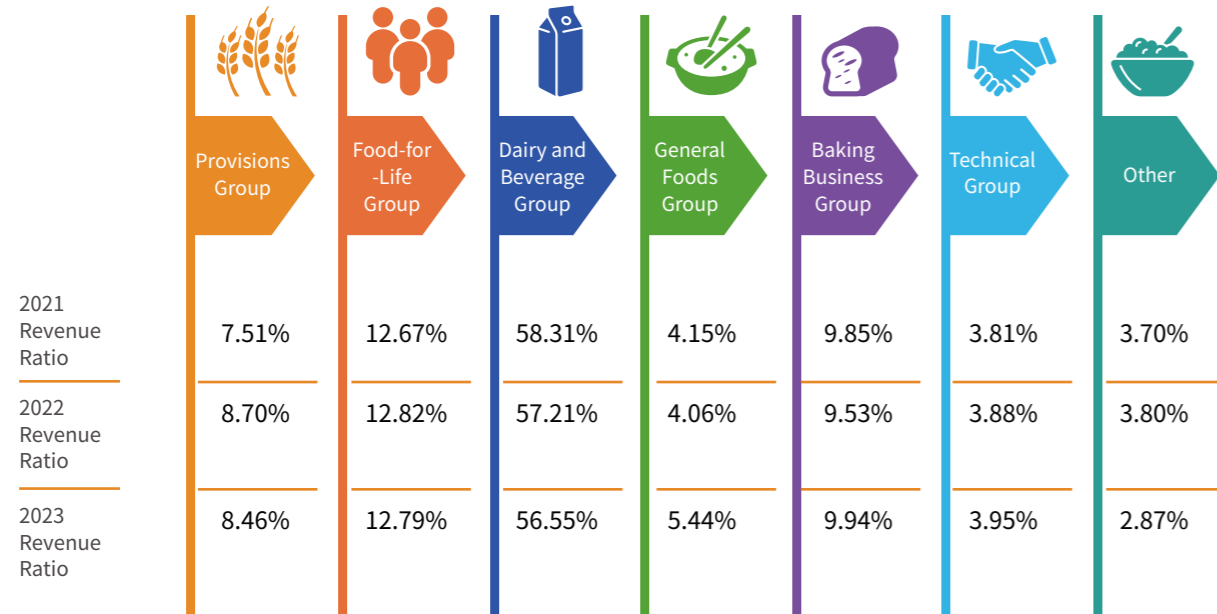


1

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



1.1 Transparent and Ethical Enterprise Commitment

(GRI 2-23~25、GRI 3-3)

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

 Material Topic	Ethical management
 Policy and Commitment	<ul style="list-style-type: none"> In order to establish a corporate culture of ethical management and a good risk control mechanism, the Company, by referencing the Ethical Corporate Management Best Practice Principles for TWSE/TPEX-Listed Companies and the Ethical Corporate Management Operating Procedures and Code of Conduct promulgated by the Taiwan Stock Exchange (TWSE), have formulated our own regulations and rules, including Uni-President Ethical Corporate Management Best Practice Principles, Uni-President Procedures for Ethical Management and Guidelines for Conduct, and Summary for Uni-President Enterprises to handle disclosure of material inside information. All company activities and business relationships must abide by the above policy commitments, among which the Ethical Corporate Management Best Practice Principles and the Uni-President Procedures for Ethical Management and Guidelines for Conduct were promulgated by a resolution of the Board of Directors and submitted to and reviewed by the Audit Committee, procedures that are applicable mutatis mutandis to any amendment thereafter. Carry out business activities based on principle of fairness, honesty, trustworthiness and transparency. Abide by the laws and regulations of the countries and regions in which we operate our businesses, with regulatory compliance being the minimum standard. Enhance the promotion of ethical management and implement it in daily task execution. We have collaborators like vendors and engineering manufacturers comprehend our principles of business ethics and culture and sign a document of agreement that forbids any form of bribery and corruption.
 Goal	<ul style="list-style-type: none"> Deeply plant the Ethical Corporate Management Principles into the Company's corporate ethics and culture to enhance its reputation, while pursuing sustainable management. Create a sound regulatory compliance culture, and uphold integrity and discipline so as to foster the Company's robust operations.
 Action Plan	<ul style="list-style-type: none"> Allocate sufficient manpower and financial resources and establish a dedicated Ethical Corporate Management Practice Team to promote ethical management. Proactively focus on the development of foreign and local ESG measures and regulations, and adjust the Company's internal systems and business operations accordingly. Pay attention to internal and external ethical management-related cases and strengthen related inspections and promotions when necessary. Enhance the promotion of ethical management and implement it in daily task execution. <ul style="list-style-type: none"> -To the Board of Directors: Routine annual promotion at the board meeting. All directors were briefed on ethical management topics in 2023. -To all employees: Launch related courses at the Uni-President Corp. Training Institute to reinforce regulatory compliance concepts. At the same time, the Ethical Corporate Management Practice Team sends ethical management-related measures and cases to all employees through emails and promotes ethical management in Uni-President monthly magazines. In 2023, both the signing rate of the letter of commitment by construction project contractors and the signing rate of the letter of commitment by suppliers as required were 100%.
 Evaluation Mechanism	Report to the Board of Directors on the implementation status of ethical management and regulatory compliance on an annual basis.
 Grievance Mechanism	An independent reporting email 6487@mail.pec.com.tw and hotline (06-2536789 ext.6487) have been set up for internal and external personnel.

1.2 Implementation of Corporate Governance

(GRI 2-9~2-11、GRI 2-15、GRI 2-17~2-20)


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

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

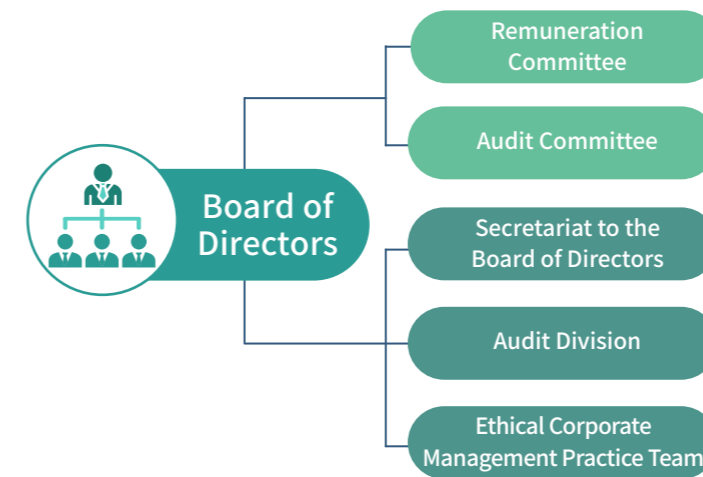


【Uni-President Enterprises Corporation Corporate Governance Principles】

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



1.2.1 Corporate Governance




Board of Directors

The company adopts the candidate nomination system for the election of its directors; directors are elected by the shareholders' meeting from the director candidates shortlist and votes are counted based on the cumulative voting method stipulated in Article 198 of the Company Act. According to Uni-President's Procedures for Election of Directors, the composition of the board of directors should take into account the diversity of gender, age, nationality, culture, professional knowledge, and skills. It is advisable that directors concurrently serving as company officers not exceed one-third of the total number of the board members, and that an appropriate policy on diversity based on the company's business operations, operating dynamics, and development needs.

The company's board of directors elected an additional independent director at the shareholders' regular meeting on June 28, 2023, with a total of 14 seats on the board of directors. The board includes 10 general directors (2 of whom are female) and 4 independent directors. Please refer to P.20-25 of the Company's 2023 Annual Report for detailed information on directors, including their background, professional ability, and the list of current positions held in the Company and other companies.

The members of Board of Directors undergo continuous education every year on various aspects such as corporate governance, business operations, regulations, finance, and sustainable management. The courses include topics such as digital innovation and sustainable transformation for building smart enterprises, using investment to change the world with impact investing and SDGs implementation, the new face of corporate governance under the ESG trend, the omnipresence of risks, and how to manage them effectively.



2023 Hours of the Board's Further Education and Meeting Situation

- The total hours of the Boards further education is 120, an average of 8.6 hours per director.
- A total of 8 meetings were held, with an average attendance rate of 97.27% for all directors.

(Period: from 2023/1/1 to 2024/3/15)

Director Performance Evaluation

We have formulated the "Regulations Governing the Board Performance Evaluation" to implement corporate governance while improving the functions of the Board of Directors. We also establish performance targets to strengthen operational efficiency. The Company's board of directors shall conduct an internal board performance evaluation every year. For relevant evaluation procedures, please refer to the Uni-President Enterprises Corporation Regulations Governing the Board Performance Evaluation. Many evaluation indicators are highly linked to corporate governance and corporate sustainable development to ensure the sustainability of the Company.



Uni-President Enterprises Corporation Regulations Governing the Board Performance Evaluation

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

2023 Director Performance Evaluation Results

The overall assessment shows that the board of directors has functioned well during the evaluation period and complied with the spirit of corporate governance. Directors have performed their supervisory duties competently. Each director has provided suggestions and opinions based on their expertise and made effective contributions to the Board of Directors.

Corporate Governance Officer

To enhance the effectiveness of the Board of Directors, we established the "Corporate Governance Officer" in 2018, who is the highest officer responsible for corporate governance-related affairs. Their key responsibilities include handling matters related to board and shareholder meetings in accordance with the law, preparing minutes for these meetings, assisting directors in their induction and continuous education, providing directors with the necessary information for their duties, assisting directors in complying with regulations, reporting to the board on whether independent directors meet the relevant legal requirements during nomination, selection, and tenure, and handling matters related to director changes.

In 2023, the corporate governance officer received 24 hours of corporate governance courses, in order to not only improve and enrich the relevant professional knowledge, but also to develop and implement the corporate governance practice. For more information on the Corporate Governance Officer, please see Corporate Governance Framework Disclosure on Uni-President's official website on <https://www.uni-president.com.tw/invest/index.html>

Remuneration Committee

According to the Company's Remuneration Committee Charter, Remuneration Committee members shall be appointed by a resolution of the Board of Directors; the committee shall consist of no less than three members, more than half of which shall be independent directors; and an independent director shall be elected as convener by all committee members. All members of the fifth Remuneration Committee are independent directors. More information on the committees can be found on P.68-69 of the 2023 Annual Report.

2023 Remuneration Committee Meetings

- A total of 3 meetings were held
- Actual attendance rate of the convener and members was 100%

(Period: from 2023/1/1 to 2024/3/15)

According to its expertise, the Remuneration Committee formulates and regularly reviews the policies, systems, standards and frameworks of the performance evaluation and remuneration of directors and managerial officers. Based on the Company's business performance and the impact of the organization's management on the social and environment, the remuneration for directors and managerial officers are regularly evaluated and formulated to deepen Uni-President's corporate ethics and culture, pursuing sustainable management. With a view to demonstrate the organization's focus on sustainable progression, execution performance will be taken into consideration as part of the presidents' performance assessment, beginning from 2023.

Remuneration Policy

Annually, the Remuneration Committee and the Board of Directors assess and inspect the rationality of the performance appraisal and remuneration of directors and managers. Reasonable remuneration is given by considering individuals' performance achievement rate and contribution to the Company, the Company's overall operating performance, industry future risks, and development trends; by timely review of the remuneration system depending on the actual operating conditions and relevant laws and regulations; and by factoring in the Company's current corporate governance trend. Doing so helps the Company strike a balance between sustainable management and risk control. Please refer to P.44-45 of the 2023 Annual Report for the Company's remuneration policy/standard/ combination/established procedures, and their relevance to business performance and future risks.

Additionally, according to the Company's Articles of Incorporation, the Company shall allocate no less than 2% of the profits earned during the current year for the purpose of employees' compensation and no more than 2% of the same for directors' remuneration. The Company's Articles of Incorporation must be approved by the shareholders' meeting; the distribution of employee compensation and director's compensation is reported each year at the next annual shareholders' meeting.

Audit Committee

The Audit Committee of the Company is composed of all independent directors. Independent directors are elected via the candidate nomination system by the shareholders' meeting from the shortlist of independent director candidates. To learn more about the fourth Audit Committees, please turn to P.50-54 of the 2023 Annual Report.

2023 Audit Committee Meetings

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

(Period: from 2023/1/1 to 2024/3/15)

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

Secretariat to the Board of Directors

The duty for the Secretariat to the Board of Directors is to convene annual general shareholders' meetings, board meetings, investment management committee meetings, as well as their elections, operations and related affairs concerning corporate governance.

Audit Division

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

Ethical Corporate Management Practice Team

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

Avoidance of Conflict of Interest

As stipulated in its Rules of Procedures for Board of Directors' Meeting (Article 16), Ethical Corporate Management Best Practice Principles (Article 19), and Corporate Governance Principles (Article 32), Uni-President demands that directors avoid conflict of interest. When a proposal at a given board of directors meeting concerns the personal interest of, or the interest of the juristic person represented by, any of the directors, the concerned director shall state the important aspects of the relationship of interest at the given board meeting. If his or her participation is likely to prejudice the interest of the Company, the concerned director may not participate in discussion of or voting on the proposal and shall recuse himself or herself from the discussion or the voting, and may not exercise voting rights as proxy for another director.

1.2.2 Real-Time Disclosure of Transparent Information

Uni-President's operation closely connects with the situation of overall social economics. In order to protect the rights of the cooperation's stakeholders, transparency and integrity are crucial factors to the Company. We must do our best to provide diverse channels to deliver the message to and communicate with stakeholders, and present significant information in various, transparent, and instant ways, so as to consolidate the connection and communication between the company and its stakeholders. Open, transparent and timely financial and non-financial information are disclosed in both Chinese and English, enabling language-barrier-free access for all stakeholders to the Company's information.

Financial Information

A financial report is published on a quarterly basis in both Chinese and English; Uploaded to the Stakeholders section on the Company's website and make announcement on the Market Observation Post System. Annual reports, shareholders' meeting handbook and shareholders' meeting minutes are available in both Chinese and English for stakeholders.

Please see the website:

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

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

Non-financial Information

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

Please refer to the Company's website:

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

Other

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

Please refer to the Company's website:

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

1.3 Insist on Ethical Management

(GRI 205-2 \ GRI 3-3)

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

To establish a corporate culture and risk control system based on ethical management, a dedicated Ethical Corporate Management Practice Team was formed to report to the Board of Directors the implementation status of ethical management on an annual basis. An independent internal reporting mailbox and a hotline have been set up for internal and external personnel. We keep a close eye on the changes in the management environment, while reviewing and amending principles, operating procedures and conduct guidelines related to ethical management on par with the government's policy. At the same time, we emphasize domestic and foreign case studies through education and training^{Note1} and emails^{Note2}. We integrate the promotion of ethical management concepts into our daily operations and shape a compliance culture of internal regulations and adhere to integrity and discipline in order to pursue sustainability. In 2023, there were no reports of any facilitation fees or political contributions received by the audit division.



In 2023, in terms of audit and internal control, we conducted 13 audits on themes such as improper charitable donations or sponsorships, infringement of trade secrets, engaging in unfair competition, conflict of interest avoidance, and education and training assessments. Among these, 7 reports included audits based on anti-corruption and anti-bribery policies, examining whether donations and sponsorships complied with relevant laws and internal procedures, checking for unreasonable gifts and hospitality, and investigating improper exchanges of benefits between contractors or suppliers. Among the 13 audits, no abnormalities related to integrity management were found.



Ethical Corporate Management Best Practice Principles



Procedures for Ethical Management and Guidelines for Conduct



Management Overview of Insider Trading Prevention



Anti-Corruption and Anti-Bribery Policy

2023 Ethical Management-Related Implementation

Signing of the Letter of Commitment for anti-bribery

- 4,204 suppliers (including raw materials, maintenance, repair and operation services) signed the Letter of Commitment to prohibit bribery and bribery issues. The signing rate of suppliers who are required to sign a letter of commitment was 100% in 2023, with the majority (over 98%) being local companies.
- 963 construction project contractors signed of the Letter of Commitment for anti-bribery. The signing rate of construction project contractors who are required to sign a letter of commitment was 100% in 2023, with the majority (over 99%) being local companies.

Internal and external education and training related to ethical management issues

- To the Board of Directors:
 - Director training hours in 2023 total 120 hours.
- To all employees: Launch related courses at the Uni-President Corp. Training Institute to reinforce regulatory compliance concepts.
 - A total of 59,673 employees received training
 - A total of 147,623.3 training hours
- Introduced a 0.5-hour online course on "Business Integrity - Anti-Corruption and Anti-Bribery" for new recruits, who must complete the course and pass an examination in order to qualify. In 2023, all students passed the test. On the other hand, we organized a 2-hour course on "Corporate Governance and Integrity Management (Anti-corruption and Anti-bribery)", and the videos were also posted on the online learning website after the class for all employees to study online at any time.

Promotion related to ethical management issues

- To the Board of Directors: Routine annual promotion at the board meeting. All directors were briefed on ethical management topics in 2023.
- To all employees: The Ethical Corporate Management Practice Team sends ethical management-related measures and cases to all employees through email and promotes ethical management in Uni-President monthly magazines.

Note: 1.The courses are of ethical management regulatory compliance, food safety and hygiene management and testing, accounting systems and internal controls.
2.Ethical management briefing covers insider trading and anti-corruption topics.

1.4 Strict Regulatory Compliance

(GRI 2-27)

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



Violations and Subsequent Improvement in 2023

In 2023, there were no major violations on the part of Uni-President ^{Note}

Violation Aspect	Violation of Regulations	Plant	Reason	Fine	Improvement
Occupational safety	Occupational Safety and Health Act	Hukou plant	The project delivery contractor and subcontractor hired laborers to work together, and the subcontractor was not included in the operation of the agreed organization.	A NT\$100,000 fine was imposed.	The responsible person of the engineering contracting unit must confirm with the contractor whether there are any subcontractors' laborers during the engineering safety and health meetings and the joint operation agreement meetings.

Note: The definition of material violations is set at NT\$1 million with reference to the Taiwan Stock Exchange Corporation Procedures for Verification and Disclosure of Material Information of Companies with Listed Securities.



1.5 Risk Management Control

(GRI 2-23)

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

1.5.1 Risk Management Mechanism

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



Risk Management Organizational Structure



- Board of Directors: The top unit of the Company's risk management in charge of approving, reviewing and supervising the Company risk management policy. Its objective is to ensure the effectiveness of risk management in accordance with laws and regulations, while promoting and implementing overall risk management.
- ESG Committee: The Committee is responsible for overall risk management. It sets risk control priorities according to internal and external changes and resolutions made by the Board of Directors. It is also responsible for reporting the implementation status of the risk management policy to the board of director each year, as well as proposing necessary advice for improvement.
- Risk Management Team: The Team reviews the risk control report of all units and follows up the progress of implementation and improvement. It also summarizes the execution status of each unit's risk management and submits a report to the ESG Committee.

Policy and Procedures



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

Management Mechanism and Its Operation

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



Scope and Measures

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

Risk Category	Risk Description	Risk Management Procedures and the State of Its Operations	Corresponding Chapter
 <p>Market Operation</p>	<ul style="list-style-type: none"> Not being able to respond to changes in consumer behavior in a timely manner, impacting performance. If the business model does not progress on par with trends, new generations of consumers or retailers will be lost, posing an unfavorable situation to the company's sustainable business operation. 	<ol style="list-style-type: none"> Marketplace and consumption trends (e.g., shift of diet habit and threat from imported goods) have changed. We will keep adapting the product structure in consonance with market conditions and refining the marketing model. The outbreak of the epidemic has hastened the transformation of the channel structure, with e-commerce becoming more and more significant (the rate of Taiwanese people of all ages engaging in online shopping has risen). We aim to hasten the fostering of e-commerce competencies. To guarantee product freshness and quality in the face of market turbulence, it is essential to be able to rapidly react to different situations and balance production and sales. 	About Uni-President 2023 Annual Report "Operation Highlights"
 <p>Food Safety</p>	<ul style="list-style-type: none"> Fail to properly control food safety and hygiene that leads to potential hazards to consumer health and safety. Neglecting to keep up with the latest food-related laws and regulations resulted in products that were not compliant. 	<ol style="list-style-type: none"> The Food Safety Committee is established and holds regular meetings to review and resolve matters related to food safety and quality management. Fortify the control on the risks of food safety. Since 2018 Uni-President has set annual management goals regarding customers' food safety complaints and drug residue in finished products. Formulate the audit policy of affiliates to improve their food safety management. Install the Food Safety Center Rapid Alert System (FSCRA) to collect related information on the Company's products. All responsible units are notified immediately so that a response can be made accordingly. The "Product Regulatory Change Management Process" has been established to evaluate the impact of regulatory changes and adopt the corresponding measures to ensure that all of Uni-President's products are in compliance with relevant law and regulations to avoid damage to consumers' health and our goodwill. 	Chapter 2. Shaping a Safe and Healthy Food and Drink Culture

Risk Category	Risk Description	Risk Management Procedures and the State of Its Operations	Corresponding Chapter
 <p>Environmental and climate change risk (Environmental Safety)</p>	<ul style="list-style-type: none"> A major violation of environmental protection regulations will impact the image of the enterprise and brand. In the case of extreme weather conditions, there is potential for damage to machinery, raw materials, or goods, resulting in financial losses for the Company. 	<ol style="list-style-type: none"> Pursuant to the guidance of the Task Force on Climate-related Financial Disclosures (TCFD), the Company has implemented a corporate climate risk and opportunity management framework, and performs annual assessments of risk and opportunity management strategies, goals, and outcomes. All factories follow the ISO14001 environmental management system and have had their compliance verified externally. Meanwhile, the Company also carries out three-level environmental protection inspections, investigating and rectifying issues concerning air pollution, wastewater, waste, and toxic chemicals, so as to ensure compliance with regulations. Introduce the ISO14064-1 greenhouse gas inventory system and product carbon footprint to gain an insight into the greenhouse gas emission of the organization and devise a corporate carbon management plan for the future. Provide educational and training opportunities, as well as disseminate pertinent knowledge, to increase employees' understanding of environmental conservation and climate change, thus augmenting the Company's ability to manage environmental risks and tackle climate risks. Implement engineering and management techniques to lessen the environmental repercussions of operations, forestall contamination, curtail pollution, and heighten the effectiveness of raw material utilization, which can minimize environmental and climate change dangers and create fresh opportunities. Promote various energy conservation and waste reduction projects to achieve air pollution, waste and wastewater Management Targets, reducing the impact of operations on the environment. 	Chapter 3. Commitment to Environmental Sustainability
 <p>Occupational Safety (industrial safety)</p>	<ul style="list-style-type: none"> Fail to comply with the Standard Operating Procedures (SOP) that results in employee injuries. Fail to comply with the requirements stipulated in the Occupational Safety and Health Act. 	<ol style="list-style-type: none"> Continue to promote the occupational safety and health management system ISO 45001/CNS 45001/TOSHMS, implement independent safety and health management, implement health promotion and management, and reduce workplace risks. Promote different types of occupational safety education and training, case publicity, management by wandering around, and strengthen employees' risk awareness and occupational safety concepts. Industrial Safety Office and General Plant/Industrial Park conduct an industrial safety inspection on a periodic basis to jointly prevent occupational hazards through guidance and inspections. Regularly implement inventories on safety and health-related regulations. By doing this, the requirements or related matters of amendments to regulations are conveyed to each unit to perform regulatory identification for amendments to related standards. 	Chapter 4. Building a Healthy and Happy Workplace



Risk Category	Risk Description	Risk Management Procedures and the State of Its Operations	Corresponding Chapter
 Information Security	<ul style="list-style-type: none"> Systems or devices with EOS lead to hacking, causing company losses. Abnormalities of information security equipment or system authority, leading to information security protection mechanism vulnerability. The company may suffer losses from hackers or viruses due to staff's lack of knowledge pertaining to information security. 	<ol style="list-style-type: none"> Formulate and announce the information security policy, and concurrently establish a Chief Information Security Officer, the Head of the Information Security Unit, and an Information Security Team for improved information security protection. Develop the information security management system, and acquire the ISO 27001 certification. Information risk management is conducted according to the information security risk assessment and management operating procedures on an annual basis to identify and analyze information security risks and evaluate their levels. Improvement plans are also proposed for high-risk items. Replacement of EOS (End of Support) system and devices. Perform backup exercises and account inventories to ensure the effectiveness of the information security protection mechanism. Annually host information security-related education and training sessions and social engineering drills to bolster employees' knowledge of information security. 	1.5.2 Information Security Management, P.171-173 on the 2023 Annual Report
 Financial Risk (Financial Safety)	Market risk, credit risk and liquidity risk may pose adverse effects on the Company's financial status and financial performance.	<ol style="list-style-type: none"> Relevant risk management policies have been formulated to manage financial risks through close cooperation of internal operating units. We adopt a prudent manner regarding changes in interest rates and exchange rates and keep a close eye on the trend of domestic and foreign market interest rates as well as capital needs. We also allocate a floating/fixed financing ratio and pay close attention to exchange rate fluctuations, while controlling foreign currency exposure in a stringent manner. Formulate explicit credit policy, by which the credit risks of transaction counterparties are closely monitored before and after transaction. Maintain sufficient available credit lines at all times to ensure sufficient funds for operations. 	1.5.3 Financial risk, P.197-198 on the 2023 Annual Report

1.5.2 Information Security Management

Information Security Policy

To satisfy the requirements of the Company's current operations, future development, external partners, customer demands, and related governmental regulations, Uni-President has devised an "Information Security Policy" as a framework for establishing information security goals. Doing so makes it clear as to what the scope of information security management is, what control measures are in place, and what risks and opportunities the Company is facing, so as to build a complete, feasible, and effective information security management system, thereby best ensuring the Company's information security.

Uni-President safeguards company and personal data confidentiality through an information security system, regular data and system backups, and virus/hacker control, so as to meet personal data laws and regulations.

Information Security Mechanism Management Matters:

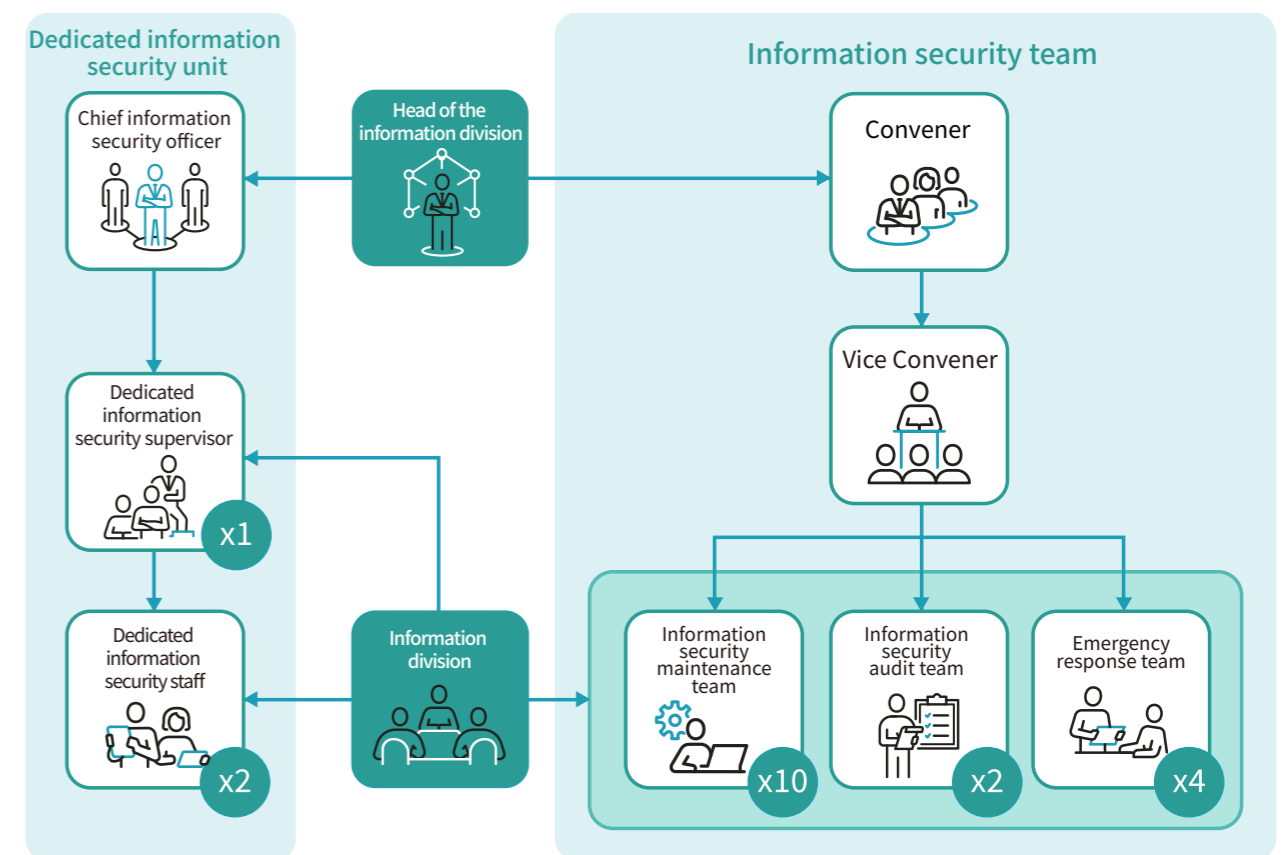


Responsible Unit

Uni-President established the "Information security team" in 2012 with the head of information division serves as the convener to take on the tasks of organizing information security management structure and making decisions of information security system guidelines. There are three teams under the "Information security team", namely Information security audit team, Information security maintenance team, and Emergency response team. In order to strengthen information security management and ensure the confidentiality, integrity and availability of the Company's information as well as protecting personal data, In 2012, the "Information Security Policy" was established in accordance with ISO27001. The company's information security system has also obtained third-party verification and passed the ISO27001 international standard certification. The validity period is 2022/4/24 ~ 2025/4/16.

Adhering to the rules of the Financial Supervisory Commission, the Company also appointed a Chief Information Security Officer, a dedicated information security supervisor, and two dedicated information security staff. The Chief Information Security Officer is the head of the information division and the information security supervisor and personnel are members of the information security maintenance team. They are mainly responsible for allocating adequate manpower and equipment, plan and monitor the information security system, and implement information security maintenance operation, so as to further ensure implementation of information security risk assessment and management, ensure the confidentiality, integrity, and availability of the Company's information assets, and protect personal data.

Dedicated Information Security Unit and Information Security Team



Information security maintenance team	To plan and to promote information security management
Information security audit team	To plan, execute and follow-up improvement measures of information security audit
Emergency response team	To plan, drill, and make contingency operations in the event of a disaster

Management Mechanism and Track Records

Information security protection and management track records in 2023



Category	Item
Certification	On March 14, 2023, an on-site external unit conducted a regular on-site review, and the ISO27001 certificate was renewed.
Promotion	Information security publicity sessions were conducted 12 times in 2023; information security cases were proactively shared 8 times; and employee startup screen information security reminders were provided daily.
Drill	Continue to conduct social engineering drills for preventing malicious emails throughout the Company.
	Drills and data backup on a regular basis; disaster recovery drills for core systems on a regular basis.
	External web pages vulnerability scan.
Vulnerability Scan	Important hosts and network devices vulnerability scan.
	Introduce SD-WAN for intranet connections between factories.
Upgrade of devices and programs	The ServerFarm firewall on the intranet is activated to enhance the information security protection of the server.
	Refresh Firewall Anti Virus & IPS Updates as frequent as once an hour to improve the protection capability.
	Install MDR onto the main hosts of the Information Division and the computers of important managers to enhance threat detection and prevention.
	Upgrade the anti-virus software version continuously using the software patch released by the software publisher.
	As for cyber security, upgrade the version of Forti network firewall to improve cyber security protection capability.
Other	AD server upgrade.
	Upgrade database to avoid the database end-of-support (EOS) issue and information security issues spotted via vulnerability scanning.
Other	Join TWCERT and response in information security information.



Management performance

- 1.The information security risk assessment results indicate no material risk that would impact operations.
- 2.There is no major disaster/accident indicated in the information security incident report.
- 3.Application for account access is strictly reviewed, and account authority is regularly reviewed, with the review results indicating compliant with management indicators.
- 4.The results of host vulnerability scanning meet the management indicators.
- 5.2023 personal information security and information security-related Training:
 - A total of 3,825.5 training hours.
 - A total of 1,628 employees received training.
- 6.In 2023, a total of 2 management review meetings and 4 information security group meetings were held, reaching the following important resolutions:
 - Appointed a Chief Information Security Officer, a dedicated information security supervisor, and two information security staff as required by the Financial Supervisory Commission.
 - Passed ISO/IEC 27001:2022 transition plan.

1.5.3 Financial Risk

Financial risks include price risk, credit risk, and liquidity risk arising from changes in exchange rate or interest rate. To cope with the various financial risks, Uni-President has formulated relevant risk management policies, effectively controlling the impact of exchange rate fluctuations on cash flow and asset values; we also pay attention to domestic and foreign financial market trends to reduce the impact of interest rate fluctuations on financials.

The Board of Directors has set up a written policy towards the overall risk management, and provided written policies for specific scope and matters, such as the exchange rate risk, interest rate risk, credit risk, use of derivative and non-derivative financial instrument, and utilization of the remaining working capital. In accordance with the policy approved by the Board of Directors, risk management is carried out by the Finance Group through working closely with the Company's internal operating units to identify, evaluate and hedge financial risks. For more information on financial risks, please refer to the P.197-198 on the 2023 Annual Report.

