

## Sustainable Management



- ESG Committee
- Material Topic Analysis and Response
- Stakeholder Engagement
- Sustainable Value Chain
- Respond to sustainability initiatives in a proactive manner

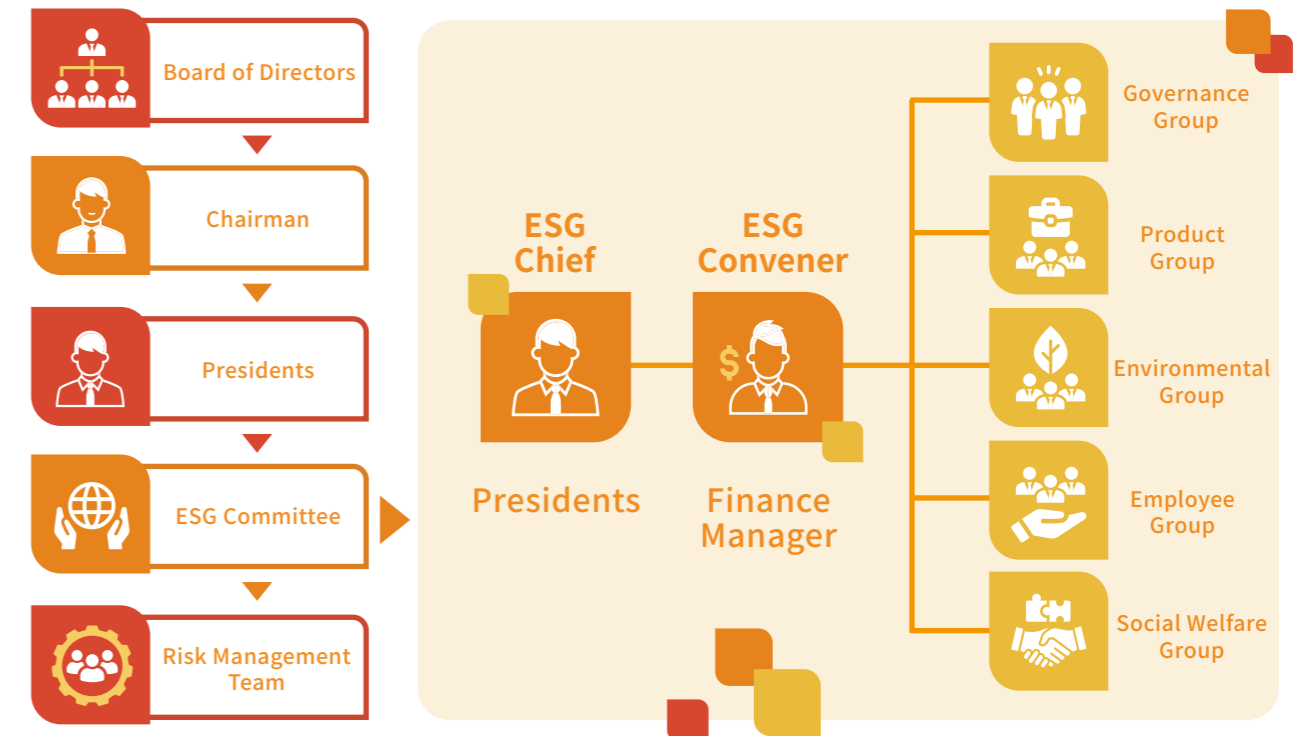


## Sustainable Management ESG Committee

(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 ESG Committee is composed of senior executives from different fields as the group convener to jointly review the implementation of sustainable development work and set the priorities and goals of sustainable development work based on the Company's operations and issues of concern to external stakeholders. The functional groups formulate plans and projects based on the committee's policies and indicators, regularly track the implementation progress, and report to the ESG Committee.

Uni-President Enterprises Corporation Sustainable Development Code of Practice

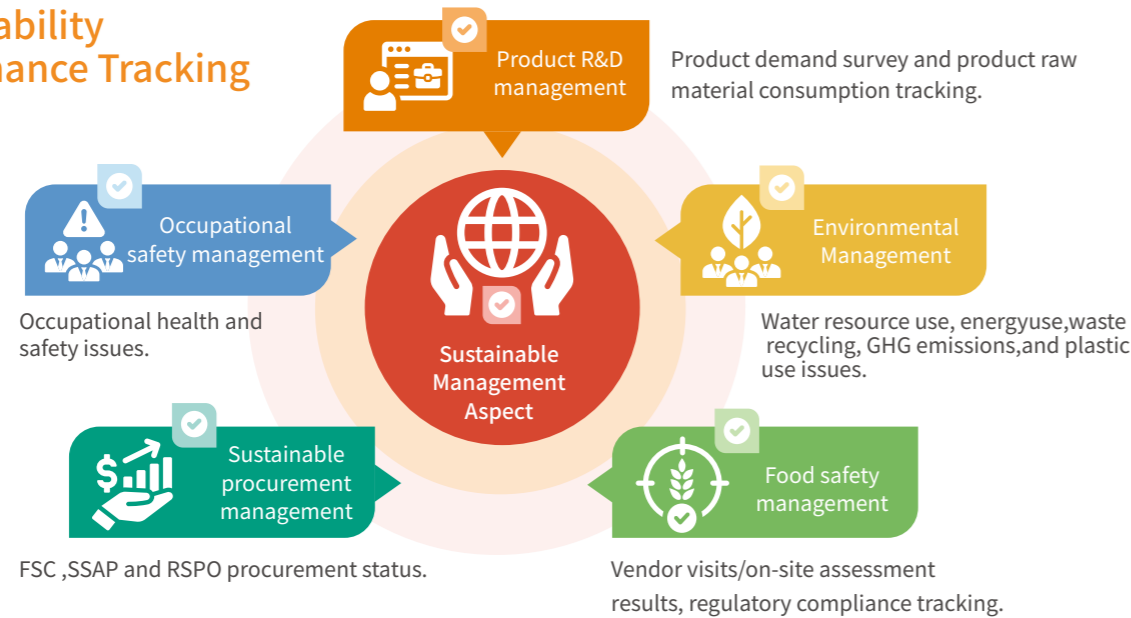


The ESG Committee is Uni-President's main division for sustainable development. Externally, the committee is accountable for examining Uni-President's corporate sustainability reports and recognizing sustainable matters of interest to stakeholders; internally, it is responsible for drafting corporate 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 17 sustainable management indicators.

In 2023, the ESG Committee reported six times on sustainability-related matters to the board of directors, including: (1) greenhouse gas inventory and verification planning implementation; (2) review of the implementation status and key performance of sustainability work in that year, as well as future work plan; (3) implementation status of risk management policy. The Board of Directors paid attention to ESG and risk management implementation results, and urged the management team to make adjustments when necessary. The Committee takes in the views of the Board to strengthen the items needing adjustment.

Uni-President's Board of Directors passed a resolution on November 9, 2022 to include ESG related indicators into the performance evaluation of the Company's Presidents. It is hoped that by strengthening the supervisory responsibility of senior managers for ESG can further promote our sustainable business philosophy.

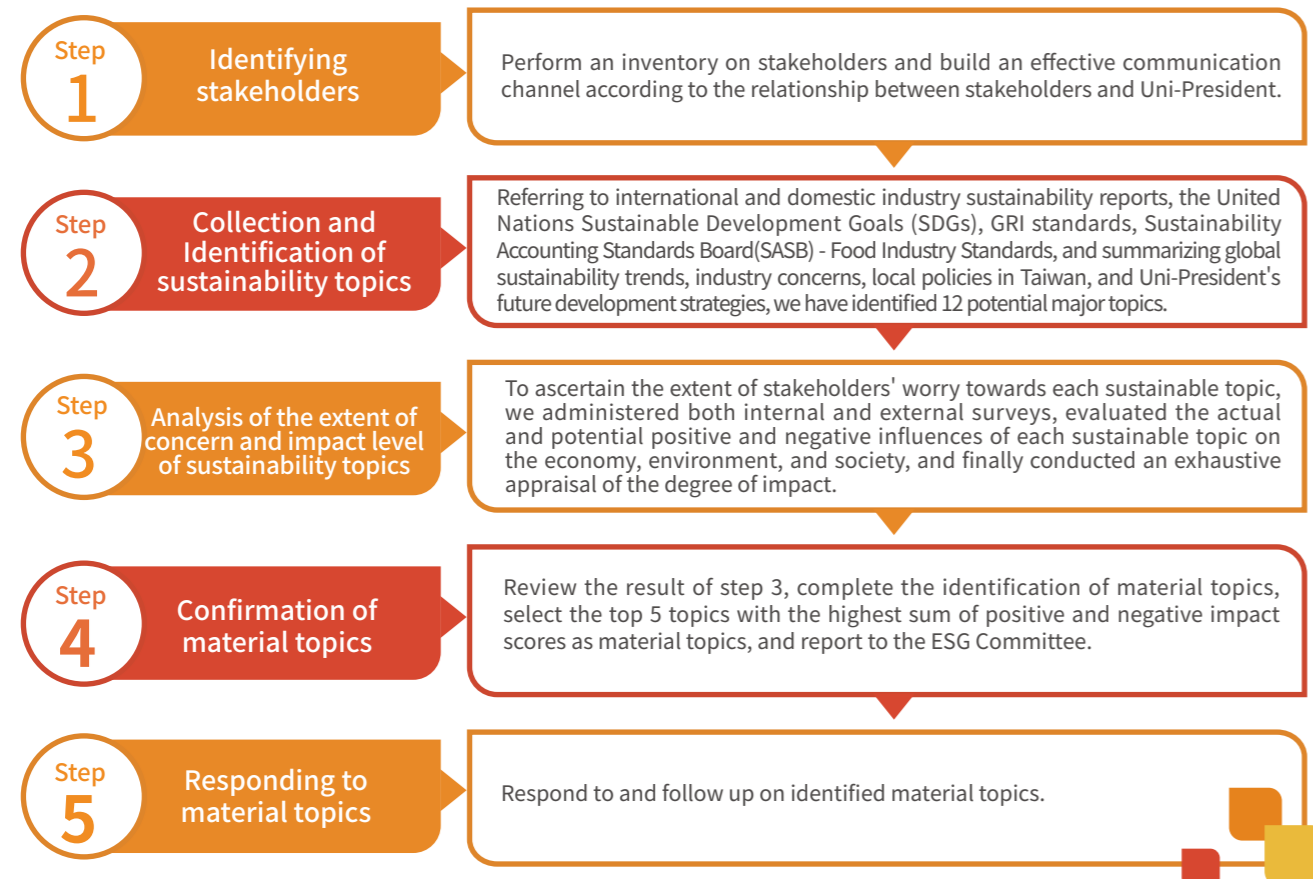
## Sustainability Performance Tracking



## Material Topic Analysis and Response

(GRI 2-29, GRI 3-1, GRI 3-2)

In the 2022 ESG report, Uni-President referred to the practices recommended by the 2021 edition of GRI Standards to establish a systematic process in identifying major stakeholders and sustainability issues. At the same time, we have also assessed and identified the actual and potential impacts of various sustainability issues on Uni-President, and have managed them and set goals accordingly. The 2023 ESG report continues the analysis results of the 2022 ESG report, collects international benchmarks and domestic peer information for identification, and uses an intersectional approach to identify common topics in the industry for continuous improvement and tracking to achieve the set goals and performance.



## 1 Identifying stakeholders

We identified the stakeholders based on two principles: 1) Degree of influence of stakeholders on Uni-President and 2) Degree of dependence of Uni-President on stakeholders. After internal discussion, we identified the stakeholders with high relevance to Uni-President. The following reveals each stakeholder category and their importance to Uni-President:

Stakeholder Type	Significance to Uni-President
Fund providers (Including banks, shareholders, and professional investors)	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.
Consumer	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.
Government	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.
Employees	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.
Suppliers	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.
Third-party certification authorities	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.
Academic units	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.
Public interest groups	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.

## 2 Collection and Identification of sustainability topics

✔ United Nations Sustainable Development Goals (SDGs)

✔ Material topics for the food industry in Taiwan and overseas

✔ Topics of GRI Standards/special topics for the food industry

✔ Value chain influence

✔ Sustainability Accounting Standards Board (SASBNote) – Food industry standard

✔ Uni-President's sustainability vision and strategy

Note : Sustainability Accounting Standard Boarz

### 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
- Talent development and management
- Social welfare and charity
- Economic performance
- Corporate Governance
- Ethical management



Aspect	Topic	Its meaning for Uni-President
Economic Governance	Economic performance	The Company's operating profit status covers financial information such as operations, expenses, and profits.
	Corporate Governance	Governance framework, duty, system, and composition, selection of the governance unit, collective knowledge and performance evaluation
	Ethical management	Conduct business activities based on the principles of fairness, honesty, trustworthiness, and transparency, assess corruption risks, and implement anti-corruption policies. We are committed to establishing a corporate culture of ethical corporate management and establishing corresponding control mechanisms.
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	Companies need to assess the impact of climate change on their business operations, identify the risks and opportunities brought about by climate change, and formulate corresponding management strategies and response actions.
	Packaging Material Management	Package procurement, standard, use and packaging material reduction policy

Aspect	Topic	Its meaning for Uni-President
Social	Food safety	<ol style="list-style-type: none"> <li>The Company conducts product evaluations to consider its impact on consumers' health and safety, and implements a corresponding food safety management system, provides food safety education and training, establishes product tracking and traceability mechanisms, and manages food safety laboratories.</li> <li>We have established a new supplier management policy, which includes food safety hazard risk assessments and assessment standards that consider environmental and social factors</li> </ol>
	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	The implementation of the talent development plan consists of two parts: on-job training (OJT), and actively promoting off-job training (OFF-JT). OFF-JT covers a wide range of areas, including legal compliance, food safety, occupational and environmental safety, brand marketing, business strategy and management. In addition, the Company also provides diversified development courses on topics such as aesthetic taste and physical and mental growth to promote the overall development of employees.
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 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)



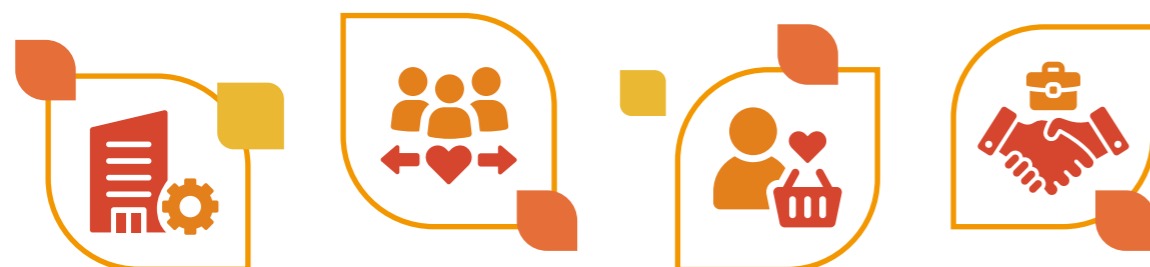
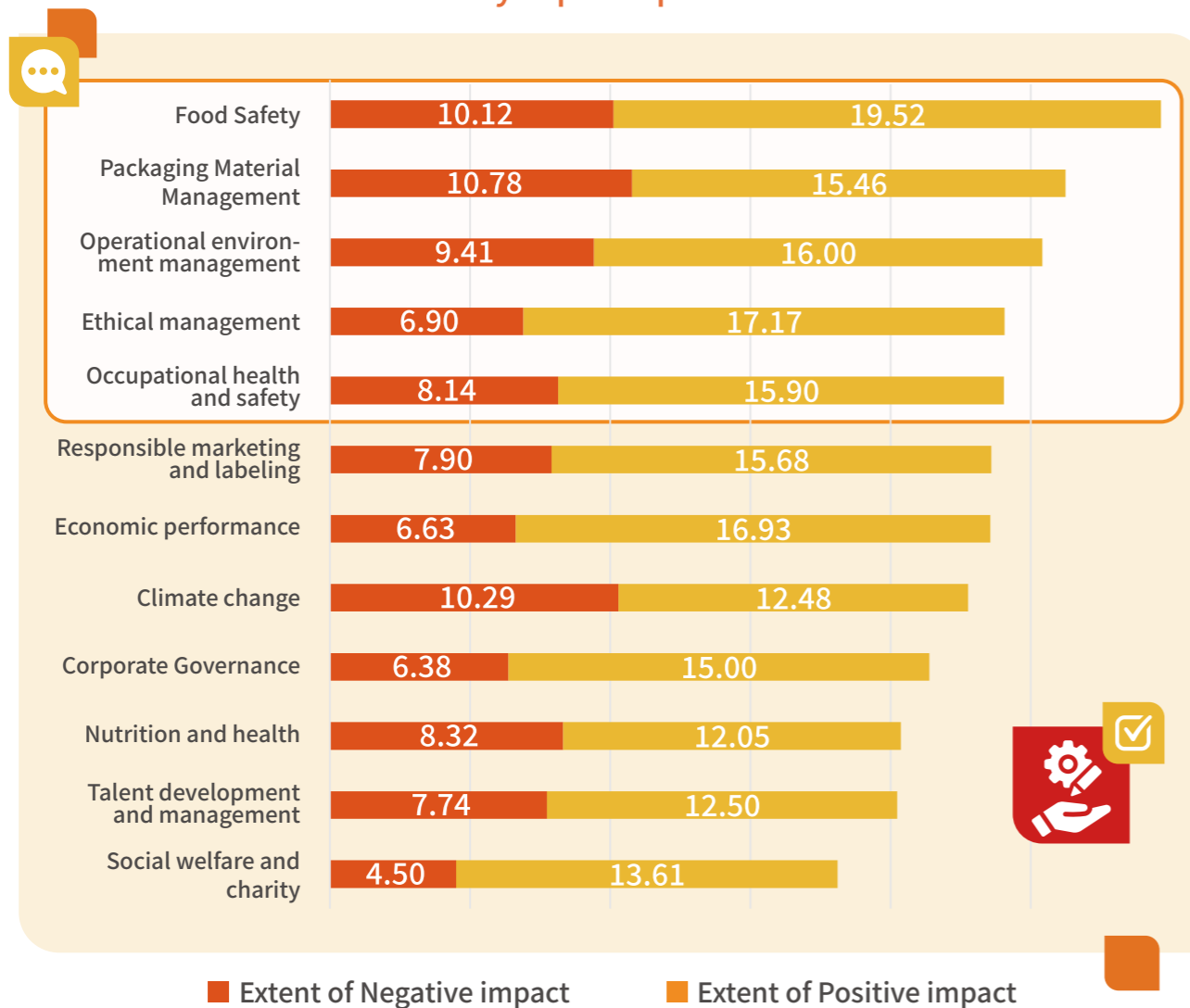
Aspect	Topic	Description of positive impact	Description of negative impact
Economic Governance	Economic performance	A reliable income stream helps the market to develop gradually, thus enhancing social and economic progress and creating job opportunities.	<ol style="list-style-type: none"> <li>1. Denying investors their rightful share of surplus jeopardizes their interests.</li> <li>2. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>
	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"> <li>1. A lack of a clear governance system results in inadequate governance and an increased business risk.</li> <li>2. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>
	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"> <li>1. 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.</li> <li>2. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>
Environment	Operational environment management	<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. 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.</li> </ol>	<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Improper treatment of waste, wastewater, and air pollutants results in environmental pollution.</li> <li>3. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>
	Climate change	<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Introduce the TCFD framework to enhance Uni-President's climate actions, including risk reduction, adaptation, and impact reduction.</li> <li>3. 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.</li> </ol>	<ol style="list-style-type: none"> <li>1. 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</li> <li>2. 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.</li> <li>3. Not actively promoting greenhouse gas reduction plans and climate transition plans accelerates the process of global warming</li> <li>4. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>
	Packaging Material Management	<ol style="list-style-type: none"> <li>1. Increase efficiency of resource utilization to facilitate the adoption of sustainable consumption and production models.</li> <li>2. Increase the use of FSC-certified paper packaging materials, to restore and promote the sustainable use of terrestrial ecosystems</li> <li>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.</li> </ol>	<ol style="list-style-type: none"> <li>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.</li> <li>2. Should plastics use not be actively reduced, consumers will have a negative opinion of the company's goods, causing a decrease in income.</li> <li>3. The plan to promote the use FSC-certified paper packaging materials does not progress as expected, increasing the damage to the forest ecosystem.</li> <li>4. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>

Aspect	Topic	Description of positive impact	Description of negative impact
Social	Food Safety	<ol style="list-style-type: none"> <li>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.</li> <li>2. An impeccable food safety management system ensures the health and safety of consumers.</li> </ol>	<ol style="list-style-type: none"> <li>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.</li> <li>2. If food safety isn't managed correctly, it can lead to adverse health effects for those who consume it, and cause public alarm.</li> <li>3. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>
	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"> <li>1. Exaggerating product information misleads consumers into making purchases, resulting in loss of goodwill or consumer confidence.</li> <li>2. Imprecise, incomplete, or incorrect labeling hampers consumers' understanding of product information, casting doubts over products.</li> <li>3. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>
	Occupational health and safety	<ol style="list-style-type: none"> <li>1. Take action to promote health and maintain occupational safety in order to preserve the physical and mental health of our workforce.</li> <li>2. Create a pleasant work environment to ensure employees' physical and mental wellbeing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Without providing a safe workplace and necessary tools, occupational accidents will occur, putting employees' physical and mental health at risk.</li> <li>2. Omitting health checks can have catastrophic effects on the wellbeing of employees exposed to hazardous circumstances.</li> <li>3. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>
Social	Nutrition and health	<ol style="list-style-type: none"> <li>1. Uni-President endeavors to create nutritional and healthy food to address malnutrition and end hunger.</li> <li>2. Direct product development towards less salt, sodium, and sugar to enhance consumer nutrition and health.</li> </ol>	<ol style="list-style-type: none"> <li>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.</li> <li>2. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>
	Talent development and management	<ol style="list-style-type: none"> <li>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.</li> <li>2. Assist employees in career development to enhance personal growth alongside organizational development, thereby enhancing organizational competitiveness</li> </ol>	<ol style="list-style-type: none"> <li>1. Mismatching employees with jobs leads to low organizational efficiency and hampers operations.</li> <li>2. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>
	Social welfare and charity	<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. 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.</li> </ol>	<ol style="list-style-type: none"> <li>1. Poor communication links with close-by communities</li> <li>2. Free services bears on the development of existing industries.</li> <li>3. Breach of pertinent laws and regulations endangers the rights and interests of stakeholders (economic, social, environmental, and/or human rights).</li> </ol>

## 4 Confirmation of material topics

Factor in the extent of 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. In 2023, we continued to pay attention to, track and manage the material topics identified in 2022.

### Sustainability topic impact assessment



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

★ denotes material topics. In 2023, we continued to pay attention to, track and manage the material topics identified in 2022

## 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	<a href="#">47-48</a>
	2.2 Food Safety Management	<a href="#">49-57</a>
Packaging Material Management	3.5 Packaging Materials Management	<a href="#">107-108</a>
Operational environment management	3.1 Environmental Management Responsibility	<a href="#">80-88</a>
	3.2 Climate Change and Energy Management	<a href="#">89-98</a>
	3.3 Water Resources Management	<a href="#">99-104</a>
	3.4 Pollution prevention and management	<a href="#">105-107</a>
Ethical management	1.3 Insist on Ethical Management	<a href="#">37</a>
Occupational health and safety	4.2 Occupational health and safety	<a href="#">119-130</a>



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

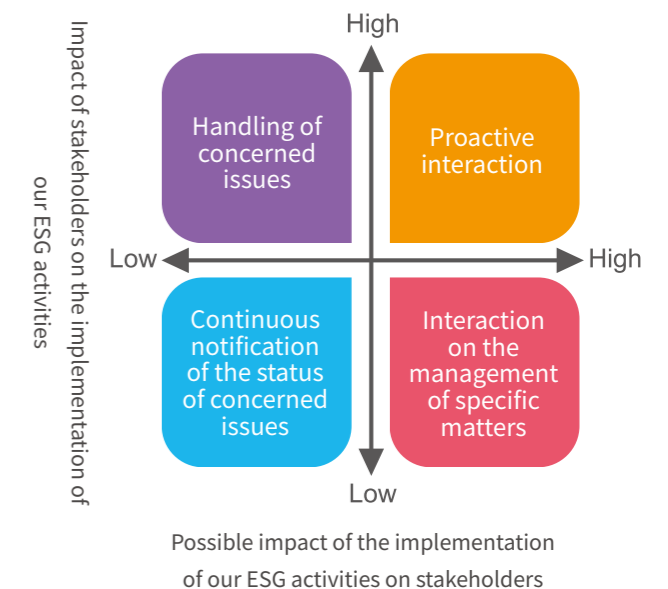
Material Topic	Value chain								GRI Topic
	Em- ployees	Con- sumer	Fund provid- ers	Govern- ment	Suppli- er	Certifi- cation authori- ties	Aca- demic units	Public interest groups	
Ethical management	✓	✓	✓	✓	✓		✓	✓	GRI 205: Anti-Corruption
Packaging Material Management		✓	✓	✓	✓	✓	✓		NA
Operational environment 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 9, 2024. 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	2023 Communication Performance
Capital Providers	<ul style="list-style-type: none"> <li>Economic performance</li> <li>Ethical management</li> <li>Food safety</li> <li>Operational environment management</li> <li>Climate Change</li> </ul>	<ul style="list-style-type: none"> <li>Hold a shareholders' meeting each year</li> <li>Occasional investor conferences</li> <li>Announce major information as required by the competent authority</li> <li>Regularly publish financial statements/annual reports/ ESG report</li> <li>Official website information disclosed</li> <li>Contact: Investor Relations: Mr. Fang TEL: 06-253-6789 ext. 6510 Corporate Relations Management Team: Ms. Wu TEL: 02-8786-6888 ext. 2536</li> </ul>	<ul style="list-style-type: none"> <li>Released financial statements each quarter</li> <li>103 major pieces of information released</li> <li>5 domestic and international investor conferences</li> <li>1 shareholders' meeting</li> <li>Released 2022 ESG report</li> </ul>
Consumer	<ul style="list-style-type: none"> <li>Responsible marketing and labeling</li> <li>Food safety</li> <li>Ethical management</li> </ul>	<ul style="list-style-type: none"> <li>Official website and brand marketing network</li> <li>Regular release of ESG report</li> <li>Consumer Service Hotline 0800-037-520</li> <li>Consumer Service Email <a href="mailto:customer@mail.pec.com.tw">customer@mail.pec.com.tw</a></li> </ul>	<ul style="list-style-type: none"> <li>Satisfaction survey of the Consumer Service Center reached 94.86 points</li> <li>Released 2022 ESG report</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Food safety</li> <li>Economic performance</li> <li>Responsible marketing and labeling</li> <li>Occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Announcement of management policies, rewards, punishments, and changes.</li> <li>Regular labor-management communication meetings/labor unions</li> <li>Regular Occupational Safety and Health Committee Meetings</li> <li>Training center/internal recruitment/job rotation</li> <li>Periodic Welfare Committee meetings and publishing of financial statements</li> <li>Periodic publishing of Uni-President monthly magazines and ESG report</li> <li>Internal food safety hotline</li> <li>Contact: Human resources: <a href="mailto:hr@mail.pec.com.tw">hr@mail.pec.com.tw</a></li> </ul>	<ul style="list-style-type: none"> <li>4 labor-management meetings</li> <li>4 Occupational Health and Safety Committee meetings</li> <li>Union participation rate of 100%</li> <li>Released 12 Uni-President monthly magazines</li> </ul>

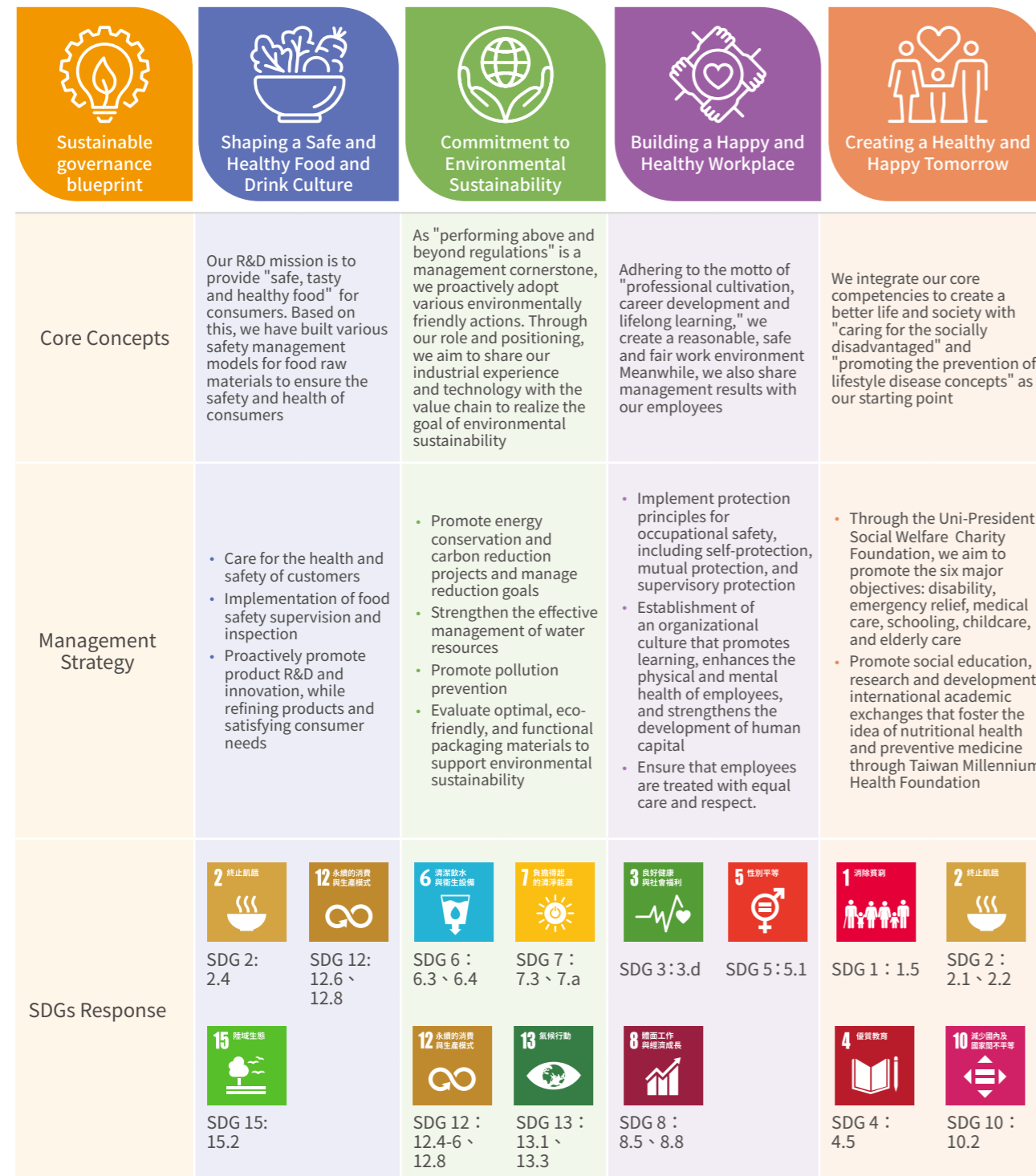
Stakeholders	Topics concerned	Communication Frequency and Method	2023 Communication Performance
 Suppliers	<ul style="list-style-type: none"> <li>Food safety</li> <li>Ethical management</li> <li>Occupational health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Communication meetings from time to time / Irregular inspection and guided assistance</li> <li>Evaluation, plant visit and guidance mechanism/audit management</li> <li>e-Procurement system announcement</li> <li>Supplier grievance channels</li> <li>Regular release of ESG report</li> <li>Reporting system for ethical violations</li> </ul> <p><a href="https://www.uni-president.com.tw/other_service/box_2.asp">https://www.uni-president.com.tw/other_service/box_2.asp</a></p>	<ul style="list-style-type: none"> <li>Performed occasional visits on 24 suppliers</li> <li>Performed annual assessments on 156 suppliers</li> <li>Performed food safety risk inspection on 51 internal plants, outsourcing plants and QC/research units</li> </ul>
 Government	<ul style="list-style-type: none"> <li>Corporate governance</li> <li>Ethical management</li> <li>Operational environment management</li> <li>Food safety</li> <li>Occupational health and safety</li> <li>Climate Change</li> </ul>	<ul style="list-style-type: none"> <li>Regular compliance audits</li> <li>Support for social events/initiatives</li> <li>Assist in the formulation of related regulations</li> <li>Regular release of ESG report</li> <li>Contact: Media Contact of the Public Affairs Office: Mr. Yao TEL: 06-253-6789 ext. 6297</li> </ul>	<ul style="list-style-type: none"> <li>478 products were established on the track and trace system as required by food safety-related laws and regulations</li> <li>Released 2022 ESG report</li> <li>Continue to promote the occupational health and safety management system ISO 45001 and CNS 45001</li> </ul>
 Public interest groups	<ul style="list-style-type: none"> <li>Ethical management</li> <li>Nutrition and health</li> <li>Social welfare and charity</li> </ul>	<ul style="list-style-type: none"> <li>Held and participated in charity events, emergency assistance/education/nutrition projects for vulnerable groups</li> <li>Periodic publishing of ESG report/Uni-President Monthly magazines/Foundation website and annual reports</li> <li>Uni-President Social Welfare Charity Foundation Contact TEL: 06-2536789 ext. 8332 E-MAIL : <a href="mailto:noralieu@mail.pec.com.tw">noralieu@mail.pec.com.tw</a></li> <li>The Taiwan Millennium Health Foundation Contact TEL : 02-87860996 E-MAIL : <a href="mailto:health@1000-love.org">health@1000-love.org</a></li> </ul>	<ul style="list-style-type: none"> <li>A total of 920 households in Taiwan benefited from the emergency assistance, and 29,760 households in Taiwan benefited from in-kind charitable relief, with a total of 122,720 beneficiaries</li> <li>10 campus seminars on "Value Concept Conveyance " attended by about 2,000 students</li> <li>About 4,200 students benefited from the education and empowerment program; the nutrition project benefited 10,416 students from 325 schools, and shared meals in 30 community canteens for seniors benefited approximately 1,445 elderly individuals</li> <li>17 public welfare activities attended by about 5,000 people</li> <li>Nearly 110,000 people participated in "Iron Man 5 Achievements 3" online event</li> <li>80-90 cm Waistline Measurement Day, calling for attention to 5 indicators of metabolic syndrome</li> <li>17 affiliated companies and brands of the Group participated in the event and distributed 605,000 waist measuring tapes</li> <li>About 8,300 people participated in the public health event for waist circumference and blood pressure measurement at the Millennium Blood Pressure Station</li> <li>About 18,000 people participated in "Half Vegetables and Fruits, A Friendlier Earth" online event, and took a health check to see if the proportion of fruits and vegetables on their plate reaches half.</li> <li>Released the foundation's annual report</li> </ul>

Stakeholders	Topics concerned	Communication Frequency and Method	2023 Communication Performance
 Third-party certification authorities	<ul style="list-style-type: none"> <li>Food safety</li> <li>Packaging Material Management</li> <li>Operational environment management</li> </ul>	<ul style="list-style-type: none"> <li>Regular compliance audits</li> <li>Regular communication meeting</li> <li>Audit management</li> </ul>	<ul style="list-style-type: none"> <li>Annual audit meeting</li> </ul>
 Academic institutions	<ul style="list-style-type: none"> <li>Food safety</li> <li>Nutrition and health</li> <li>Responsible marketing and labeling</li> </ul>	<ul style="list-style-type: none"> <li>Participate in external ratings</li> <li>Participate in research programs/seminars</li> <li>Official website/brand marketing network</li> <li>Regular release of ESG report</li> <li>Consumer Service Hotline and Email</li> </ul>	<ul style="list-style-type: none"> <li>Won 2023 TCSA "Taiwan Top 100 Sustainability Model Award" and "Corporate Sustainability Report Award – Silver"</li> <li>Held 10 preventive medicine seminar, which was attended by over 3,800 people</li> <li>Held one "Symposium on Review and Prospect of Prevention and Treatment for Metabolic Syndrome", with a total participation of 210 medical professionals</li> </ul>



## 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."



## Short-, medium-, and long-term goals

### ◆ Shaping a Safe and Healthy Food and Drink Culture

Target surpassed Target achieved Target missed

2023 Target	2023 Target Achievement Status	Short-term target (2024)	Mid-to Long-term Goal (2026)
Customer complaints on Food Safety Point 1 – No anomalies		Customer complaints on Food Safety Point 1 – No anomalies	<ul style="list-style-type: none"> <li>Implement Food Safety Point 3 management</li> <li>Strengthen the promotion of food safety culture of all affiliated companies</li> <li>Continuously improve source management and strengthen independent management of suppliers</li> <li>Continue to improve the quality and taste of existing products</li> <li>Improve three major product categories including fresh food, bakery, and nutrition through product R&amp;D</li> </ul>
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 30% 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 Zero tolerance of raw materials and finished products	

Note: The number of points for food safety point 2 issues in 2023 increased by 56% compared with the same period last year. The main reason was that OEM factory workers accidentally touched the valve assembly while repairing machines in 2023, resulting in the backflow of sparkling water into the pure water system. Therefore, in response to this abnormal incident, the OEM cut off and disconnected the pipe between outlet pipe of finished product barrel and bubble pipe as a systematic foolproof. During the in-plant noodle making process, the seasoning liquid and batter are repeatedly deep-fried in frying box to produce fine charred substances that adhere to the products. Therefore, the factory optimizes the cleaning technique of frying box to reduce the recurrence of abnormal incidents and strengthen the achievement of annual goals.

### ◆ Commitment to Environmental Sustainability

2023 Target	2023 Target Achievement Status	Short-term target (2024)	Mid-to Long-term Goal (2026)
<ul style="list-style-type: none"> <li>The annual average power saving rate of each general plant is &gt;1%</li> <li>Lower the GHG emission intensity of Scope 1 and 2 by 1.5% per year</li> </ul>		<ul style="list-style-type: none"> <li>Average power saving rate was 3.40%</li> <li>A 2.14% drop in Scope 1 and Scope 2 greenhouse gas emission intensity was observed</li> </ul>	<ul style="list-style-type: none"> <li>The annual average power saving rate of each general plant is &gt;1%</li> <li>Lower the GHG emission intensity of Scope 1 and 2 by 1.5% per year</li> </ul>
The waste recycling rate in the production plant is kept at 95% or higher		The waste recycling rate in the production plant was 95.64%	The waste recycling rate in the production plant is kept at 95% or higher
COD average concentration below 48 mg/L		COD average concentration was 42.11 mg/L	COD average concentration below 48 mg/L
Continue to enhance raw material output rate, with Soybeans of 98.10%, Tea of 93.15% and Fresh milk of 96.85%	  	Soybean output rate was 96.99%, not up to standard (Note 1) Tea output rate was 95.45%, up to the standard Fresh milk output rate was 96.81%, not up to standard (Note 2)	Continue to enhance raw material output rate, with Soybeans of 97.50%, Tea of 96.00% and Fresh milk of 96.82%  Continue to enhance raw material output rate

Note 1: In 2023, the extraction rate of bean juice decreased due to the effect of climate differences on the growth of bean seeds. Subsequently, parameters will be adjusted during production to find the optimal process parameters for different bean varieties to improve the output rate.  
 Note 2: Although the fresh milk output rate in 2023 did not meet the target, the cumulative output rate in 2023 increased by 0.01% compared to 2022. Due to the continuous growth of fresh milk output for 4 years, the base period has been increased; in the future, we will continue to subdivide the production process segments for project improvement.



2023 Target	2023 Target Achievement Status	Short-term target (2024)	Mid-to Long-term Goal (2026)
<ul style="list-style-type: none"> <li>Introduce at least one product packed in R-PET packaging materials</li> <li>Reduce annual plastic consumption by 10 tons through newly launched projects</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>—</li> </ul>	<ul style="list-style-type: none"> <li>R-PET packaging materials have been applied to the imported Healthy Resetta Diet Oil, which uses plastic bottles containing R-PET</li> <li>About 5.99 tons of plastic reduction (Note)</li> </ul>	<ul style="list-style-type: none"> <li>Recycled plastic application: Replace 20 tons of virgin plastic per year</li> <li>Lightweight and thin plastic: Estimated plastic reduction of 20 tons per year</li> </ul>
<ul style="list-style-type: none"> <li>Continue to optimize the efficiency of water consumption in each plant</li> <li>Introduce water saving programs, while monitoring water conditions and continuing to optimize response measures and management mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>Continue to optimize the efficiency of water consumption in each plant</li> <li>Introduce water saving programs, while monitoring water conditions and continuing to optimize response measures and management mechanisms</li> <li>Water withdrawal intensity &lt; 1.00 million liters/NT\$10 million (sales revenue)</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop and use environmentally friendly materials and plastic packaging material reduction</li> <li>Continue to optimize the efficiency of water consumption in each plant</li> <li>Water withdrawal intensity &lt; 1.00 million liters/NT\$10 million (sales revenue)</li> </ul>

Note: The annual plastic consumption is calculated based on the actual number of months of introduction, and the total amount of plastic reduction is about 5.99 metric tons. If calculated based on the estimated amount, the annual plastic reduction can reach 12.63 metric tons. We will continue to actively implement the plastic reduction project.

◆ Building a Happy and Healthy Workplace

2023 Target	2023 Target Achievement Status	Short-term target (2024)	Mid-to Long-term Goal (2026)
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: There was one occupational accident. When operating the carton folding machine, the last carton was stuck at the entrance and the employee pushed the carton with his hands. The back of his right hand was accidentally rubbed and torn by protective partition above the carton entrance. Subsequent improvement measures include the addition of protective doors and safety interlocking devices in the paper supply area, and re-education of all employees on the safety matters of repair, maintenance, troubleshooting, cleaning, and abnormal removal.



◆ Creating a Healthy and Happy Tomorrow

2023 Target	2023 Target Achievement Status	Short-term target (2024)	Mid-to Long-term Goal (2026)
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
Teach the public how to tell the 5 metabolic syndrome indicators from their waist circumference readings	✓	Continue publicity to raise awareness for the 5 indicators of metabolic syndrome and encourage learning and recording of measured values	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 nonstatutory 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)

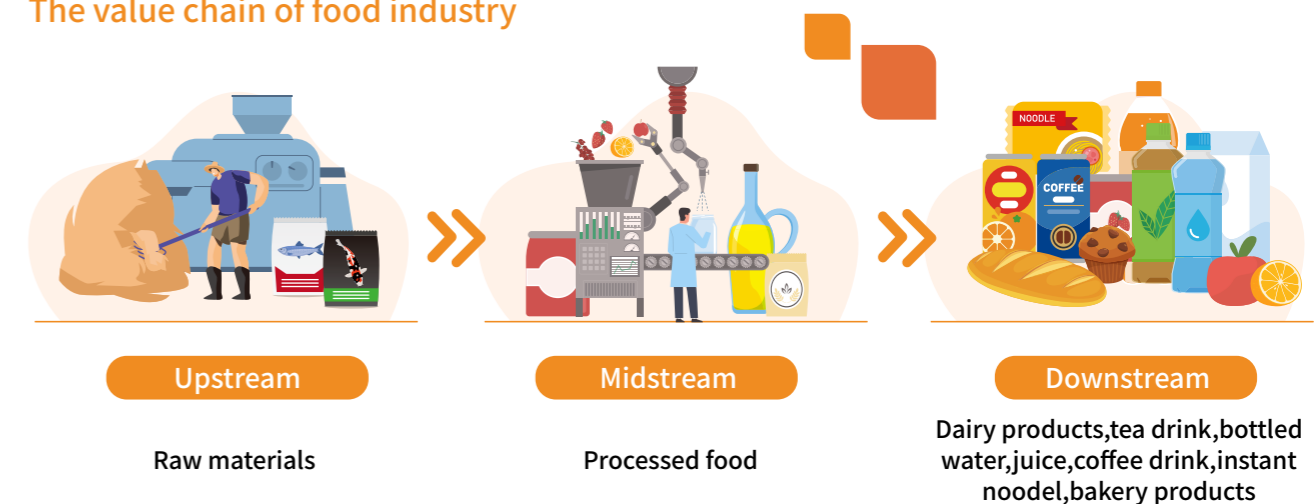
From a flour mill to an international group, not only has Uni-President been keeping up with the times to strive for innovation, but it has also been a leader in terms of trends. With a goal of deepening our Asian market and entering the global market, at Uni-President, we will be committed to our operating philosophy of "hard work, innovative and improve" and an attitude of "not being impetuous". We actively explore and create resources within the Group to respond to social trends, meet consumer expectations, and comply with food safety regulations. We provide more diversified products and services to maximize the Group's overall benefits and jointly create maximum value.

### Company profile

Industry	Food Industry
Total No. of Employees	5,742 employees(Note)
Date of Establishment	August 25,1967
Total Consolidated Assets (NT\$)	665,879,318,000
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

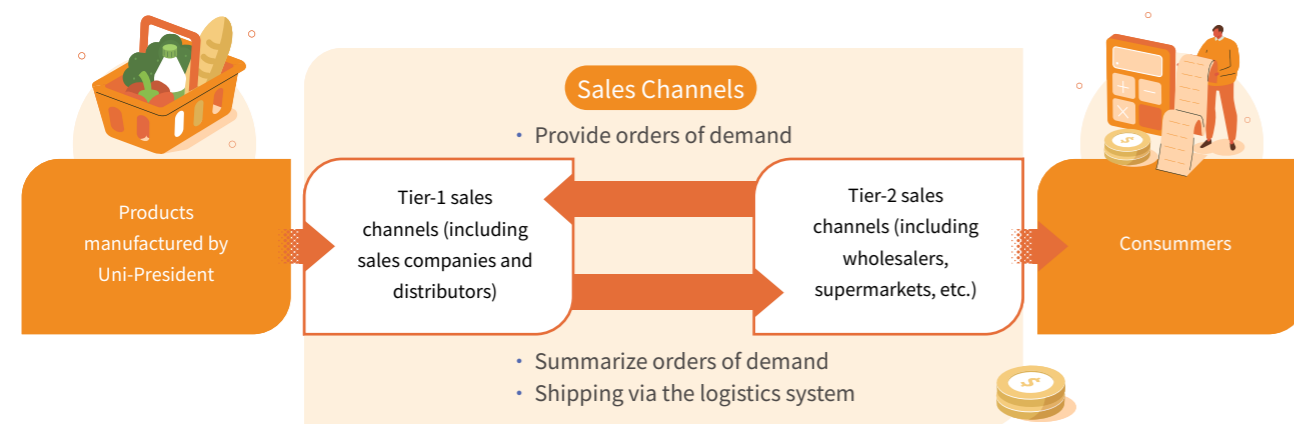
Note: The employee count is calculated using the permanent and temporary employees in service on December 31, 2023.

### 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 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.

The products of Uni-President are sold through different sales channels, including the tier-1 sales channel (including sales companies and distributors) and the tier-2 sales channel (including wholesalers, and supermarkets), forming a quasi-pyramid structure of upstream and downstream production and sales. Through cooperation with first and second-tier sales channels, we promote business relations with each other to increase efficiency.



### Business Strategy

A sound financial and economic foundation is one of the cornerstones of sustainable development of an enterprise. The Group must pay attention to the production, sales, personnel, development, financial expenses and operating activities invested in each revenue, and maintain the confidence of stakeholders through transparent corporate governance strategies and effective risk control.

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, 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 improvement."



### Financial Information (Including Tax)

Unit: NT\$ thousand

	2021	2022	2023
Consolidated revenue	473,501,669	524,831,664	581,102,935
Consolidated gross margin	156,105,874	167,649,964	187,813,698
Consolidated net profit after tax	28,796,395	26,525,917	30,286,149

### Accountant Rotation and Independence and competency

Every year, Uni-President self-assesses the independence and competency of CPAs and provides the assessment results to the Audit Committee on March 5, 2024 and the Board of Directors on March 7, 2024, which are then reviewed and approved by the Audit Committee and the Board of Directors. The certified accountants of PwC Taiwan meet Uni-President's evaluation standards for independence and competency (please refer to page 56 to 57 of the 2023 annual report for details). There is also a duty rotation policy within PwC Taiwan to maintain the independence and competency 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

	2021	2022	2023
Standalone income tax expense paid	616,829	645,533	416,184

### Economic performance

Unit: NT\$ thousand

Type	2021	2022	2023
<b>Direct economic value generated</b>			
Revenue (Note 1)	58,924,206	61,102,407	69,455,490
<b>Direct economic value allocated</b>			
Operating costs	27,122,825	32,020,640	33,793,296
Employee wages and benefits	7,932,685	7,784,462	7,790,635
Payments to providers of capital (Note 2)	15,757,253	15,909,684	18,054,428
Payments to the government by country	1,956,277	2,723,030	12,197,115
Community investments	11,511	144,971	153,632
Economic value retained	6,143,655	2,519,620	-2,533,616

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 2023 (NT\$20,685,771,000).

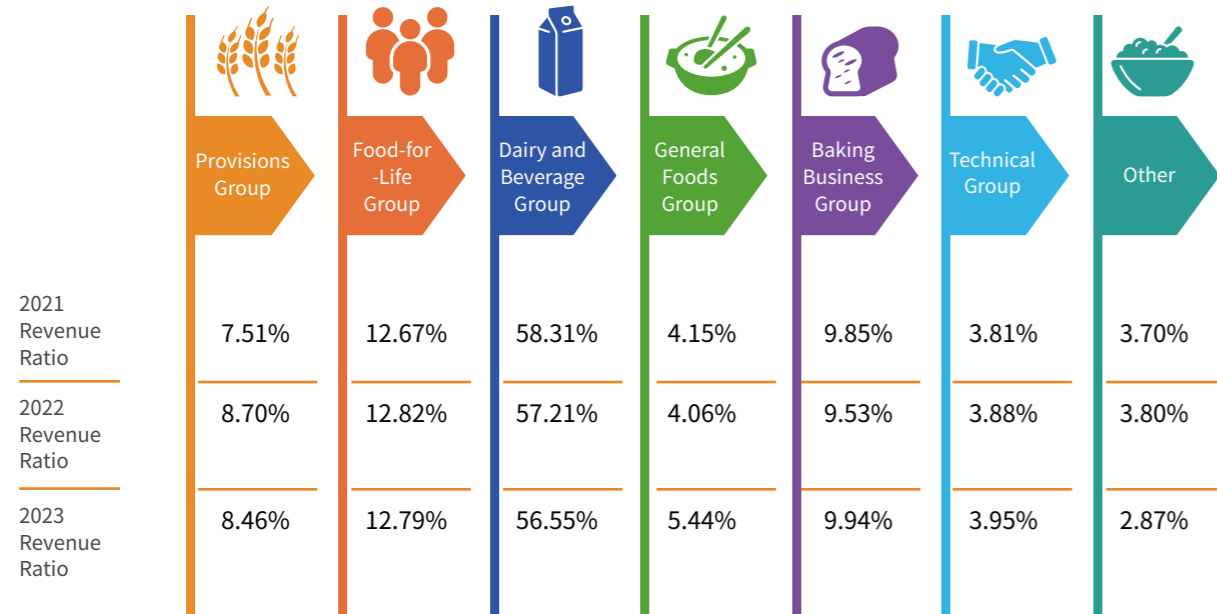
Note 2: Including the distribution expenses of earnings and dividends of NT\$17,046,046,000 in 2023

# 1

# Managing a Transparent and Ethical Enterprise

## 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 69.34% of total revenue. While the General Foods Group, Baking Business Group and Technical Group had a slight increase in 2023 in revenue ratio compared to 2022.



## 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 49 business associations and international organizations, such as the Straits Economic & Cultural Interchange Association, Total Quality Food Association (TQF), BCSD Taiwan, and the Taiwan Flour Mills Association. Uni-President not only serves as an ordinary member, but also holds positions such as director, executive director, board member, supervisor, member, and representative in some organizations, totaling 103 seats.

## Association Membership



- 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

