepared in accordance with the “Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability 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 five orientations, including to managing a transparent and ethical enterprise, shaping a safe and healthy food and drink culture, commitment to environmental sustainability, building a healthy and happy workplace, and creating 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, 2021 to December 31, 2021, with part of the data tracing back to related performances before 2021. The scope of this report is mainly focused on Uni-President’s businesses in Taiwan, including the five 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 sustainability. Please refer to p.190–p.198 in our 2021 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. GHG inventories are conducted with reference to ISO 14064-1 standard. 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.



Report Management Systems

Internal Audit

The heads of relevant departments review the accuracy of the content and information in each chapter, while the Board of Directors examine the current year’s ESG (environmental, social and governance) implementation status, key performances and future work focus plans.

External Assurance

Uni-President has engaged PwC Taiwan to conduct performance indicators (including the four 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.

This year, GHGs were inventoried in accordance with the ISO 14064-1:2018 inventory standard. The inventory data were verified by an entrusted third-party verification company (SGS Taiwan Limited).

Publication

Uni-President releases its ESG report annually and discloses it on its website at <http://www.uni-president.com.tw/ESG/index.html>.

- Current version: Released in July 2022
- Previous version: Released in August 2021

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ESG website: <https://www.uni-president.com.tw/ESG/index.html>

Some of the Group's publicly listed subsidiaries now regularly release their ESG report (sustainability report). Please scan the QR Code provided below to download their ESG report (sustainability report).



7-ELEVEN



統一實業

Ton Yi



Tait.



ScinoPharm



Appendix



Appendix I	ESG Information
Appendix II	GRI Standards Content Index
Appendix III	Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies Comparison Table of Emphasized Disclosure Required by Article 4
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Appendix I – ESG Information

TFDA- and TAF-Certified Laboratories

- ✓ **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 2021.**

	Food Safety Laboratory of the Food Safety Center	QC Laboratories				
		Yongkang QC Lab	Xinshi QC Lab	Zhongli QC Lab	Yangmei QC Lab	Hukou QC Lab
TAF (ISO 17025)	✓	✓	✓	✓	✓	✓
TFDA	-	✓	✓	✓	✓	✓

✓ List of TFDA- and TAF-Certified Items

Laboratory	Food-related tests		Non-food-related test	
	TFDA-certified Items <small>Note 2</small>	TAF-certified Items <small>Note 3</small>	TAF-certified Items	
Food Safety Laboratory of the Food Safety Center	NA <small>Note 1</small>	<ul style="list-style-type: none"> • β2-agonists – 21 items • Tetracyclines – 7 items • Chloramphenicol – 4 items • Plasticizers – 18 items • Aflatoxin – 5 items • Heavy metals – 16 items • Nitrofurans metabolites (4 items) 	<ul style="list-style-type: none"> • Pesticides – 380 items • Antibiotics and their metabolites – 16 items • Anticoccidial drugs – 5 items • Antioxidants – 11 items • Animal drugs – 48 items • Dimethyldithiocarbamate 1 item 	<ul style="list-style-type: none"> • Heavy metals – 8 items (Applicable to environmental water)
QC Laboratory (Yongkang/Xinshi/Zhongli/Yangmei/Hukou)	<ul style="list-style-type: none"> • Microorganisms – 16 items • Moisture – 2 items • Crude ash – 2 items • Caffeine – 1 item • Solids – 1 item 	<ul style="list-style-type: none"> • Microorganisms – 31 items • General ingredients – 14 items • Preservatives – 17 items 	<ul style="list-style-type: none"> • Microorganisms – 1 item (Applicable to aquatic feed products) 	

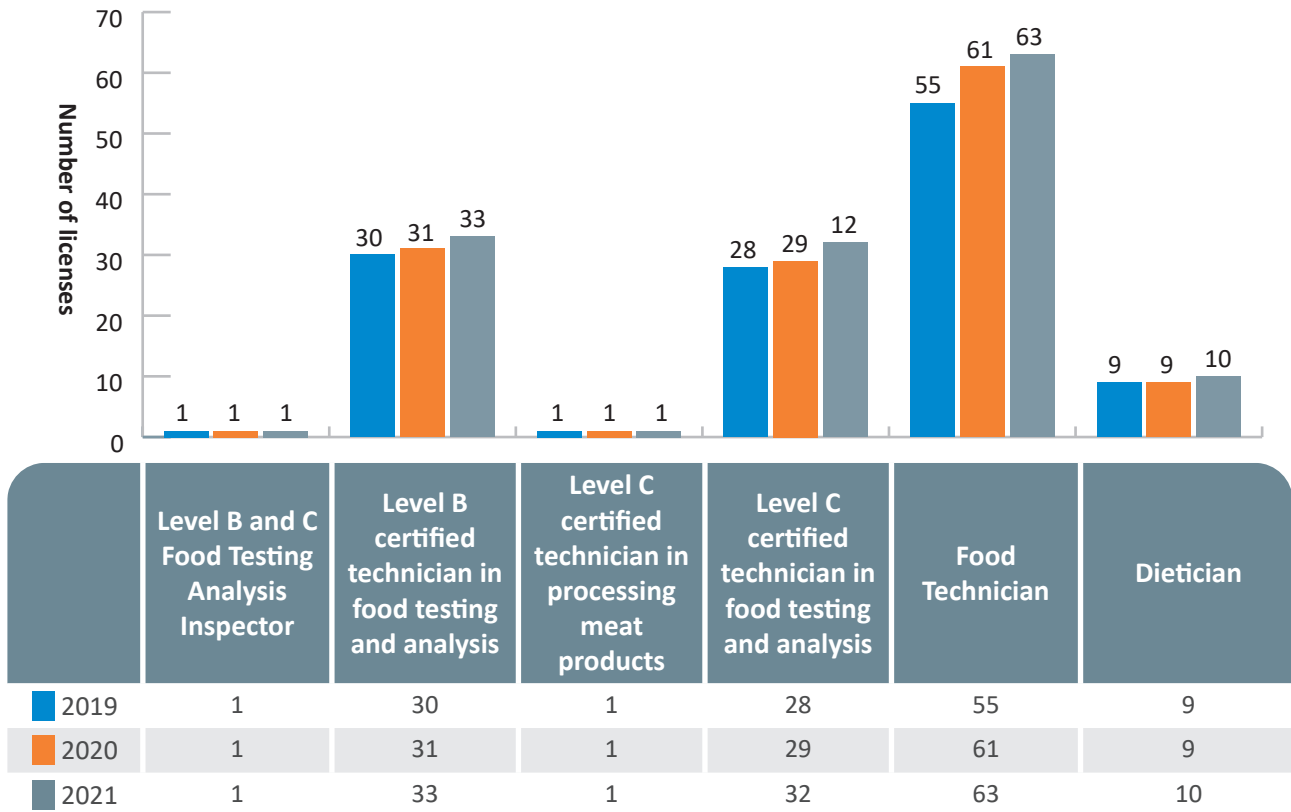
Note 1: The Food Safety Laboratory of the Food Safety Center has been certified by both the TAF and TFDA for nitrofurans metabolites and chloramphenicol. However, taking into account that TAF is more widely recognized internationally, after the TFDA certification expired in 2019, we stopped applying certifications for antioxidants, nitrofurans metabolites and chloramphenicol from the TFDA.

Note 2: All laboratories added new TIDA-certified items in 2020 – Xinshi Plant: Solids – 1 item, crude ash – 1 item; Hukou Plant: Microorganism – 2 items. There were new items in 2021.

Note 3: All laboratories added new TAF-certified items in 2021 – Food Safety Center Food Safety Laboratory: 2 items of lead and cadmium for heavy metals in fruits and vegetables, as 2 items of lead and cadmium for mushrooms.

Food Safety-related Certificates and Licenses

Professional Licenses and Certificates for the Past Three Years



Latest Verification of the Management System of Each Plant

Certification	Plant	Date of Acquisition of the Certification and its Validity
ISO 14001:2015	Yongkang General Plant	2019/12/24–2022/12/23
	Xinshi General Plant	2020/12/12–2023/12/11
	Taichung General Plant	2019/12/24–2022/12/23
	Yangmei General Plant	2021/12/15–2024/12/14
	Zhongli General Plant	2022/2/5–2025/2/4
	Hukou plant	2020/2/6–2023/2/5
ISO 22000:2005	In 2021, all plants attained the ISO 22000 and FSSC 22000 food product certifications	
FSSC 22000		

■ The plants' food products certified by ISO 22000 and FSSC 22000 in 2021

✓ Yongkang General Plant 1 and Plant 2:

Certification	Corresponding General Plants	Chinese Certificate/Translation	Certificate Validity
ISO 22000	Yongkang General Plant 2	Edible soybean oil (plastic bottle)	2023/12/20
FSSC 22000	Yongkang General Plant 2	Ready-to-eat chow mein (including instant noodles in bags, snacks and bowls), with seasonings, sauces and meat seasoning pouches	2022/05/05
		Packets or bowls of non-fried life noodles and rice noodles, with seasonings, sauces and meat seasoning pouches	
		Dried uncooked noodles	
	Yongkang General Plant 1	Flour	2022/05/05
Yongkang General Plant 2	Life noodles (including in bags/bowls, seasonings/sauces in bags)	2023/04/05	



Note: Life noodles are instant noodles

✓ **Xinshi General Plant:**

Certification	Chinese Certificate/Translation	Certificate Validity
FSSC 22000	Refrigerated non-carbonated beverages, including tea beverages, coffee and cereal beverages in cartons.	2022/04/11
	Coffee beverages in glass	
	Cereal beverages in plastic bottles	
	Refrigerated fresh milk, dairy beverages and fermented milk in plastic bottles	
	Fermented milk in plastic bottles	
	Refrigerated fresh milk and dairy beverages in carton	
	Refrigerated fresh milk, flavored milk in glass	
	Refrigerated crème caramel in plastic cups	
	Non-alcoholic (non-carbonated) beverages in cartons	
	Non-alcoholic (non-carbonated) sterile beverages in PET bottles	
	Refrigerated sausages in plastic bags	
	Frozen cooked sausages in plastic bags	
	Frozen cooked ham in plastic bags	
	Frozen cooked hot dogs in plastic bags	
	Frozen dumplings	2023/03/16
	Frozen cooked meatballs	
	Refrigerated cooked dumplings and buns	
	Ice cubes in plastic bags	2023/03/15
	Slushy in plastic cups	
	Popsicles in plastic packaging	
Ice cream in cups and tubs		

✓ Yangmei General Plant:

Certification	Chinese Certificate/Translation	Certificate Validity
FSSC 22000	Refrigerated milk, flavored milk in cartons	2024/04/18
	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 crème caramel in PP cups	
	Refrigerated soy milk in PE bottles	
	Non-alcoholic (non-carbonated) beverages in cartons	
	Non-alcoholic (non-carbonated) sterile beverages in PET bottles	
	Drinking water, mineral water and alkaline water in plastic bottles	
	Edible ice cubes	

Note: Plants that make edible ice cubes are Hukou Ice Cube Plant (2023/4/5) and Wugu Ice Cube Plant (2024/7/2)

✓ Zhongli General Plant:

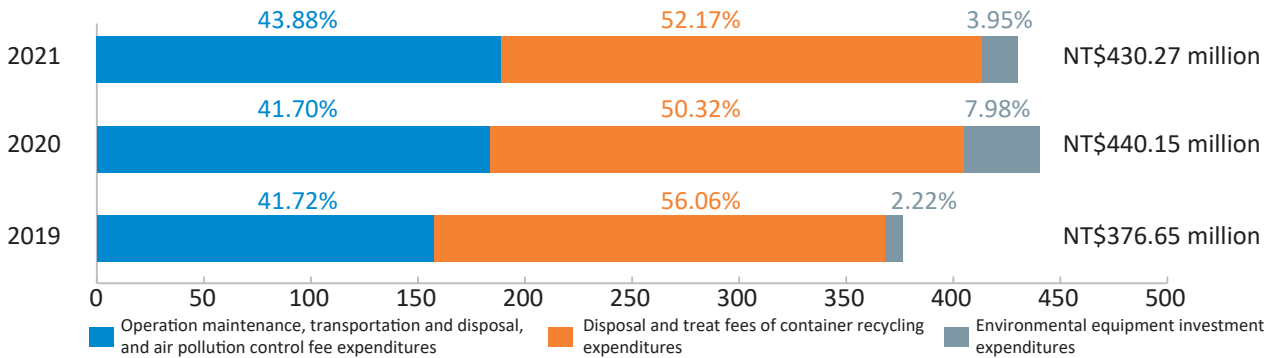
Certification	Chinese Certificate/Translation	Certificate Validity
FSSC 22000	Preservable loaf	Note
	Preservable bread, baked cake (vanilla cake and sponge cake), croissants, pancakes and steamed cake	2024/01/08
	Frozen cakes (cheesecake) and frozen croissant sandwiches	
	Frozen doughs	
	Preservable bread	2024/01/23
	Preservable sandwich	

Note: Plants that make preservable loaves are Hukou Plant (2023/4/5) and Madou Bread Plant (2024/1/23)



■ Diverse Health Products

Year	2019	2020	2021
Sugar-free or no additional sugar products	21	23	27
Products containing sodium not more than 2,000 mg per serving	30	31	31

Environmental Expenditures for the Past 3 Years



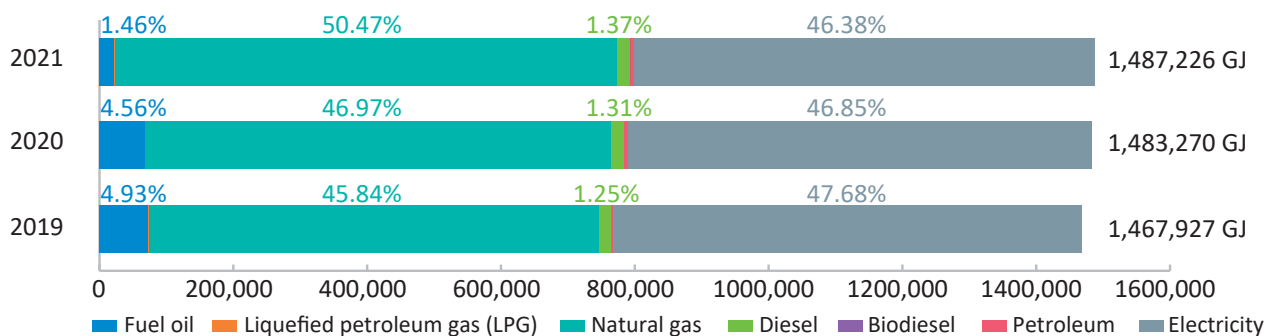
Energy Consumption

Item	Subitem	Unit	2019	2020	2021
 Non-renewable energy use	Electricity	thousand kWh	194,398	192,982	191,553
	Fuel oil	Kiloliter	1,800	1,682	540
	Diesel		522	552	554
	Biodiesel		0	0	0
	Petroleum		125	139	141
	Liquefied petroleum gas (LPG)		10	6	4
	Natural gas (NG)	m ³	20,090	20,800	20,644
 Self-generating green power	Solar PC power generation	kWh	8,605	8,169	7,064
	Wind power	kWh	70	0	71

Note:

- The purchased energy is calculated according to the bill, while self-produced energy is calculated according to the meter reading result.
- The scope of inventory in 2019 and 2020 included Yongkang General Plant, Xinshi General Plant (including the ice product plant and cold food plant), Taichung General Plant, Yangmei General Plant (including Ruifang Mineral Water Plant) and Zhongli General Plant (including Madou Bread Plant), TMR, logistics warehouses, Taipei branch, and Hukou Plant. As required by ISO 14064-1:2006, the inventory was conducted using the operational control approach.
- The scope of inventory in 2021 included Yongkang General Plant, Xinshi General Plant (including the ice product plant and cold food plant), Taichung General Plant, Yangmei General Plant (including Ruifang Mineral Water Plant) and Zhongli General Plant (including Madou Bread Plant), TMR, logistics warehouses, Taipei branch, Kaohsiung Office, Neihu Office, Wugu Office, and Hukou Plant (including the ice cube factory). Moreover, we also completed inventories using the operational control approach, as required by ISO 14064-1:2018, with the data verified by SGS.

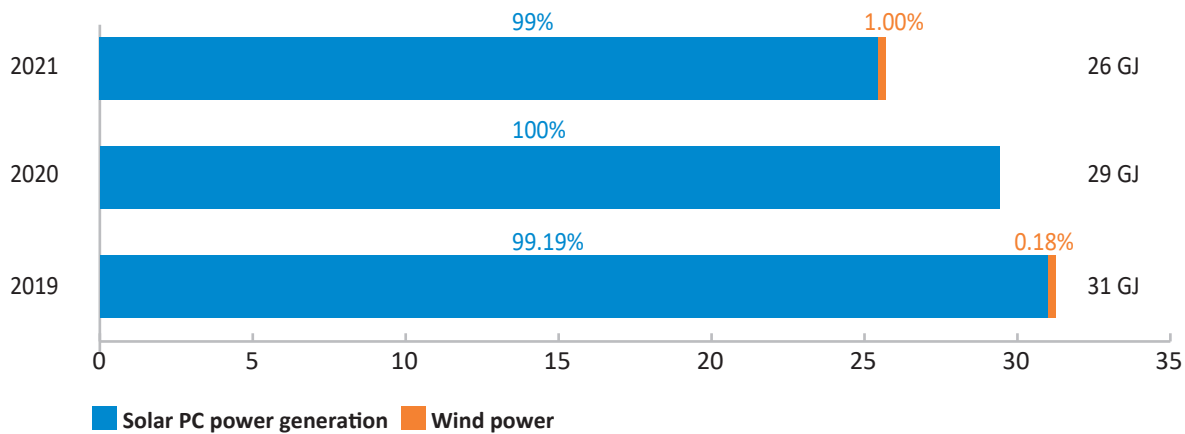
Non-renewable Energy Consumption (GJ)



Note:

- The calorific value conversion factor is based on the latest calorific value of energy products announced by the Bureau of Energy, Ministry of Economic Affairs.
- The proportion of gasoline to non-renewable energy consumption from 2019 to 2021 will be 0.28%, 0.31%, and 0.31%
- No raw diesel was used from 2019 to 2021

Renewable Energy Generation



Note:

- In 2020 wind power generation was used, as the equipment did not generate electricity. It has been planned that renewable energy equipment used at the plant will be installed to meet the legal obligations in the next 5 years.
- The calorific value conversion factor is based on the latest calorific value of energy products announced by the Bureau of Energy, Ministry of Economic Affairs.

GHG Emission Data for the Past 3 Years

Item	Unit	2019	2020	2021
Scope 1 (Direct emissions)	Metric tons CO ₂ e/ year	56,549	59,724	58,384
Scope 2 (Indirect emissions_purchased electricity)		103,614	98,228	96,160
Scope 3 (Indirect emissions_other) ^{Note 6}		-	-	1,391,235
Total volume		160,163	157,952	1,545,779
Scope 1 & Scope 2 GHG emission intensity	Metric tons CO ₂ e/10 million	39.28	37.72	36.25
Scope 3 GHG emission intensity		-	-	326.37

Note:

- The scope of inventory in 2019 and 2020 included Yongkang General Plant, Xinshi General Plant (including the ice product plant and cold food plant), Taichung General Plant, Yangmei General Plant (including Ruifang Mineral Water Plant) and Zhongli General Plant (including Madou Bread Plant), TMR, logistics warehouses, Taipei branch, and Hukou Plant. As required by ISO 14064-1:2006, the inventory was conducted using the operational control approach.
- The scope of inventory in 2021 included Yongkang General Plant, Xinshi General Plant (including the ice product plant and cold food plant), Taichung General Plant, Yangmei General Plant (including Ruifang Mineral Water Plant) and Zhongli General Plant (including Madou Bread Plant), TMR, logistics warehouses, Taipei branch, Kaohsiung Office, Neihu Office, Wugu Office, and Hukou Plant (including the ice cube factory). Moreover, we also completed inventories using the operational control approach, as required by ISO 14064-1:2018, with the data verified by an external unit.
- Types of GHG covered: CO₂, CH₄, N₂O, HFCs, SF₆.
- Before 2021, Uni-President used the Taiwan's GHG management policy, with 2005 set as the base year. The total carbon emissions of Scope 1 and Scope 2 on the base year were 236,527 metric tons of CO₂e. In 2021, in response to ISO 14064-1: 2018 standard, we conducted Scope 3 (category 3-6) emission source identification and inventory. Given this, we have set 2021 as the base year.
- At present, our electricity purchased externally is handled in accordance with the electricity emission coefficients announced by Bureau of Energy, Ministry of Economic Affairs. As the 2021 electricity emission coefficients have not yet been announced, we used the figure of 0.502kg of CO₂e announced in 2020 as the calculation parameter. Other emission parameters mostly adopted the "GHG Emission Coefficient Management Table Version 6.0.4" announced by the Ministry of Economic Affairs in June 2019 and applicable coefficients announced by the IPCC. As the warming potential of various types of GHGs have different degrees of climate impact, after calculating emissions of various types of GHG sources, they are then multiplied by the GWP value to convert to carbon dioxide equivalent (CO₂e). The current GWP value is based on the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) 2013. The selection of GWP will be adjusted in the future in accordance with the regulations of government agencies.
- We began to make inventories on Scope 3 GHG emissions in 2021 and the emission coefficients took reference from EPA's Product Carbon Footprint Information website, business database coefficients, academic papers, and similar goods or services of the public carbon footprint data. At present, our inventory items cover items that generate GHG emissions upstream and downstream transportation and distribution, employee commuting, business trips, purchased goods, disposal of solid and liquid waste, downstream leasing assets and investments.

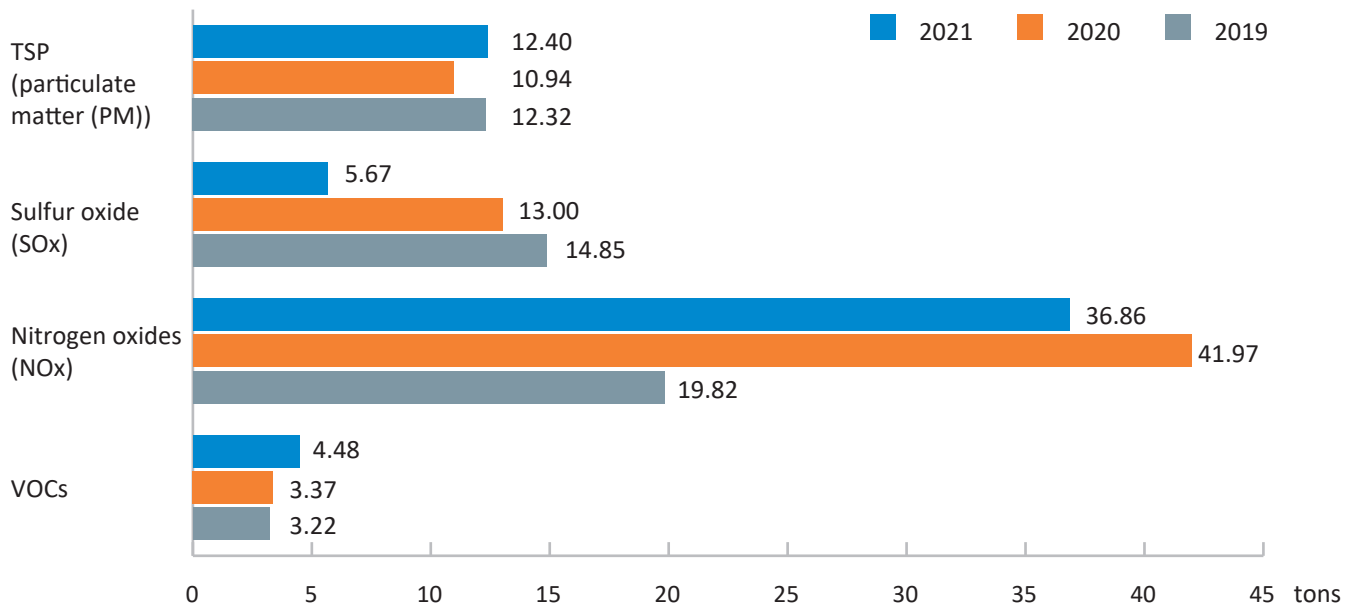
Use of Water Resources for the Past 3 Years

Item	Subitem	Unit	2019	2020	2021
Water withdrawal	Surface water (spring water)	Million liters	143	159	140
	Surface water (canal water/reservoir water)		372	295	370
	Underground (well water)		18	23	62
	Third-party water (tap water)		3,629	3,721	3,661
	Total water withdrawal		4,162	4,199	4,233
	Water intake intensity ^{Note 5}	Million liters/ \$10 million	1.02	1.00	0.99
Water discharge volume	Wastewater discharge covering Yongkang Plant, Xinshi Plant, Taichung Plant, Yangmei Plant, Zhongli Plant, and Hukou Plant	Million liters	3,191	3,237	3,228
Water quality	Average COD concentration	mg/L	32.87	32.68	29.62
	BOD		9.54	9.16	5.55
	COD equivalent reduction	Thousand tons	4.65	7.36	5.95
	Average COD equivalent reduction	%	97.80	98.58	98.42

Note:

- All water types are fresh water ($\leq 1,000$ mg/L TDS) Municipal water supply is calculated according to the annual water bill, whereas surface water and ground water are calculated according to the meter reading.
- According to the Aqueduct Water Risk Atlas developed by the World Resources Institute, Taiwan is not a global water stressed area. Our internal assessment suggests that none of our plants are located in a high water-risk area; however, Yongkang Plant and Xinshi Plant were listed as being located in moderate water-risk areas this year.
- According to the location of each plant, wastewater is discharged in the sewage treatment plant of the industrial park or into the natural water body. Yongkang General Plant, Xinshi General Plant – Yanshui River; Yangmei General Plant – Shezi River; Hukou Plant – Xinfeng River; Taichung General Plant – sewage treatment plant of Taichung Industrial Park; Zhongli General Plant – sewage treatment plant of Zhongli Industrial Park.
- Wastewater discharge volume is based on the water reading result and it must be classified as other water ($>1,000$ mg/L total dissolved solids) and that it is not being used by other organization. Moreover, according to the Aqueduct Water Risk Atlas developed by the World Resources Institute, Taiwan is not a global water stress area. Our internal assessment suggests that none of our plants are located in a high water-risk area; however, Yongkang Plant and Xinshi Plant were listed as moderate water-risk areas this year via an internal comprehensive assessment.
- The denominator of water intake intensity is Uni-President's operating revenue for each year

Air Pollution Emissions for the Past 3 years



Note: All types of gas emissions were calculated according to the actual data of the site

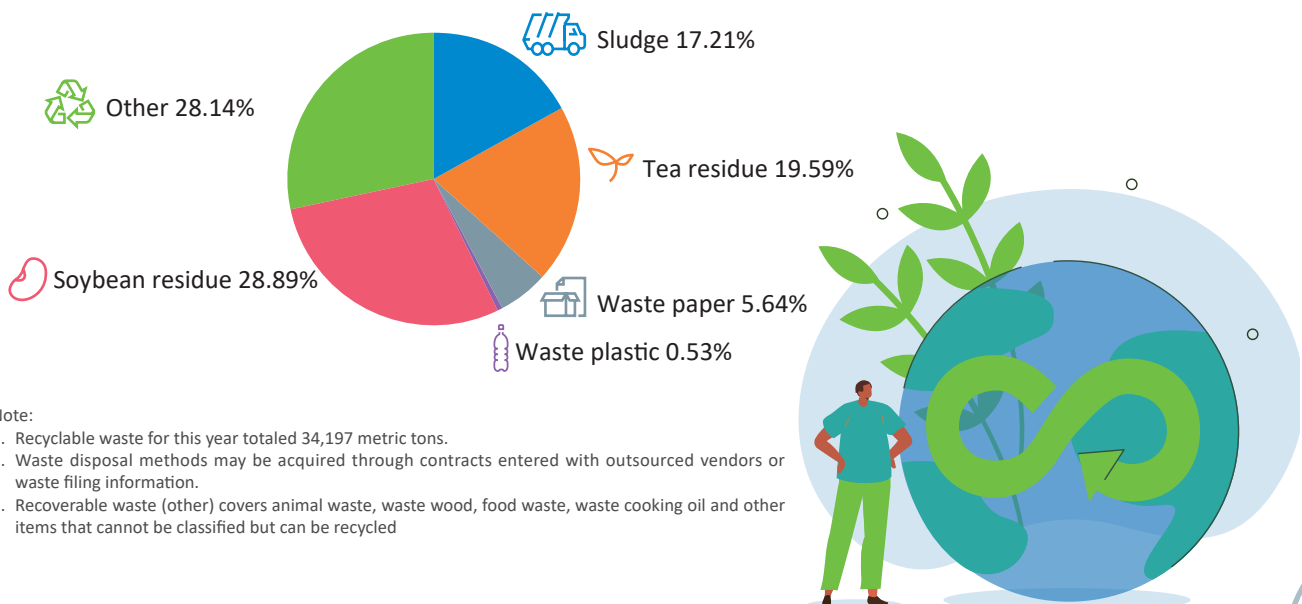
Waste Generated and Disposed of for the Past 3 Years

Item	Subitem	Treatment method	Unit	2019	2020	2021
Non-hazardous waste volume	General waste (non-recyclable)	Incineration (including energy recovery)	Metric tons	1,535	1,540	1,554
	Recyclable waste (sludge)	Biological treatment, composting		8,490	6,872	5,887
	Recyclable waste (tea residue)	Fertilizers		7,213	6,949	6,698
	Recyclable waste (wastepaper)	Recycling		1,947	1,875	1,927
	Recyclable waste (waste plastic)	Recycling		181	166	182
	Recyclable waste (soybean residue)	Feed		9,940	10,863	9,881
	Recyclable waste (other)	Composting, reuse of raw materials, recycling		8,933	9,638	9,622
Hazardous waste volume	Organic experimental wastes and pesticides	Incineration (including energy recovery)		2.58	2.99	3.00
Waste intensity ^{Note 5}			Metric tons/\$10 million	9.38	9.05	8.39

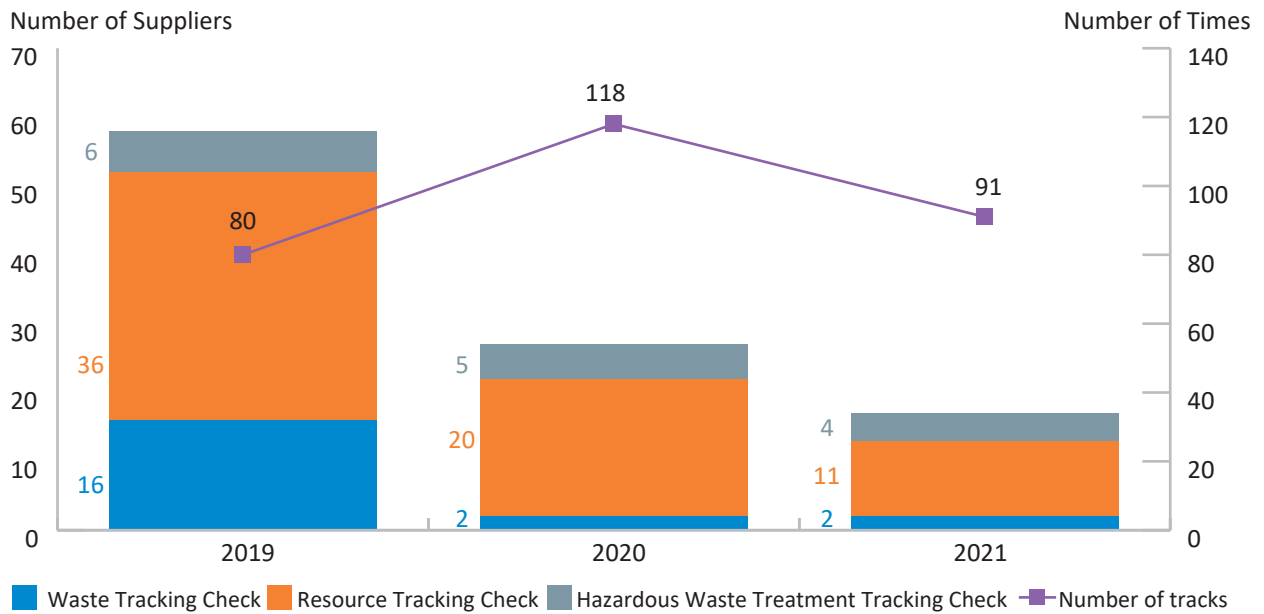
Note:

- All waste is disposed of by an outsourced vendor.
- Waste disposal methods are acquired through contracts entered with outsourced vendors or waste filing information
- Sludge in recoverable waste includes organic sludge, food processing sludge; other recoverable waste covers animal waste, food waste, waste cooking oil, and other recoverable waste that cannot be specifically classified
- Hazardous waste in 2021 included organophosphate pesticide wastes
- The denominator of waste intensity is the Uni-President's operating revenue for each year
- 2021 (Hukou Plant) ISO14001 implementation plan – waste plastic packaging bags for food recycled and reused, reducing garbage removal volume by 1% verified by the Metal Industries Research and Development Center.
- In 2020, (Hukou Plant) ISO 14001 implementation plan – packaging bags for food plant reused, reducing garbage removal volume by 16.5 tons/year, verified by the Metal Industries Research and Development Center.

2021 Ratio of Recyclable Waste by Type

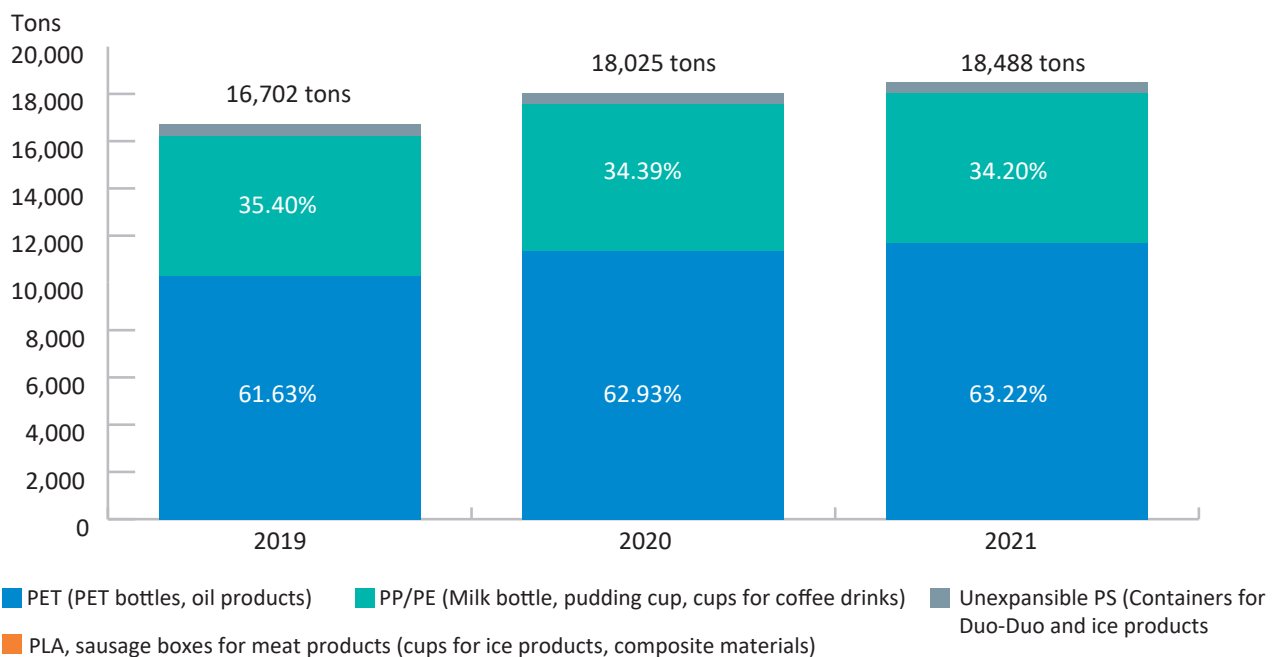


Tracking of Flow of Waste and Resources for the Past 3 Years



Note: In 2021, without breaching the Company's Waste Management Measures that specify that at least one visit to the waste treatment facility must be performed each year, still impacted by COVID-19, the number of inspections decreased compared to last year. However, it did not affect waste treatment results and all waste treatment facilities passed the inspection this year.

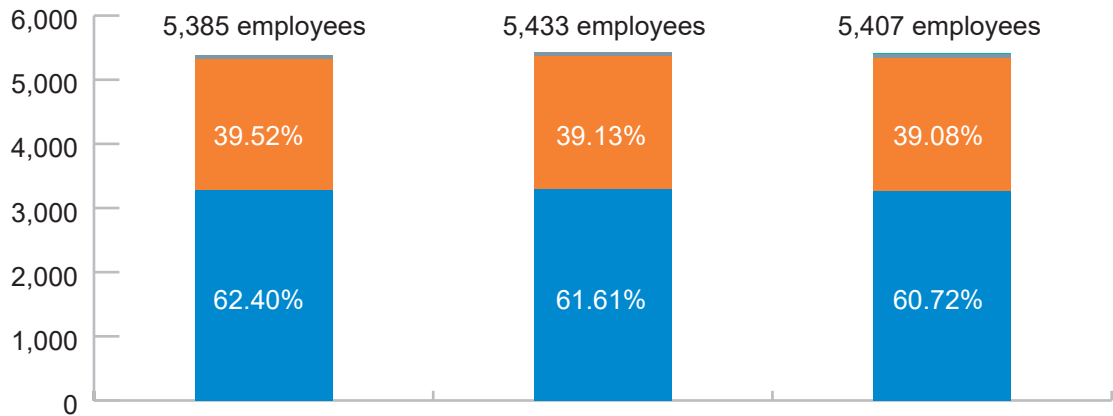
Plastic Use in Products for the Past 3 Years



Note:

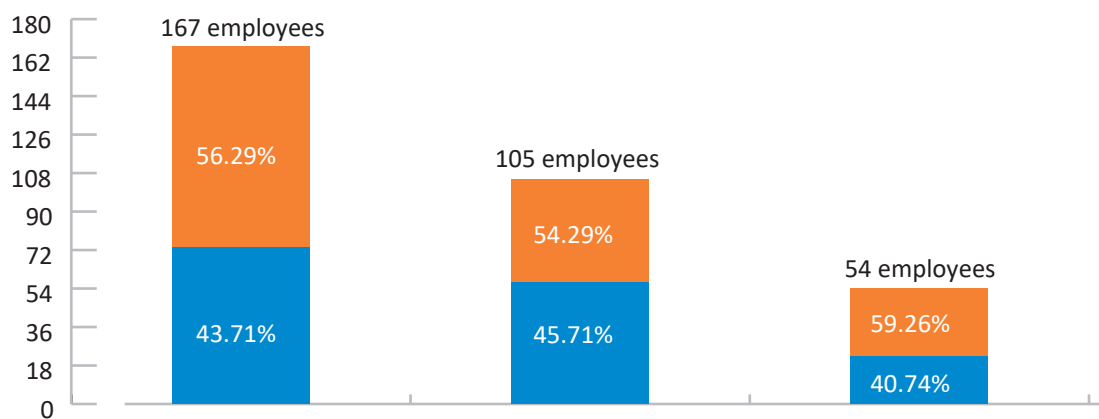
- In 2021, oil containers were incorporated in the inventory of the use of PET plastics.
- PLA cups for ice products accounted for 0.03% of plastic use in 2019, 0.02% in 2020 and 0.01% in 2021.

■ No. of Full Time Employees



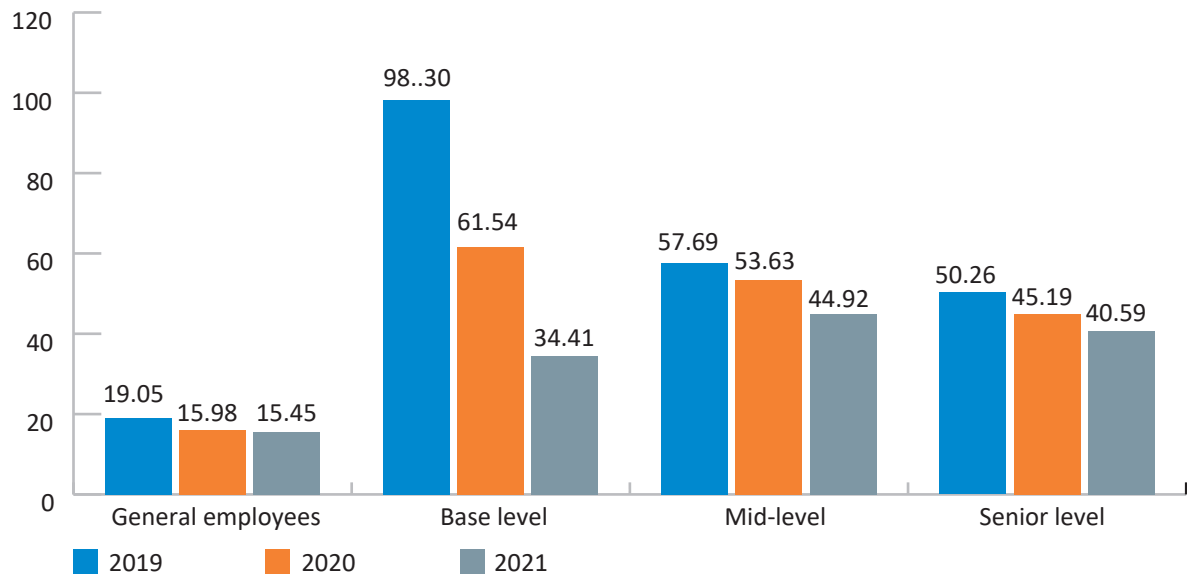
	2019	2020	2021
Non-Taiwanese female employees	6	6	5
Non-Taiwanese male employees	58	59	60
Taiwanese female employees	2,034	2,069	2,081
Taiwanese male employees	3,287	3,299	3,261

■ No. of Part Time Employees



	2019	2020	2021
Non-Taiwanese female employees	0	0	0
Non-Taiwanese male employees	0	0	0
Taiwanese female employees	94	57	32
Taiwanese male employees	73	48	22

Average Employee Training Hours for the Past 3 Years



Safety and Health Analysis for Uni-President Employees/Workers

Employee Occupational Safety and Health Statistics	2019	2020	2021
Total hours worked (unit: hours)	10,681,971	10,844,125	11,544,393
Persons affected by general occupational injury ^{Note 1}	9	5	4
Persons affected by severe occupational injury ^{Note 2}	0	0	1
No. of deaths	0	0	0
Total number of recordable occupational injuries (persons)	9	5	5
Number of working days lost	262	479	546
Deaths caused by occupational injuries ^{Note 3}	-	-	-
Rate of severe occupational injuries ^{Note 4}	-	-	0.09
Rate of recordable occupational injuries (Disabling Frequency Rate) ^{Note 5}	0.84	0.46	0.43
Disabling injury frequency rate of the food and feed manufacturing industry ^{Note 8}	2.28	2.71	3.27 ^{Note 9}
Ratio of number of working days lost (Disabling injury severity rate) ^{Note 6}	24	44	47
Disabling injury severity rate of the food and feed manufacturing industry ^{Note 8}	107	74	67 ^{Note 9}
Frequency-severity indicator ^{Note 7}	0.14	0.14	0.14
Frequency-severity indicator of the food and feed manufacturing industry	0.49	0.45	0.47 ^{Note 9}

Occupational Safety and Health Statistics for Workers	2019	2020	2021
Total hours worked (unit: hours)	11,478,932	11,569,066	12,351,226
Persons affected by general occupational injury ^{Note 1}	9	5	4
Persons affected by severe occupational injury ^{Note 2}	0	0	1
No. of deaths	0	0	0
Total number of recordable occupational injuries (persons)	9	5	5
Number of working days lost	262	479	546
Deaths caused by occupational injuries ^{Note 3}	-	-	-
Rate of severe occupational injuries ^{Note 4}	-	-	0.08
Rate of recordable occupational injuries (Disabling Frequency Rate) ^{Note 5}	0.78	0.43	0.40
Disabling injury frequency rate of the food and feed manufacturing industry ^{Note 8}	2.28	2.71	3.27 ^{Note 9}
Ratio of number of working days lost (Disabling injury severity rate) ^{Note 6}	22	41	44
Disabling injury severity rate of the food and feed manufacturing industry ^{Note 8}	107	74	67 ^{Note 9}
Frequency–severity indicator ^{Note 7}	0.13	0.13	0.13
Frequency–severity indicator of the food and feed manufacturing industry	0.49	0.45	0.47 ^{Note 9}

Note 1: Those with less than 180 lost workdays.

Note 2: Those (excluding fatalities) with more than 180 lost workdays.

Note 3: Rate of deaths caused by occupational injuries = No. of deaths*1,000,000/total hours worked.

Note 4: Rate of severe occupational injuries = Persons affected by severe occupational injuries*1,000,000/total hours worked.

Note 5: Rate of recordable occupational injuries = Total number of recordable occupational injuries (persons)*1,000,000/total hours worked.

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

Note 7: Frequency–severity indicator (FSI) = $\sqrt{\text{Injury frequency rate (FR)} * \text{Injury severity rate (SR)}/1,000}$.

Note 8: As the number of non-employee workers is not significant, occupational safety performance related information is not disclosed.

Note 9: Source: Frequency–severity indicator for 2021 is in accordance with the Occupational Safety and Health Administration, Ministry of Labor

Appendix II GRI Standard Index

Topic	Disclosure	Page	Corresponding Section and Notes	
General Disclosure				
GRI 102: General Disclosure 2016	Organizational profile			
	GRI 102-1	Name of the organization	22	About Uni-President
	GRI 102-2	Activities, brands, products, and services	22	About Uni-President
	GRI 102-3	Location of headquarters	22	About Uni-President
	GRI 102-4	Location of operations	22	About Uni-President
	GRI 102-5	Ownership and legal form	22	About Uni-President
	GRI 102-6	Markets served	22	About Uni-President
	GRI 102-7	Scale of the organization	22	About Uni-President
	GRI 102-8	Information on employees and other workers	96, 137	4.1 Talent Development Management Appendix I – ESG Information Table
	GRI 102-9	Supply chain	48-53	2.3 Supplier Management
	GRI 102-10	Significant changes to the organization and its supply chain	NA	No significant changes during the reporting period
	GRI 102-11	Precautionary Principle or approach	32	1.5 Risk Management Control
	GRI 102-12	External initiatives	21	Respond to sustainability initiatives in a proactive manner
	GRI 102-13	Membership of associations	24	About Uni-President
	Strategy			
	GRI 102-14	Statement from senior decision-maker	4-7	Message from the Operator
	Ethics and integrity			
	GRI 102-16	Values, principles, standards, and norms of behavior	26	1.1 Transparent and Ethical Enterprise Commitment
Governance				
GRI 102-18	Governance structure	27-29	1.2 Implementation of Corporate Governance	

Topic	Disclosure	Page	Corresponding Section and Notes	
GRI 102: General Disclosure 2016	Stakeholder engagement			
	GRI 102-40	List of stakeholder groups	12-18	Material Topic Analysis and Response Stakeholder Engagement
	GRI 102-41	Collective bargaining agreements	101	4.1 Talent Development Management
	GRI 102-42	Identifying and selecting stakeholders	17-18	Stakeholder engagement
	GRI 102-43	Approach to stakeholder engagement	17-18	Stakeholder engagement
	GRI 102-44	Key topics and concerns raised	12-16	Material Topic Analysis and Response
	Reporting practice			
	GRI 102-45	Entities included in the consolidated financial statements	124	About This Report
	GRI 102-46	Defining report content and topic boundaries	124	About This Report
	GRI 102-47	List of material issues	12-16	Material Topic Analysis and Response
	GRI 102-48	Restatements of information	NA	Previous information not been re-edited
	GRI 102-49	Changes in reporting	NA	There is no significant change in the reporting boundary and scope compared with the previous report
	GRI 102-50	Reporting period	124	About This Report
	GRI 102-51	Date of most recent report	125	About This Report
	GRI 102-52	Reporting cycle	125	About This Report
	GRI 102-53	Contact point for questions regarding the report	125	About This Report
	GRI 102-54	Claims of reporting in accordance with the GRI Standards	124	About This Report
	GRI 102-55	GRI content index	140-144	Appendix II GRI Standard Index
	GRI 102-56	External assurance	152-153	Appendix VII Independent Limited Assurance Report

Material Topic

Food safety

GRI 416: Customer Health and Safety 2016	GRI 103-1	Explanation of the material topic and its Boundary	12-16	Material Topic Analysis and Response
	GRI 103-2	The management approach and its components	37-38, 39-47	2.1 Food Safety Commitment 2.2 Food Safety Management
	GRI 103-3	Evaluation of the management approach	37-38, 39-47	2.1 Food Safety Commitment 2.2 Food Safety Management
	GRI 416-1	Assessment of the health and safety impacts of product and service categories	39-47	2.2 Food Safety Management
	GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	37-38	2.1 Food Safety Commitment

Regulatory compliance

GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary	12-16	Material Topic Analysis and Response
	GRI 103-2	The management approach and its components	26, 31	1.1 Transparent and Ethical Enterprise Commitment 1.4 Strict regulatory compliance
	GRI 103-3	Evaluation of the management approach	26, 31	1.1 Transparent and Ethical Enterprise Commitment 1.4 Strict regulatory compliance
GRI 307: Environmental Compliance 2016	GRI 307-1	Non-compliance with environmental laws and regulations	31	1.4 Strict regulatory compliance
GRI 419: Socioeconomic Compliance 2016	GRI 419-1	Non-compliance with laws and regulations in the social and economic area	31	1.4 Strict regulatory compliance

Ethical management

GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary	12-16	Material Topic Analysis and Response
	GRI 103-2	The management approach and its components	26, 30	1.1 Transparent and Ethical Enterprise Commitment 1.3 Insist on Ethical Management
	GRI 103-3	Evaluation of the management approach	26, 30	1.1 Transparent and Ethical Enterprise Commitment 1.3 Insist on Ethical Management
GRI 205: Anti-corruption 2016	GRI 205-2	Communication and training about anti-corruption policies and procedures	30	1.3 Insist on Ethical Management
	GRI 205-3	Confirmed incidents of corruption and actions taken	30	1.3 Insist on Ethical Management

Operational environment management

GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary	12-16	Stakeholder engagement 3.1 Environmental Management Responsibility
	GRI 103-2	The management approach and its components	63	3.1 Environmental Management Responsibility
	GRI 103-3	Evaluation of the management approach	63	3.1 Environmental Management Responsibility

Material Topic

Operational environment management

GRI 302: Energy 2016	GRI 302-1	Energy consumption within the organization	76, 132-133	3.2 Climate Change and Energy Management Appendix I – ESG Information
GRI 303: Water and effluents 2018	GRI 303-1	Interactions with water as a shared resource	82-84	3.3 Water Resources Management
	GRI 303-2	Management of water discharge-related impacts	82, 87	3.3 Water Resources Management
	GRI 303-3	Water withdrawal	85, 134	3.3 Water Resources Management Appendix I – ESG Information
	GRI 303-4	Water discharge	87, 134	3.3 Water Resources Management Appendix I – ESG Information
GRI 305: Emissions 2016	GRI 305-1	Direct (Scope 1) GHG emissions	77, 79, 133	3.2 Climate Change and Energy Management Appendix I – ESG Information
	GRI 305-2	Energy indirect (Scope 2) GHG emissions	77, 79, 133	3.2 Climate Change and Energy Management Appendix I – ESG Information
	GRI 305-4	GHG emission intensity	77, 79, 133	3.2 Climate Change and Energy Management Appendix I – ESG Information
	GRI 305-5	Reduction of GHG emissions	80-81	3.2 Climate Change and Energy Management
	GRI 305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x), and other significant air emissions	89, 134	3.4 Pollution prevention and management Appendix I – ESG Information
GRI 306: Waste 2020	GRI 306-1	Waste generation and significant waste-related impacts	90	3.4 Pollution prevention and management
	GRI 306-2	Management of significant waste-related impacts	90	3.4 Pollution Prevention and Management Appendix I ESG Information Sheet
	GRI 306-3	Waste generated	89, 135	3.4 Pollution prevention and management Appendix I ESG Information Pollution Prevention and Management Appendix I – ESG Information
	GRI 306-4	Waste diverted from disposal	89, 135	3.4 Pollution Prevention and Management Appendix I ESG Information Sheet
	GRI 306-5	Waste directed to disposal	89, 135	3.4 Pollution prevention and management Appendix I – ESG Information

Packaging Material Management

GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary	12-16	Stakeholder engagement 3.1 Environmental Management Responsibility
	GRI 103-2	The management approach and its components	64	3.1 Environmental Management Responsibility
	GRI 103-3	Evaluation of the management approach	64	3.1 Environmental Management Responsibility

Non-Material Topic

GRI 201: Economic Performance 2016	GRI 201-1	Direct economic value generated and distributed	23	About Uni-President
	GRI 201-2	Financial implications and other risks and opportunities due to climate change	71-75	3.2 Climate Change and Energy Management
GRI 308: Supplier Environmental Assessment 2016	GRI 308-2	Negative environmental impacts in the supply chain and actions taken	48-53	2.3 Supplier Management
GRI 401: Employment 2016	GRI 401-1	New employee hires and employee turnover	96	4.1 Talent Development Management
	GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	100	4.1 Talent Development Management
GRI 403: Occupational health and safety 2018	GRI 403-1	Occupational health and safety management system	102-109	4.2. Occupational health and safety
	GRI 403-2	Hazard identification, risk assessment, and incident investigation	102-109	4.2. Occupational health and safety
	GRI 403-3	Occupational health services	102-109	4.2. Occupational health and safety
	GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	102-109	4.2. Occupational health and safety
	GRI 403-5	Worker training on occupational health and safety	102-109	4.2. Occupational health and safety
	GRI 403-6	Promotion of worker health	102-109	4.2. Occupational health and safety
	GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	102-109	4.2. Occupational health and safety
	GRI 403-9	Work-related injuries	102-109	4.2. Occupational health and safety Appendix I – ESG Information
GRI 404: Training and education 2016	GRI 404-1	Average hours of training per year per employee	98, 138	4.1 Talent Development Management Appendix I – ESG Information
	GRI 404-2	Programs for upgrading employee skills and transition assistance programs	97-99	4.1 Talent Development Management
GRI 405: Diversity and Equal Opportunity 2016	GRI 405-1	Diversity of governance bodies and employees	96, 137-138	4.1 Talent Development Management Appendix I – ESG Information
GRI 413: Local Communities 2016	GRI 413-1	Operations with local community engagement, impact assessments, and development programs	111-123	5.1 Preventive Medicine and Nutritional Care 5.2 Social Care for the Disadvantaged 5.3 Connecting Uni-President Group to Expand Influence
GRI 414: Supplier Social Assessment 2016	GRI 414-2	Negative social impacts in the supply chain and actions taken	48-53	2.3 Supplier Management
GRI 417: Marketing and Labeling 2016	GRI 417-2	Incidents of non-compliance concerning product and service information and labeling	60-61	2.6 Responsible Marketing and Labeling
	GRI 417-3	Incidents of non-compliance concerning marketing communications	60-61	2.6 Responsible Marketing and Labeling

Appendix III Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies

Comparison Table of Emphasized Disclosure Required by Article 4

Procedures	Item	Corresponding Chapter	Page	
Subparagraph 1	Item 1	The evaluation and improvement regarding the company's personnel, work environment, hygiene management of facilities and quality control systems to improve food sanitation, safety and quality, as well as the significant product and service categories and the percentage affected.	2.2 Food Safety Management 2.4 Responsible Production Management	Please refer to Emphasized Disclosure in the Food Industry required by Taiwan Stock Exchange Corporation and Summary of Subject Information Assured
	Item 2	The types and number of incidents of violation against the applicable food safety and sanitation laws and noncompliance with product and service information and labeling laws.	2.2 Food Safety Management	
	Item 3	The percentage of the purchased volume in accordance with internationally recognized responsible production standards, categorized by standard.	3.1 Environmental Management Responsibility	
	Item 4	The percentage of the production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	2.4 Responsible Production Management Appendix I – ESG Information	
	Item 5	The number and percentage of suppliers audited, and the audit items and results.	3.3 Supplier management	
	Item 6	The product trace and track management conducted voluntarily or according to the applicable laws, and related products as a percentage of all products.	2.2 Food Safety Management	
	item 7	The food safety laboratories established voluntarily or according to the applicable laws, testing items, testing results, relevant expenses and the percentage of such expenses to the net revenue.	2.2 Food Safety Management Appendix I – ESG Information	
Subparagraph 4	Item 1	The number of its full-time employees who are not in a managerial position, the average and medium of the salaries of the full-time employees who are not in a managerial position, and the difference of the three figures from the previous year.	4.1 Talent Development Management	100
	Item 2	The company's governance around climate-related risks and opportunities, actual and potential climate-related impacts, how to identify, assess and manage climate-related risks, and metrics and targets used to assess and manage relevant climate-related issues.	3.2 Climate Change and Energy Management	71-81

Appendix IV Task Force on Climate-related Financial Disclosure (TCFD) Index

TCFD Recommended Disclosures		Corresponding Chapter	Page	
Governance	Disclose the organization's governance around climate-related risks and opportunities	a. Describe the board's oversight of climate-related risks and opportunities	Preface ESG Committee 3.2.1 Climate Risk Governance	11, 71
		b. Describe management's role in assessing and managing climate-related risks and opportunities.	Preface ESG Committee 3.2.1 Climate Risk Governance	11, 71
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	3.2.2 Evaluation and Management Strategies for Climate Risks and Opportunities	72-75
		b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	3.2.2 Evaluation and Management Strategies for Climate Risks and Opportunities	72-75
		c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	In the progress of assessment and planning	-
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	a. Describe the organization's process for identifying and assessing climate-related risks	Uni-President 2020 CSR Report 3.2.2 Climate Risk and Opportunity Evaluation p64-65 https://www.uni-president.com.tw/ESG/index.html 3.2.2 Evaluation and Management Strategies for Climate Risks and Opportunities	72-73
		b. Describe the organization's processes for managing climate-related risks.	3.2.1 Climate Risk Governance 3.2.2 Evaluation and Management Strategies for Climate Risks and Opportunities	71-75
		c. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	1.5.1 Risk Management Mechanism 3.2.2 Evaluation and Management Strategies for Climate Risks and Opportunities	32-34 72-75
Metrics and Targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	3.2.2 Evaluation and Management Strategies for Climate Risks and Opportunities	72-75
		b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	3.2.3 Energy Consumption and GHG Emissions Management Performance Appendix I – ESG Information – GHG Emissions	77, 79 133
		c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2021 Key Achievements Sustainable Value Chain 3.2.2 Evaluation and Management Strategies for Climate Risks and Opportunities	9 19-20 72-75

Appendix V Human Rights and Children’s Rights

Uni-President Enterprises Corporation (hereinafter referred as “Uni-President”) supports and abides by internationally recognized human rights standards and principles, including the Universal Declaration of Human Rights, United National Global Compact, and International Labour Organization, and Declaration of Fundamental Principles and Rights at Work. We also follow local laws and regulations to end all human rights violations.

We also support the “Convention on the Rights of the Child” and protect the rights of children in accordance with the four basic principles of the Convention on the Rights of the Child. Our actions are as follows:

Aspect of Children Rights	Corresponding Chapter	Page
Right to Life	5.2.1 Emergency Relief and Warmth (Emergency Relief)	117
	5.2.2 Project of Disadvantaged Families in Rural Areas (Nutritional Drink at Lunchtime Scheme)	118-119
Right to development	5.1.3 Health Campaign at the Campus	114
	5.2.2 Project of Disadvantaged Families in Rural Areas (Afterschool Club Program, Scholarships and Talent Development)	118-119
Right to participation	5.3.2 Fun Learning Experience Camp	121
Right to protection	4.1.4 Smooth Labor–Management Communication and Employee Rights Care (Prohibition of Child Labor)	101



Appendix 6: 2021 Assurance Item Summary

No.	Information Assured	Page	Reporting Criteria	Rules
1	<p>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.</p> <p>The Food Safety Committee held 35 food safety meetings in 2021. 1 Group food safety meeting and 1 Southeast Asia food safety meeting were held on January 11, 2022.</p>	39	<p>In accordance with “Organizational Structure and Operating Procedures of the Food Safety Committee”, the organization established, the total number of committee meetings held in 2021, and the percentage of product categories affected.</p> <p>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.</p>	Subparagraph 1, item 1
2	<p>Number of notifications in 2021 : 365</p> <p>Proportion of product category affected: 100%</p> <p>Number of cases requiring follow-up : 30</p> <p>The abovementioned cases have been tracked and solved before January 5, 2022.</p>	44	<p>The total number of FSCRA notification in 2021, its tracking and completion status, as well as the percentage impact of all product categories.</p> <p>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.</p>	Subparagraph 1, item 1
3	<p>Employees can express their opinions on all company food products (100%) on the food safety hotline. In 2021, there was one case of employee feedback on the food safety hotline.</p>	44	<p>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 2021.</p> <p>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.</p>	Subparagraph 1, item 1
4	<p>We have established the “Rewards and Allowances for License and Certificate Acquisition,” which applies to all Uni-President employees. As of December 31, 2021, a total of 140 employees obtained food safety certifications.</p>	46	<p>As of December 31, 2021, 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.</p> <p>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.</p>	Subparagraph 1, item 1
5	<p>Total number of food manufacturing factories: 23</p> <p>Number of audited manufacturing factories: 23</p> <p>Proportion between the number of audited factories and affected products: 100%</p>	54	<p>Total number of food manufacturing factories in 2021, and the number of food manufacturing factories from January 1 to December 31, 2021 audited by the general factories based on the Internal Food Factory Quality Audit SOP.</p> <p>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.</p>	Subparagraph 1, item 1

No.	Information Assured	Page	Reporting Criteria	Rules
6	In 2021, the Food Safety Center supervised 122 cases of food-related regulatory changes, which covers all product categories (100%). The Food Safety Center initiated 117 regulation identifications in accordance with regulatory changes.	43	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 2021 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.	Subparagraph 1, item 1
7	The Act Governing Food Safety and Sanitation and its enforcement rules promulgated by the Taiwan Food and Drug Administration (TFDA), 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).	43	The website for the announcements of food laws and regulations by the Taiwan Food and Drug Administration, Ministry of Health and Welfare.	Subparagraph 1, item 2
8	In 2021, there were no fines or penalties imposed for violation of the "Act Governing Food Safety and Sanitation" and its related enforcement rules, measures and guidelines.	43	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 2021.	Subparagraph 1, item 2
9	The ratio of FSC™ procurement amount accounted for 40.28% of the total procurement amount of paper packaging materials in 2021.	68	The percentage of FSC™-certified materials procurement in the total amount of paper packaging materials procurement in 2021 based on the statistics from the procurement system.	Subparagraph 1, item 3
10	In 2021, food products certified by FSSC 22000 accounted for 99.98% of Uni-President's total food products.	54	The percentage of food production lines that passed the FSSC 22000 certification in 2021 by the third party is calculated based on the certification scope and period. The percentage of certification was calculated from dividing the total number of FSSC 22000 certified food products by the total output of food products (unit: the minimum packaging unit of each food product).	Subparagraph 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 2021" in the appendix list."	129-131	The information of annual food production of plant and its FSSC 22000 certification in 2021 are disclosed based on the scope of the obtained FSSC 22000 certification.	Subparagraph 1, item 4

No.	Information Assured	Page	Reporting Criteria	Rules
12	In 2021, 168 out of 543 suppliers applicable to the Supplier Evaluation SOP completed the on-site or video evaluation, a 30.9% evaluation completion rate. A score over 60 and without significant deficiencies is required to pass the evaluation. Evaluation items include whether the food safety and hygiene management systems are ineffective and whether the food has immediate safety hazards and can be improved immediately. All suppliers passed the assessment.	50	The total number of suppliers evaluated onsite based on supplier specific evaluation items by appraisers with the Good Hygienic Practice and the evaluation results in 2021. Based on Supplier Evaluation SOP, the percentage of suppliers completing onsite or video evaluation in 2021 is calculated by dividing the number of suppliers completing onsite or video evaluation by the total number of ingredient/ material suppliers that had transactions in 2021. Note: 1. Food ingredient/material suppliers who had business dealings with the Company in 2021 included suppliers not subject to the Supplier Evaluation SOP. 2. Excluding suppliers of raw milk (dairy farms), packaging materials that do not come into direct contact with foods, wheat suppliers, and the number of OEMs that import wheat. 3. Video assessments are performed due to COVID-19.	Subparagraph 1, item 5
13	In 2021, Uni-President has developed the Food Traceability Management System with a total of 447 products, accounting for 100% 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).	52	In 2021, 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 2021, 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).	Subparagraph 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).	52	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).	Subparagraph 1, item 6
15	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 2021.	127	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 2021.	Subparagraph 1, item 7
16	As of December 31, 2021, up to 620 testing items of Uni-President's laboratories have been certified by the TAF and TFDA as food-related testing items. Note: Please refer to the "List of TFDA- and TAF-Certified Items" in this report for certified items.	45	The test items and total number of items of the food safety laboratory and QC laboratory certified by TAF and TFDA in December 31, 2021.	Subparagraph 1, item 7
17	In 2021, the QC Section and Food Safety Laboratory compiled a total of 216 groups of practical testing items (excluding the test items for projects commissioned by external clients) for ingredients, materials, and finished products.	45	In 2021, 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.	Subparagraph 1, item 7

No.	Information Assured	Page	Reporting Criteria	Rules
18	Anomaly Form of Finished Products and Ingredients/Materials Inspection in 2021: Anomaly rate of final products: 0.14% Anomaly rate of ingredients/materials : 0.27%	45	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 2021.	Subparagraph 1, item 7
19	Please refer to the Food Safety Management Expenses in 2021 in the report for food safety control expenses and percentage of net operating revenues in individual financial statements. Food safety control expenses (Note 1): NT\$322.73 million Percentage of net operating revenue in the individual financial statements : 0.76% Note 1: Food safety control expenses include laboratory expenses and external inspection fees	45	The percentage of 2021 food safety management expenses divided by the net operating revenue in the individual financial statements audited by the certified public accountant.	Subparagraph 1, item 7
20	In 2021, 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. 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 (6) Warehouse and Transportation Management (7) Nonconforming Product Management and Traceability Management (8) Food Protection/Emergency Response Management	41-42	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 2021.	Voluntary-assured items
21	In 2021, the QC Section audited 15 suppliers in 19 visits. Process management was the main cause of defects. Corrections of all defects had already been completed before January 5, 2022.	52	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 2021. "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 2021, the Food Safety Audit Team audited 298 suppliers on-site in 656 visits. Good Hygiene Practice (GHP) was the main defect. Corrections of all defects were all completed by May 9, 2022.	52	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 2021. "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 2021, the number of participants in food safety training reached 18,475, with a total training of 37,487.5 hours.	46	The total number of training hours and the total number of employees completing food safety-related training in conformity with the Education and Training Regulations in 2021. Note: The scope of the total number of hours and employees is including food and feed product plants.	Voluntary-assured items

Appendix VII Independent Limited Assurance Report



會計師有限確信報告

資會綜字第 22002697 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 2021 年度永續報告書所報導之關鍵績效指標（以下稱「所選定之關鍵績效指標」）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。

標的資訊與適用基準

本確信案件之標的資訊係 貴公司上開所選定之關鍵績效指標，有關所選定之關鍵績效指標及其適用基準詳列於 貴公司 2021 年度永續報告書第 148 至 151 頁之「確信項目彙總表」。前述所選定之關鍵績效指標之報導範圍業於永續報告書第 124 頁之「報告期間、邊界與範疇」段落說明。

上開適用基準係為臺灣證券交易所「上市公司編製與申報永續報告書作業辦法」與相關問答集及有關法令之規定，以及 貴公司依行業特性與其所選定之關鍵績效指標參採或自行設計其他基準。

管理階層之責任

貴公司管理階層之責任係依照臺灣證券交易所「上市公司編製與申報永續報告書作業辦法」與相關問答集及有關法令之規定，以及 貴公司依行業特性與其所選定之關鍵績效指標參採或自行設計其他基準，以編製永續報告書所選定之關鍵績效指標，且維持與所選定之關鍵績效指標編製有關之必要內部控制，以確保所選定之關鍵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」，對所選定之關鍵績效指標執行確信工作，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，包括辨認所選定之關鍵績效指標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执行程序。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执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：



- 對參與編製所選定之關鍵績效指標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，對所選定之關鍵績效指標選取樣本進行查詢、觀察、檢查及重新執行測試，以取得有限確信之證據。

此報告不對 2021 年度永續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，本會計師並未發現所選定之關鍵績效指標在所有重大方面有未依臺灣證券交易所「上市公司編製與申報永續報告書作業辦法」與相關問答集及有關法令之規定，以及 貴公司依行業特性與其所選定之關鍵績效指標參採或自行設計其他基準編製而須作修正之情事。

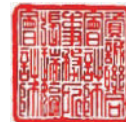
其它事項

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所選定之關鍵績效指標或適用基準之變更，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 張瑞婷

張瑞婷



2 0 2 2 年 7 月 2 9 日



統一麵

麥香

茶裏王



AB

純喫茶

