

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

(GRI 2-12、GRI 2-13、GRI 2-14、GRI 2-16)

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 Presidents 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 committee, formed of senior executives from various fields, meets annually to review the progress of sustainable development work and decide the aims of upcoming sustainable initiatives. 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.

Uni-President
Enterprises
Corporation
Sustainable
Development Code
of Practice



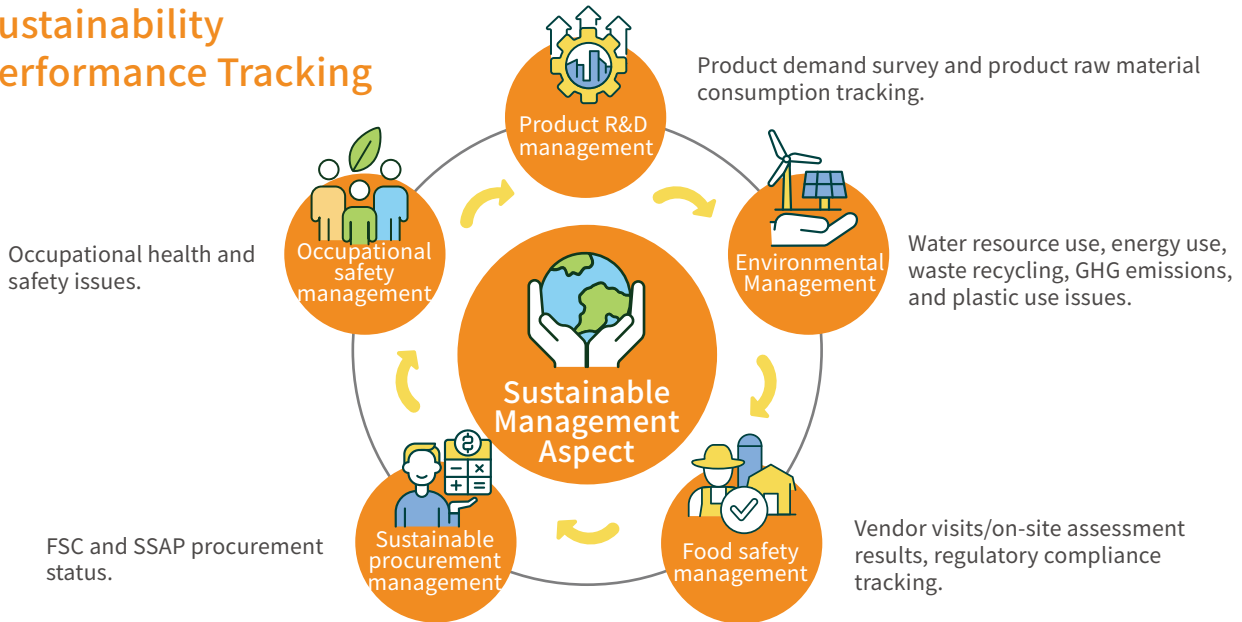
The ESG Committee is Uni-President's main division for sustainable development. Externally, the committee is accountable for examining Uni-President's corporate sustainability reports and recognizing sustainable matters of interest to stakeholders; internally, it is responsible for drafting corporate sustainability policies, key performance indicators, goals, and plans for each functional group and reviewing the implementation thereof. Aside from such periodical activities, the committee assesses progress in the five areas, namely, product R&D management, environmental management, food safety management, sustainable procurement management, and occupational safety management, on a quarterly basis through the evaluation of 16 sustainable management indicators.

In 2022, the committee presented 4 issues related to sustainable development to the board of directors. The proposals covered the following content: (1). Implementation of the greenhouse gas inventory and verification initiative; (2). Evaluation of the current year's sustainable development work, including implementation progress and future work priority and plan; and (3). Enforcement of risk management policies. The Board of Directors pays attention to ESG and risk management implementation results, and 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.



On November 9, 2022, the board of directors resolved to integrate ESG-related indicators into the evaluation of the Company's Presidents' performance.

Sustainability Performance Tracking



Material Topic Analysis and Response

(GRI 2-29、GRI 3-1、GRI 3-2)

By referring to the guidelines provided by GRI Standards 2021, Uni-President has created a methodical system for recognizing key stakeholders and sustainability issues. Meanwhile, we also inventoried and identified the actual and potential positive and negative impacts of each sustainable issue on the Company, manage them, and set goals accordingly, so as to gain a basis for compiling the sustainability report.

Step 1

Identifying stakeholders

Perform an inventory on stakeholders and build an effective communication channel according to the relationship between stakeholders and Uni-President

Step 2

Preliminary inventory on sustainability topics

Summarize global sustainability trends, issues concerning the industry, Taiwan's local policies, and Uni-President's future development strategies and perform preliminary inventories on 12 potential material topics

Step 3

Analysis of the extent of concern and impact level of sustainability topics

To ascertain the extent of stakeholders' worry towards each sustainable topic, we administered both internal and external surveys, evaluated the actual and potential positive and negative influences of each sustainable topic on the economy, environment, and society, and finally conducted an exhaustive appraisal of the degree of impact.

Step 4

Confirmation of material topics

By reviewing the results of step 3, we identified the previous 5 issues as material topics for 2022 and reported the same to the ESG Committee.

Step 5









Responding to material topics

Responses to material topics for 2022

1

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>

2

Preliminary inventory on sustainability topics

- United Nations Sustainable Development Goals (SDGs)
- Topics of GRI Standards/special topics for the food industry
- Sustainability Accounting Standards Board (SASB^{Note}) – Food industry standard
- Material topics for the food industry in Taiwan and overseas
- Value chain influence
- Uni-President's sustainability vision and strategy

Potential material sustainability topics

- Operational environment management
- Climate change
- Packaging Material Management
- Food safety
- Responsible marketing and labeling
- Occupational health and safety
- Nutrition and health management
- Talent development and management
- Social welfare and charity
- Economic performance
- Corporate Governance
- Ethical management

註：Sustainability Accounting Standard Board

Aspect	Topic	Its meaning for Uni-President
Economic Governance	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
	Corporate Governance	Governance framework, duty, system, and composition, selection of the governance unit, collective knowledge and performance evaluation
	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
Environment	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 emission of ozone layer-depleting substances, nitrogen oxides (NOx), sulfur oxides (SOx), and wastewater, and generation of waste situation, management actions, greenhouse gas emissions and reductions, etc.
	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
	Packaging Material Management	Package procurement, standard, use and packaging material reduction policy
Social	Food safety	<ol style="list-style-type: none"> 1. 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 2. New supplier management policy, including standards for food safety hazard risk assessment and environmental and social impact assessment
	Responsible marketing and labeling	Accurate product or advertising promotional information and labeling as well as clearly labeled ingredients
	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
	Nutrition and health	Related management measures related to food health and nutrition, and sustainable food and nutritional care, diet, and culture promotion
	Talent development and management	In terms of talent cultivation planning and execution, in addition to the implementation of on-the-job training (OJT) by each unit, we also actively promote off-job training (OFF-JT), whose content includes legal compliance, food safety/occupational safety/environmental safety, brand marketing, business strategy and management, etc. Apart from that, we also provide a wide range of development courses like aesthetic taste and physical and spiritual growth.
	Social welfare and charity	Development and impact of operational activities imposed on local communities, communication and assessment, social welfare and care activities

3

Analysis of the extent of the concern and impact level of sustainability topics

Issue analysis	Survey subjects	Survey channels	Internal and external responses	Analysis
Extent of concern	Step 1 8 types of major stakeholders	Questionnaire survey, feedback of evaluation information, feedback from communication channels for the various stakeholders	146	Comprehensive analysis of the extent of concern regarding each sustainability topic
Impact level	Uni-President ESG Working Team Members		42	Thorough examination of the positive and negative impact of every sustainability issue (likelihood of event, magnitude and scope of impact)

Aspect	Topic	Description of positive impact	Description of negative impact
Economic Governance	Economic performance	A reliable income stream helps the market to develop gradually, thus enhancing social and economic progress and creating job opportunities.	<ol style="list-style-type: none"> Denying investors their rightful share of surplus jeopardizes their interests. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).
	Corporate Governance	Foster a corporate governance culture, grasp the Company's aims and obligations, and carry out regular internal relationship management and communication to ensure corporate development and amplify corporate competitiveness.	<ol style="list-style-type: none"> A lack of a clear governance system results in inadequate governance and an increased business risk. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).
	Ethical management	Adopt ethical management practices to build corporate prestige, inspire investor trust, enable sound corporate practices, and strive for sustainable corporate operations	<ol style="list-style-type: none"> When goodwill is impaired, investors will withdraw their investment and customers will not buy the company's products, leading to a decline in the company's ability to obtain funds and an increase in the risks of business operations. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).
Environment	Operational environment management	<ol style="list-style-type: none"> Boost the utilization efficiency of energy, materials, and water to the fullest to guarantee a constant source of fresh water, cut down on waste creation, impede global warming even further, and help Uni-President transition to a more sustainable production system. Focus on the prevention and management of pollution, advocate for the use of clean and secure water sources, and cut down the manufacturing's effect on air quality, thereby constantly shifting Uni-President towards a responsible production model. 	<ol style="list-style-type: none"> Failure to effectively manage the efficiency of use of water resources and materials leads to lack of energy and resource efficiency, which, when coupled with increasing greenhouse gas emissions in the production process, accelerates climate change. Improper treatment of waste, wastewater, and air pollutants results in environmental pollution. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).
	Climate change	<ol style="list-style-type: none"> Improve Uni-President's raw materials management resilience in the face of climate change by managing raw materials supply stability, developing substitute materials, and managing supply chain stability. Introduce the TCFD framework to enhance Uni-President's climate actions, including risk reduction, adaptation, and impact reduction. Institute a transition program to adjust to climate change while formulating a plan to cut GHG emissions and transition to low-carbon energy, thus moving Uni-President towards a more sustainable production model. 	<ol style="list-style-type: none"> Not taking quick action to manage climate change raises the potential of floods or droughts in the future, which could subsequently lead to production interruptions or supply chain disruptions Failing to take climate change transformation actions causes the company to lose favor among investors and consumers, resulting in reduced revenue and difficulty in accessing funds from investors. Not actively promoting greenhouse gas reduction plans and climate transition plans accelerates the process of global warming Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).

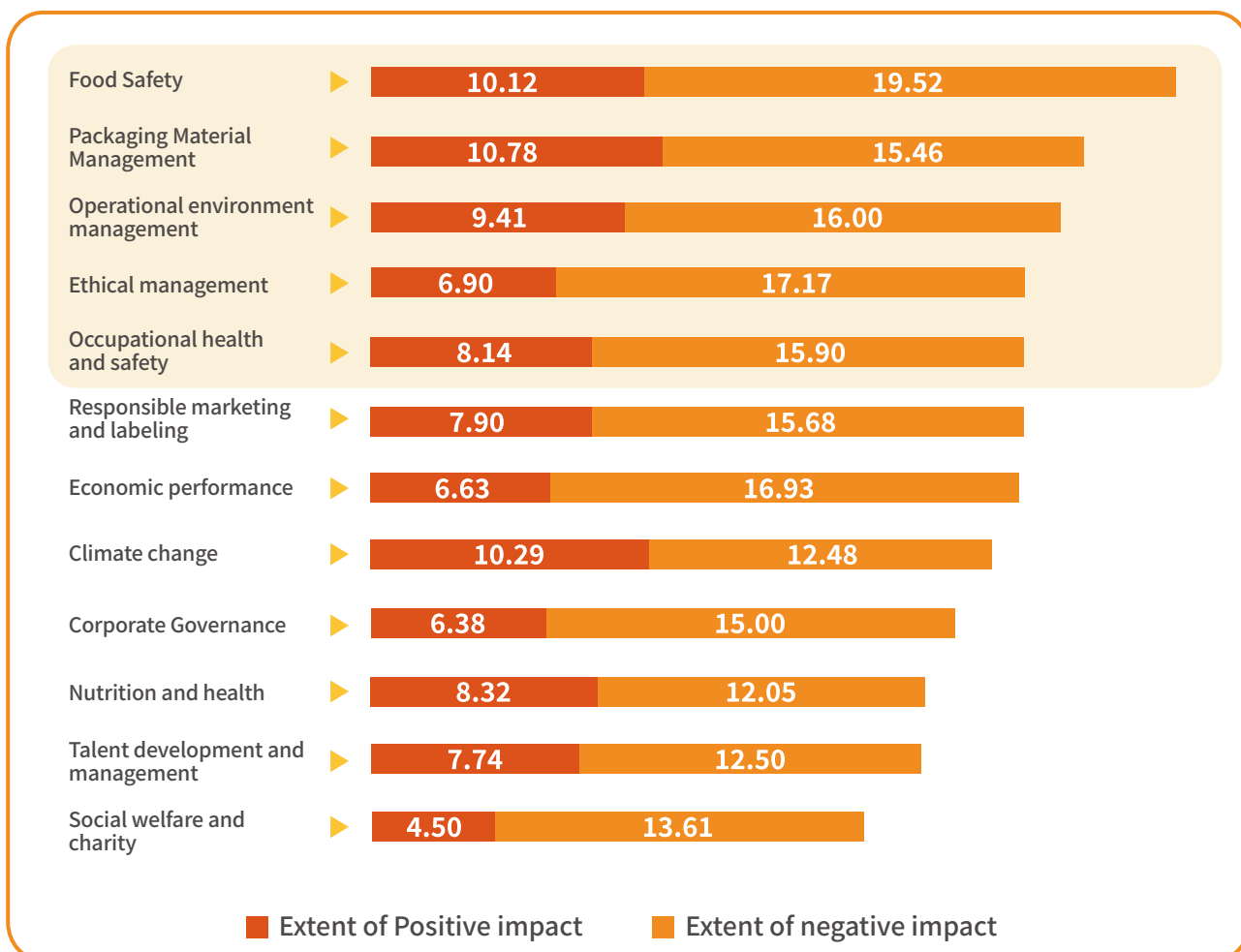
Aspect	Topic	Description of positive impact	Description of negative impact
Environment	Packaging Material Management	<ol style="list-style-type: none"> 1. Increase efficiency of resource utilization to facilitate the adoption of sustainable consumption and production models. 2. Increase the use of FSC-certified paper packaging materials, to restore and promote the sustainable use of terrestrial ecosystems 3. Cut down on the usage of plastics, switch to biodegradable ones, select plastics with a lower carbon footprint, and lessen the plastics that enter the environment, to safeguard water resources and creatures in the environment and encourage sustainable development. 	<ol style="list-style-type: none"> 1. By neglecting to decrease the amount of plastic, the situation of marine debris and plastic particles will go from bad to worse, resulting in a lack of clean water sources and damage to marine ecology and resources. 2. Should plastics use not be actively reduced, consumers will have a negative opinion of the company's goods, causing a decrease in income. 3. The plan to promote the use FSC-certified paper packaging materials does not progress as expected, increasing the damage to the forest ecosystem. 4. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).
Social	Food Safety	<ol style="list-style-type: none"> 1. Committed to zero food safety risk and active management of food product safety, Uni-President is able to move towards a sustainable and responsible food production model. 2. An impeccable food safety management system ensures the health and safety of consumers. 	<ol style="list-style-type: none"> 1. Failure to actively manage product raw materials supply is likely to incur food safety risks during production, casting safety concerns to the company's food products. 2. If food safety isn't managed correctly, it can lead to adverse health effects for those who consume it, and cause public alarm. 3. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).
	Responsible marketing and labeling	Enrich consumers' knowledge of the food by responsibly labeling product ingredients and nutrition, as a way of showcasing Uni-President's responsible food production model.	<ol style="list-style-type: none"> 1. Exaggerating product information misleads consumers into making purchases, resulting in loss of goodwill or consumer confidence. 2. Imprecise, incomplete, or incorrect labeling hampers consumers' understanding of product information, casting doubts over products. 3. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).
	Occupational health and safety	<ol style="list-style-type: none"> 1. Take action to promote health and maintain occupational safety in order to preserve the physical and mental health of our workforce. 2. Create a pleasant work environment to ensure employees' physical and mental wellbeing. 	<ol style="list-style-type: none"> 1. Without providing a safe workplace and necessary tools, occupational accidents will occur, putting employees' physical and mental health at risk. 2. Omitting health checks can have catastrophic effects on the wellbeing of employees exposed to hazardous circumstances. 3. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).
	Nutrition and health	<ol style="list-style-type: none"> 1. Uni-President endeavors to create nutritional and healthy food to address malnutrition and end hunger. 2. Direct product development towards less salt, sodium, and sugar to enhance consumer nutrition and health. 	<ol style="list-style-type: none"> 1. Failure to enhance the healthfulness of products may lead customers to continue to consume foods high in salt and fat content, thus increasing their risk of health issues. 2. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).
	Talent development and management	<ol style="list-style-type: none"> 1. Set up a training program to equip personnel with the necessary skills that are required in the workplace, in order to enhance overall productivity. 2. Assist employees in career development to enhance personal growth alongside organizational development, thereby enhancing organizational competitiveness 	<ol style="list-style-type: none"> 1. Mismatching employees with jobs leads to low organizational efficiency and hampers operations. 2. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).

Aspect	Topic	Description of positive impact	Description of negative impact
Social	Social welfare and charity	<ol style="list-style-type: none"> The Taiwan Millennium Health Foundation advocates for and supports social education, research and development, and international academic exchanges regarding nutrition, health care, and preventive medicine. The social welfare foundation supports and solves issues related to disability, emergency relief, medical care, schooling unaffordability, childcare, and elderly care, and thus improves the benefits to the wider society. 	<ol style="list-style-type: none"> Poor communication links with close-by communities Free services bears on the development of existing industries. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).

4 Confirmation of material topics

Factor in the extent of positive and negative impact (occurrence possibility and impact scale and scope) of each sustainability topic based on the comprehensive analysis conducted by the ESG Working Team, and then rank the materiality of each sustainability topic based on extent of their positive and negative impact by considering the extent of stakeholders' concern over each of them, thereby identifying and determining the top 5 material topics for 2022.

Sustainability topic impact assessment



Economic Governance	Environment	Social
<ul style="list-style-type: none"> ★ Ethical management Economic performance Corporate Governance 	<ul style="list-style-type: none"> ★ Packaging Material Management ★ Operational environment management Climate change 	<ul style="list-style-type: none"> ★ Food safety ★ Occupational health and safety Responsible marketing and labeling Nutrition and health Talent development and management Social welfare and charity

★ denotes material topics. Compared with 2021, the material topic additionally added in 2022 was "Occupational Safety and Health"; the material topic "Regulatory Compliance", though de-listed as the material topic for 2022, was disclosed according to "GRI 2 General Disclosure 2021: 2-27" .

5 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.

Material topics	Corresponding Chapter and Page No.	
Food Safety	2.1 Bring Assuring Dining Experience and Food Safety: A Chronological Review 2.2 Food Safety Management	45-46 47-56
Packaging Material Management	3.5 Packaging Materials Management	106-107
Operational environment management	3.1 Environmental Management Responsibility 3.2 Climate Change and Energy Management 3.3 Water Resources Management 3.4 Pollution prevention and management	78-86 87-96 97-103 104-106
Ethical management	1.3 Insist on Ethical Management	34
Occupational health and safety	4.2 Occupational health and safety	119



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

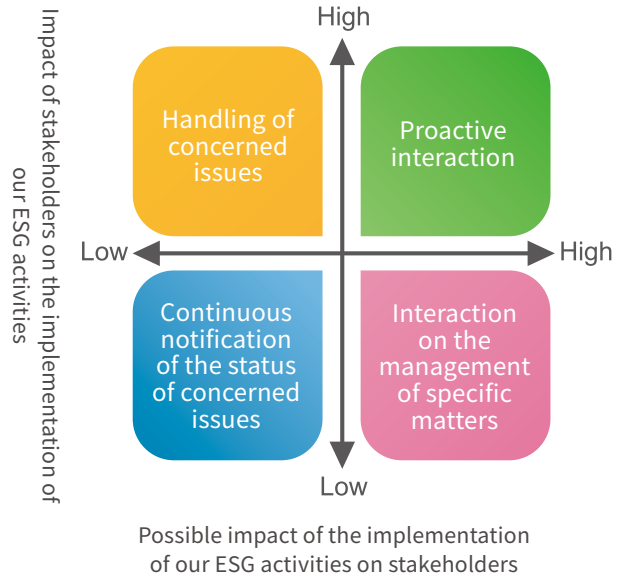
Material Topic	Value chain								GRI Topic
	Employees	Consumer	Fund providers	Government	Supplier	Certification authorities	Academic units	Public interest groups	
Ethical management	✓	✓	✓	✓	✓		✓	✓	GRI 205: Anti-Corruption
Packaging Material Management		✓	✓	✓	✓	✓	✓		NA
Operational environment management	✓	✓	✓	✓	✓	✓			GRI 302: Energy GRI 303: Water and Effluents GRI 305: Emissions GRI 306: Waste
Food safety	✓	✓	✓	✓	✓	✓	✓		GRI 416: Customer Health and Safety
Occupational health and safety	✓			✓	✓				GRI 403: Occupational Health and Safety











Stakeholder Engagement

(GRI 2-29)

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, 2023. 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	2022 Communication Performance
 Capital Providers	<ul style="list-style-type: none"> Economic performance Ethical management Food safety Operational environment management 	<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 103 major pieces of information released 8 domestic and international investor conferences 1 shareholders' meeting Released 2021 ESG report
 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 93.95 points Released 2021 ESG report
 Employees	<ul style="list-style-type: none"> Food safety Economic performance Responsible marketing and labeling Occupational health and safety 	<ul style="list-style-type: none"> Announcement of management policies, rewards, punishments, and changes. Regular labor-management communication meetings/labor unions Regular Occupational Safety and Health Committee Meetings 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 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	2022 Communication Performance
 Suppliers	<ul style="list-style-type: none"> • Food safety • Ethical management • Occupational health and safety 	<ul style="list-style-type: none"> • Communication meetings from time to time / Irregular inspection and guided assistance • Evaluation, plant visit and guidance mechanism/audit management • e-Procurement system announcement • Supplier grievance channels • Regular release of ESG report • Reporting system for ethical violations <p>https://www.uni-president.com.tw/other_service/box_2.asp</p>	<ul style="list-style-type: none"> • Performed occasional visits on 13 suppliers • Performed annual assessments on 152 suppliers • Performed food safety risk inspection on 54 internal plants, outsourcing plants and QC/ research units
 Government	<ul style="list-style-type: none"> • Corporate governance • Ethical management • Operational environment management • Food safety • Occupational health and safety 	<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"> • 457 products were established on the track and trace system as required by food safety-related laws and regulations • Released 2021 ESG report
 Public interest groups	<ul style="list-style-type: none"> • Ethical management • Nutrition and health • Social welfare and charity 	<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 • Uni-President Social Welfare Charity Foundation Contact TEL: 06-2536789 ext. 8332 E-MAIL : noralieu@mail.pec.com.tw • The Taiwan Millennium Health Foundation Contact TEL : 02-87860996 E-MAIL : healthinfo@1000-love.org 	<ul style="list-style-type: none"> • Emergency aid provided to 811 families throughout Taiwan • Supplies provided to 28,968 households throughout Taiwan • 7 "Value Concept Conveyance" campus seminars • 17 associates and brands of the group participated in the grand event, during which 582,000 waist measuring tapes were distributed. • For the online activity "Measure Your Waist to Keep Healthy" on 80-90cm Waist Measurement Day, approximately 50,000 people measured and logged their waist measurements. • Approximately 20,000 individuals took part in the free waistline and blood pressure check at the Millennium Blood Pressure Station in stores. • Released the annual Foundation report
 Third-party certification authorities	<ul style="list-style-type: none"> • Food safety • Packaging Material Management • Occupational health and safety 	<ul style="list-style-type: none"> • Regular compliance audits • Regular communication meeting • Audit management 	<ul style="list-style-type: none"> • Annual audit meeting
 Academic institutions	<ul style="list-style-type: none"> • Food safety • Nutrition and health • Responsible marketing and labeling 	<ul style="list-style-type: none"> • Participate in external ratings • Participate in research programs/ seminars • Official website/brand marketing network • Regular release of ESG report • Consumer Service Hotline and Email 	<ul style="list-style-type: none"> • Won 2022 TCSA "Taiwan Top 100 Sustainability Model Award" and "Corporate Sustainability Report Award – Silver" • Held 6 preventive medicine seminar, which was attended by over 1,500 people. • A total of 48 educational video clips on 14 health themes were broadcast at the Online Health Afternoon-Tea Party.

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."

Philosophy and Strategy

	 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Through the Uni-President Social Welfare 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 	
SDGs Response	 SDG 2: 2.4  SDG 12: 12.6、12.8  SDG 15: 15.2	 SDG 6: 6.3、6.4  SDG 12: 12.4-6、12.8  SDG 13: 13.1、13.3	 SDG 7: 7.3、7.a  SDG 8: 8.5、8.8	 SDG 3: 3.d  SDG 5: 5.1	 SDG 1: 1.5  SDG 4: 4.5  SDG 2: 2.1、2.2  SDG 10: 10.2

Short-, medium-, and long-term goals

◆ Shaping a Safe and Healthy Food and Drink Culture


Target
surpassedTarget
achievedTarget
missed

2022 target	2022 Target Achievement Status	Short-term target (2023)	Mid-to Long-term Goal (2025)
Customer complaints on Food Safety Point 1 – No anomalies		Customer complaints on Food Safety Point 1 – No anomalies	<ul style="list-style-type: none"> Implement 3-point food safety management Strengthen the promotion of food safety culture of all affiliated companies Continuously improve source management and strengthen independent management of suppliers 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
The number of points for Food Safety Point 2 issues decreased by 10% from the same period last year.	 (Note)	The number of points for Food Safety Point 2 issues decreased by 10% from the same period last year.	
Drug residue in finished products – No anomalies		Drug residue in finished products – No anomalies	
Public sector audits – No violations		Public sector audits – No violations	

Note: Mainly due to the smell of the packaging raw materials and the anomaly in products; we have tracked suppliers showing anomalies, demanded that they make improvement, and visited them regularly, so as to enhance supplier management.

◆ Commitment to Environmental Sustainability

2022 target	2022 Target Achievement Status	Short-term target (2023)	Mid-to Long-term Goal (2025)
<ul style="list-style-type: none"> The annual average power saving rate of each general plant is >1% Lower the GHG emission intensity of Scope 1 and 2 by 1.5% per year 		<ul style="list-style-type: none"> Average power saving rate was 2% A 2.01% drop in Scope 1 and Scope 2 greenhouse gas emission intensity was observed 	<ul style="list-style-type: none"> The annual average power saving rate of each general plant is >1% Lower the GHG emission intensity of Scope 1 and 2 by 1.5% per year
The waste recycling rate in the production plant is kept at 95% or higher		The waste recycling rate in the production plant was 95.48%	The waste recycling rate in the production plant is kept at 95% or higher
Annual COD average intensity below 48 mg/L		COD average intensity was 31.46 mg/L	Annual COD average intensity below 48 mg/L
Continue to enhance raw material utilization rate, with soybeans of 98.00%, tea of 93.00% and fresh milk of 96.85%.	 	The utilization rate of soybeans and tea was at the standard, and the rate of fresh milk production was 96.80%, up 0.01% yoy.	Continue to enhance raw material utilization rate
<ul style="list-style-type: none"> Promote plastic circular economy on par with international trends. The product is designed in the direction of simplification of packaging materials that are easy to recycle 		<ul style="list-style-type: none"> Built a PET recycling system and finished production line test Reduced annual plastic consumption by 1.35 tons through newly launched projects 	<ul style="list-style-type: none"> Introduce at least one product packed in R-PET packaging materials Reduce annual plastic consumption by 10 tons through newly launched projects

2022 target	2022 Target Achievement Status		Short-term target (2023)	Mid-to Long-term Goal (2025)
<ul style="list-style-type: none"> Continue to optimize the efficiency of water consumption in each plant Introduce water saving programs, while monitoring water conditions and continuing to optimize response measures and management mechanisms 		Save the consumption of fresh water by 39,150 tons	<ul style="list-style-type: none"> Continue to optimize the efficiency of water consumption in each plant Introduce water saving programs, while monitoring water conditions and continuing to optimize response measures and management mechanisms 	Continue to optimize the efficiency of water consumption in each plant

◆ Building a Happy and Healthy Workplace

2022 target	2022 Target Achievement Status	Short-term target (2023)	Mid-to Long-term Goal (2025)
Diversified talent in Uni-President		Diversified talent in Uni-President	Diversified talent in Uni-President
Create a reasonable and fair workplace		Create a reasonable and fair workplace	Create a reasonable and fair workplace
Disaster-free workplace	 (Note)	Disaster-free workplace	Disaster-free workplace

Note: Mainly due to one occupational accident in which the left index finger of an employee at work was inserted into the slit at the side of the conveyor belt, resulting in a tear to the front end of the finger. In response, we have introduced protective measures to narrow the slit, publicized the case, and conducted safety education and training.

◆ Creating a Healthy and Happy Tomorrow

2022 target	2022 Target Achievement Status	Short-term target (2023)	Mid-to Long-term Goal (2025)
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		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	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		Teach the public how to tell the 5 metabolic syndrome indicators from their waist circumference readings	Continue to boost the public's awareness of metabolic syndrome indicators, and further urge them to implement regular waist measurement habits, to achieve the purpose of prevention over treatment and reduce the risk of developing the three chronic diseases, namely, hypertension, hyperglycemia, and hyperlipidemia

Respond to sustainability initiatives in a proactive manner

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 FSC™ certified packaging materials. The packaging of Uni-President's "MineShine" series were the first aseptic cartons in Taiwan to be certified by the FSC™. 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™ certified packaging materials	The standard of the international nonprofit organization FSC™ (Forest Stewardship Council) is currently recognized as the highest standard for the sustainable procurement of lignocellulosic biomass to assess whether forest management units actually implement the "responsibility of forest management." The purpose is to guarantee to consumers that the wood fibers in the aseptic carton pack can be traced from the supply chain to its source in the forest, and that the cardboard used in the aseptic carton pack comes from FSC™ certified forests and other controlled sources. The FSC™ 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 2-1、GRI 2-6、GRI 2-28、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 proactive 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

Industry	Food Industry
Total No. of Employees	5,578 employees(Note)
Date of Establishment	August 25,1967
Total Consolidated Assets (NT\$)	551,399,914,000
Main businesses	Manufacturing, processing and sales of flour, feed, oil, instant noodles, cold foods, beverages, dairy products, bread, sauce, meat products, ice products and imported foods, as well as international trade, and baked food manufacturing.
Head Office Location	No.301, Zhongzheng Rd.,Yungkang Dist.,Tainan City 710401
Capital (NT\$)	56,820,154,000
Regions of operations	Asia and the Americas

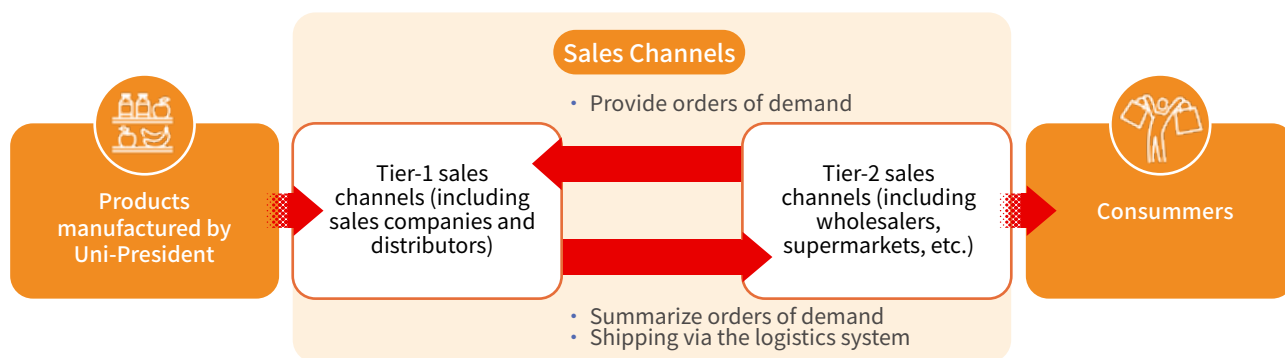
Note: The employee count is calculated using the permanent and temporary employees in service on December 31, 2022.

The value chain of food industry



Uni-President, a member of the food manufacturing industry, consolidates and concentrates on the growth of its food products and managerial arrangement both locally and internationally. It engages in a variety of industries across the upstream, midstream, and downstream of the food industry chain. Uni-President mainly has Provisions, Food-for-Life, Dairy and Beverage, General Foods, Baking Business and technical groups, etc. It produces feed, aquatic feed, household edible oil, flour, frozen prepared food; dairy products and soft drinks like tea, water, juice, and coffee; instant noodles, soy sauce condiments, and bakes such as bread and pastries.

Uni-President's products are marketed through downstream sales channels, which are divided into tier-1 sales channels (including sales companies and distributors) and tier-2 sales channels (including wholesalers, supermarkets, etc.) based on whether there is a direct sales relationship. Uni-President in the upstream and its "tier-1 sales channels" and "tier-2 sales channels" in the downstream forge a pyramid-like production and sales relationship, jointly and mutually augmenting business by forming an alliance by signing contracts and collateralizing mortgage rights.



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 and Four Gears." With "brand management" being the strategic core, we have set "creating maximum operational value for the Company" as a long-term Management Target, and "manufacture+R&D," "trade + logistics," "experience + retail," and "alliance and acquisition," in order to build an Asian distribution and lifestyle platform. We strive to become a benchmark group of global food marketing companies.

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."



Financial Information (Including Tax)

Unit: NT\$ million

	2020	2021	2022
Consolidated revenue	447,320	473,502	524,832
Consolidated gross margin	154,030	156,106	167,650
Consolidated net profit after tax	30,801	28,796	26,526

Accountant Rotation and Independence and Eligibility

Each year, we take the initiative to assess the independence and eligibility of our certified accountants. This year, the results were submitted to the Audit Committee on March 7, 2023 and the Board of Directors on March 9, 2023 for review, which were approved. The certified accountants of PwC Taiwan were in line with Uni-President's independence and eligibility assessment criteria (see page 55~56 of the 2022 annual report). There is also a duty rotation policy within PwC Taiwan to maintain the independence and eligibility of certified accountants.

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

Standalone income tax expense paid	2020	2021	2022
	749,961	616,829	645,533

Economic performance

Unit: NT\$ thousand

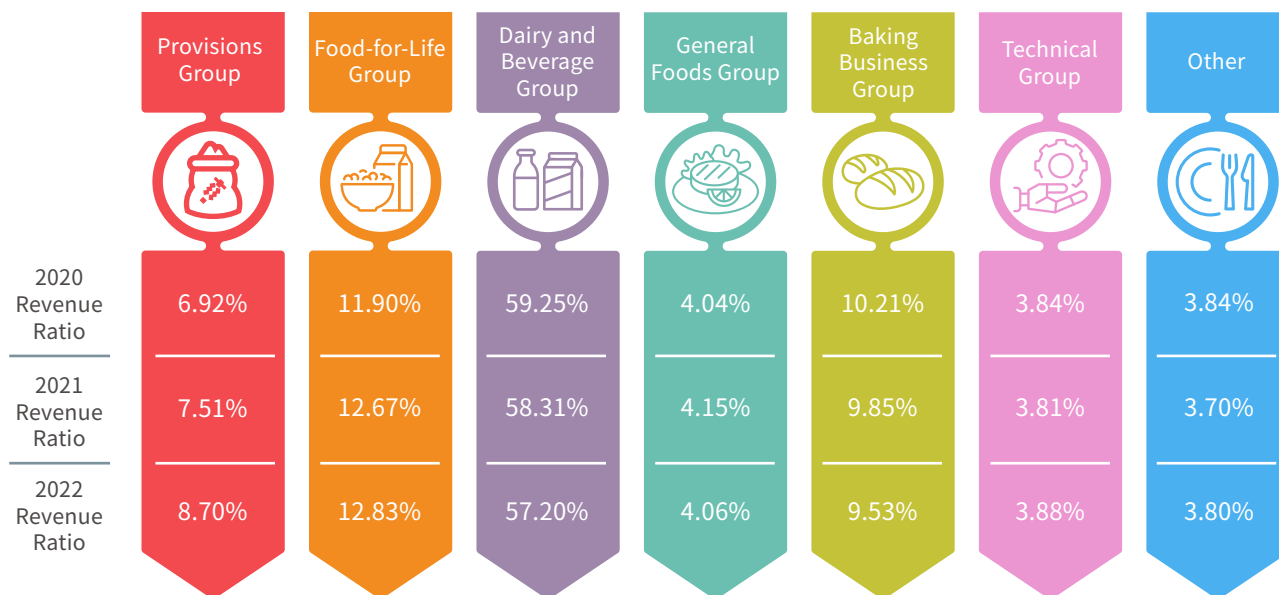
Type	2020	2021	2022
Direct economic value generated			
Revenue (Note 1)	60,177,018	58,924,206	61,102,407
Direct economic value allocated			
Operating costs	25,949,759	27,122,825	32,020,640
Employee wages and benefits	8,238,454	7,932,685	7,784,462
Payments to providers of capital (Note 2)	14,661,101	15,757,253	15,909,684
Payments to the government by country	2,186,486	1,956,277	2,723,030
Community investments	15,496	11,511	144,971
Economic value retained	9,125,722	6,143,655	2,519,620

Note 1: Including operating revenue, 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 2022 (NT\$15,648,835,000).

Note 2: Including the distribution expenses of earnings and dividends of NT\$15,341,442,000 in 2022

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 70.03% of total revenue. While the Provisions Group, Food-for-Life Group, Technical Group and other had a slight increase in 2022 in revenue ratio 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. Besides serving as a general member, we also hold 97 seats of executive directors, directors, and supervisors in some organizations.

Association Membership

