

# 2024

## Annual Report

### UNI-PRESIDENT ENTERPRISES CORP. Notice to Readers

This English-version annual report is a summary translation of the Chinese version and is not an official document of the shareholders' meeting. If there is any discrepancy between the English and Chinese versions, the Chinese version shall prevail.



- Annual Report is available at <https://www.uni-president.com.tw>
- Taiwan Stock Exchange Market Observation Post System: <https://mops.twse.com.tw/mops/#/web/home>
- Printed on Feb. 28, 2025

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## Acting Spokesman

**Name** Chung-Cheng Tu  
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## Stock Transfer Agent

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**Web** <https://www.pscnet.com.tw>

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### PricewaterhouseCoopers, Taiwan

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Tainan City 701024, Taiwan (R.O.C)  
**Tel** +886 -6-234-3111  
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## Overseas Securities Exchange

NA

## Corporate Website

**Web** <https://www.uni-president.com.tw>

## Head Office

**Add** No.301, Zhongzheng Rd., Yungkang Dist., Tainan City 710401, Taiwan (R.O.C.)  
**Tel** +886-6-253-2121

## Taipei Branch

**Add** 23F., No. 9, Songgao Rd., Xinyi Dist., Taipei City 110206, Taiwan (R.O.C.)  
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## Rueifang General Plant

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## Chungli General Plant

**Add** No.15, Dingning Rd., Zhongli Dist., Taoyuan County 320030, Taiwan (R.O.C.)  
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## Yangmei General Plant

**Add** No.301, Sec. 1, Mingfu Rd., Yangmei Dist., Taoyuan County, 326019, Taiwan (R.O.C.)  
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## Hukou Park Management Center

**Add** No.30, Sec.3, Bade Rd., Hukou Township, Hsinchu County 303103, Taiwan (R.O.C.)  
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## Taichung General Plant

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## Taichung Branch

**Add** No.7, Gongye 3rd Rd., Xitun Dist., Taichung City 407253, Taiwan (R.O.C.)  
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## Sinying General Plant

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## Madou General Plant

**Add** No. 463, Mayou Rd., Madou Dist., Tainan City 721013, Taiwan (R.O.C.)  
**Tel** +886-6-570-4210

## Sinshih General Plant

**Add** No.7, Daying, Daying Village, Sinshih Dist., Tainan City 744008, Taiwan (R.O.C.)  
**Tel** +886-6-599-1511

## Yungkang Food General Plant

**Add** Zone A, No.301, Zhongzheng Rd., Yungkang Dist., Tainan City 710401, Taiwan (R.O.C.)  
**Tel** +886-6-253-2121

## Yungkang Feed General Plant

**Add** Zone B, No.301, Zhongzheng Rd., Yungkang Dist., Tainan City 710401, Taiwan (R.O.C.)  
**Tel** +886-6-253-2121

## Yungkang Ice General Plant

**Add** No.1, Jingzhong Rd., Yungkang Dist., Tainan City 710001, Taiwan (R.O.C.)  
**Tel** +886-6-233-3105

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# LETTER TO OUR SHAREHOLDERS





## **Chih-Hsien Lo**

**Chairman**

### **Dear Shareholders,**

2024 was another strong year for Uni-President. Thanks to the supports of our employees, consumers, partners, and trusts of our investors, our operating profit hit a record high. Looking forward, we will continue to be humble, remembering founder's entrepreneurial spirit of "withstand the challenges, forge ahead with perseverance", and upholding the management philosophy of "pragmatism and diligence, innovation and advancement" to build a long term, sustainable growth.

Our management expertise, robust profitable model and rigorous risk control have enabled us to optimize organizational structure to address the systematic risks properly. In 2024, net sales reached NT\$51 billion, an increase of 4.9 percent over 2023; net profits after taxes reached NT\$20.7 billion, an increase of 12.7 percent over 2023; consolidated Group net sales achieved NT\$657.6 billion.

### **No Compromises on Food Safety**

Quality and credibility are the lifeblood of our business. To ensure food safety, we have established the industry's highest-standard food safety center. We are always attentive to the various policies and laws that may affect our operation, and perform stringent risk control along the value chain and quality control on suppliers, raw materials, processes and products. On top of that, we consistently enrich R&D intensity and strengthen expertise on our food safety to world-class standard.

### **Fulfillment of "Integrity, Brand Management, and Corporate Taste"**

In 2024, the market value of Uni-President exceeded NT\$500 billion, and it was among the top 20 companies in Taiwan by market value. We continuously evolve our product offerings to meet consumer needs and excite consumer preferences. We strive to bring innovative products and deliver irresistibly superior propositions to our customers. By leveraging group resources, we create various initiatives such as I-Sharing events, OPEN POINT ubiquitous economy, digital e-commerce platform, which generate word-of-mouth promotion and bring brand new consumer experiences.



“Integrity” is the fundamental of business operation and interaction among individuals; “brand management” is the ability to create a unique and lovable concept; “taste” delivers the extraordinary character and calmness and elegance of the outstanding brand. By fulfilling these three qualities of “integrity, brand management, corporate taste”, we hope to convey to the society a concept of integrity, a life attitude, happiness and a set of historical legacy.

### Follow the Trend, Think Through, and Excel

Led by the management principle of “follow the trend, think through, and excel”, we exploit and create group’s resources at best shared value and develop diverse products and services with diligence, focus and caution. We maintain our disciplined approach to capital investments and expenses for delivering stable and profitable growth on shareholders’ return.

To fuel the growth, we execute “One Core and Four Gears” strategy with alignment with lifestyle brand management as the core strategy, to build and develop an Asian distribution platform of living brands on the four strategic gears of manufacture & R&D; trade & logistics; experience & retail, and alliances & integration.

In addition to strengthening our infrastructure and organizational capabilities in every market, we are also enhancing our operational systems and talent pipeline to provide better consumers services and living qualities, and generate greater economic value, in pursuit of continued success and improvement.

### Prospect in 2025

As we look to the challenges ahead, we will keep our operation simple and focused, and commit to achieve sales target of 2025: 268 thousand tons of foodstuffs, 24,109 thousand cartons of noodle, 55,049 thousand cartons of beverages, 353 thousand tons of dairy products, 30 thousand tons of soy sauce products, 274 million bags of baking products, 35 thousand cartons of nutritional supplements, and 69 thousand tons of other food products such as frozen prepared food, meat products and ice products.

We will continue to create better profitable returns for all shareholders, and look forward to your continued guidance and support.

# 2

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|-----|-----|---|
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# CORPORATE GOVERNANCE REPORT

## 2.1 Directors', Supervisors' and Managers' Information

### 2.1.1 Directors and Supervisors

#### A. Information Regarding Directors (I)

| Title                                       | Nationality    | Name                       | Gender<br>Age        | Date<br>Elected | Term<br>(Yr.) | Date (First<br>Elected) | Shareholding when<br>Elected |      |
|---|----------------|----------------------------|----------------------|-----------------|---------------|-------------------------|------------------------------|------|
|   |                |                            |                      |                 |               |                         | Shares                       | %    |
| Director and Juristic Person<br>Shareholder | Tainan         | Kao Chuan Inv. Co., Ltd.   | -                    | 2022.05.31      | 3             | 1987.4.25               | 284,330,536                  | 5.00 |
| Chairman (Representative)                   | Taiwan, R.O.C. | Chih-Hsien Lo (Note 3)     | M<br>Age<br>61~70    | 2022.05.31      | 3             | 2007.6.28               | 4,059,095                    | 0.07 |
| Director (Representative)                   | Taiwan, R.O.C. | Shiow-Ling Kao (Note 3)    | F<br>Age<br>61~70    | 2022.05.31      | 3             | 2013.06.25              | 93,402,447                   | 1.64 |
| Director (Representative)                   | Taiwan, R.O.C. | Jui-Tien<br>Huang (Note 3) | M<br>Age<br>61~70    | 2022.05.31      | 3             | 2022.05.31              | 274,430                      | 0.00 |
| Director and Juristic Person<br>Shareholder | Tainan         | Taipo Investment Corp.     | —                    | 2022.05.31      | 3             | 1986.8.15               | 30,582,348                   | 0.54 |
| Director (Representative)                   | Taiwan, R.O.C. | Ping-Chih Wu (Note 5)      | M<br>Age 71<br>above | 2022.05.31      | 3             | 1992.6.1                | 44,207,532                   | 0.78 |
| Director and Juristic Person<br>Shareholder | Tainan         | Young Yun Inv. Co., Ltd.   | -                    | 2022.05.31      | 3             | 2004.6.25               | 9,102,628                    | 0.16 |
| Director (Representative)                   | Taiwan, R.O.C. | Chung-Ho Wu (Note 6)       | M<br>Age 71<br>above | 2022.05.31      | 3             | 1999.6.1                | 36,672,086                   | 0.65 |
| Director and Juristic Person<br>Shareholder | Taipei         | Ping Zech Corp.            | -                    | 2022.05.31      | 3             | 2004.6.25               | 43,881,920                   | 0.77 |
| Director (Representative)                   | Taiwan, R.O.C. | Chung-Shen Lin (Note 7)    | M<br>Age 71<br>above | 2022.05.31      | 3             | 1999.6.1                | 0                            | 0    |
| Director and Juristic Person<br>Shareholder | Tainan         | Joyful Inv. Co., Ltd.      | —                    | 2022.05.31      | 3             | 1986.6.1                | 24,305,030                   | 0.43 |
| Director (Representative)                   | Taiwan, R.O.C. | Pi-Ying Cheng (Note 4)     | F<br>Age<br>61~70    | 2022.05.31      | 3             | 2017.08.22              | 4,465,000                    | 0.08 |
| Director and Juristic Person<br>Shareholder | Tainan         | YuPeng Inv. Co., Ltd.      | —                    | 2022.05.31      | 3             | 1986.6.1                | 24,188                       | 0    |

As of 12/31/2024

| Current Shareholding |      | Spouse & Minor Shareholding |      | Shareholding by Nominee Arrangement |      | Education (Note1)  | Current Position with UPEC and Other Company  | Managers, Directors and Supervisors are Spouse or within 2 Degrees of Consanguinity Each Other |                |            | Remark   |
|----------------------|------|-----------------------------|------|-------------------------------------|------|--|---|--|----------------|------------|----------|
| Shares               | %    | Shares                      | %    | Shares                              | %    |  |   | Title  | Name           | Relation   |          |
| 284,330,536          | 5.00 | 0                           | 0    | 0                                   | 0.00 | -  | (Note 10)   | NA   | NA             | NA         | (Note 2) |
| 4,059,095            | 0.07 | 93,402,447                  | 1.64 | 0                                   | 0.00 | Executive Vice President and President of Uni-President Enterprises Corp. ; MBA, UCLA, USA   | (Note 10)   | Director   | Shiow-Ling Kao | Spouse     |          |
|                      |      |                             |      |                                     |      |  |   | Vice President   | Jui-Pin Wang   | Son-in-law |          |
|                      |      |                             |      |                                     |      |  |   | Vice President   | Yen-ChaoWang   | Son-in-law |          |
| 93,402,447           | 1.64 | 4,059,095                   | 0.07 | 0                                   | 0.00 | Chairman of Kao Chuan Inv. Co., Ltd.; Marymount College  | (Note 10)   | Chairman & Group Chief Strategy Officer  | Chih-Hsien Lo  | Spouse     |          |
|                      |      |                             |      |                                     |      |  |   | Vice President   | Jui-Pin Wang   | Son-in-law |          |
|                      |      |                             |      |                                     |      |  |   | Vice President   | Yen-ChaoWang   | Son-in-law |          |
| 274,430              | 0.00 | 0                           | 0.00 | 0                                   | 0.00 | President of President Chain Store Corp. ; Senior Vice President of Uni-President Enterprises Corp. ; MS in Marketing, National Kaohsiung Univ. of Science and Technology, R.O.C | (Note 10)   | NA   | NA             | NA         |          |
| 30,582,348           | 0.54 | 0                           | 0    | 0                                   | 0    | -  | (Note 10)   | NA   | NA             | NA         |          |
| 44,207,532           | 0.78 | 3,191,480                   | 0.06 | 0                                   | 0    | Director of General Bank and President Baking Company INC. ; MS of Chemical Engineering and MS of Industrial Management, U.S.C., USA   | (Note 10)   | NA   | NA             | NA         |          |
| 9,162,628            | 0.16 | 0                           | 0.00 | 0                                   | 0.00 | -  | (Note 10)   | NA   | NA             | NA         |          |
| 36,672,086           | 0.65 | 117,760                     | 0.00 | 0                                   | 0.00 | Supervisor of Grand Bills Finance Corp. ; Chemistry, Fu Jen Catholic University  | (Note 10)   | NA   | NA             | NA         |          |
| 43,881,920           | 0.77 | 0                           | 0    | 0                                   | 0    | -  | (Note 10)   | NA   | NA             | NA         |          |
| 0                    | 0    | 764                         | 0    | 0                                   | 0    | Chairman of President Securities Corporation ; President and Director, President Tokyo Corp. ; BBA Business Administration, Fu Jen Catholic University                           | (Note 10)   | NA   | NA             | NA         |          |
| 24,305,030           | 0.43 | 0                           | 0    | 0                                   | 0    | -  | (Note 10)   | NA   | NA             | NA         |          |
| 4,465,000            | 0.08 | 0                           | 0    | 0                                   | 0    | Director of Joyful Inv. Co., Ltd.; BA, Dept. of History, National Taiwan University  | Director of Uni-President Enterprises Corp. and Director of Nantex Industry Co., Ltd. | NA   | NA             | NA         |          |
| 24,188               | 0    | 0                           | 0    | 0                                   | 0    | -  | (Note 10)   | NA   | NA             | NA         |          |

| Title                     | Nationality    | Name                 | Gender<br>Age        | Date<br>Elected | Term<br>(Yr.) | Date (First<br>Elected) | Shareholding when<br>Elected |      |
|---------------------------|----------------|----------------------|----------------------|-----------------|---------------|-------------------------|------------------------------|------|
|                           |                |                      |                      |                 |               |                         | Shares                       | %    |
| Director (Representative) | Taiwan, R.O.C. | Po-Ming Hou (Note 7) | M<br>Age<br>61~70    | 2022.05.31      | 3             | 1992.6.1                | 147,751,414                  | 2.60 |
| Director                  | Taiwan, R.O.C. | Po-Yu Hou            | M<br>Age 71<br>above | 2022.05.31      | 3             | 2010.6.23               | 128,917,063                  | 2.27 |
| Director                  | Taiwan, R.O.C. | Chang-Sheng Lin      | M<br>Age 71<br>above | 2022.05.31      | 3             | 1980.6.1                | 49,916,266                   | 0.88 |
| Independent Director      | Taiwan, R.O.C. | Ming-Hui Chang       | M<br>Age<br>61~70    | 2022.05.31      | 3             | 2022.05.31              | 0                            | 0    |
| Independent Director      | Taiwan, R.O.C. | Wei-Yung<br>Tsung    | M<br>Age<br>61~70    | 2022.05.31      | 3             | 2022.05.31              | 0                            | 0    |
| Independent Director      | Taiwan, R.O.C. | Chun-Jen<br>Chen     | M<br>Age<br>51~60    | 2022.05.31      | 3             | 2022.05.31              | 0                            | 0    |
| Independent Director      | Taiwan, R.O.C. | Lee-Feng Chien       | M<br>Age<br>61~70    | 2023.06.28      | 3             | 2023.06.28              | 0                            | 0    |

Note 1 : Directors who have ever hold positions in the auditor's agency or its affiliated companies :  
Independent director: Ming-Hui Chang.

Note 2 : In consideration of company's operation and asset size, the chairman serves concurrently as chief strategy officer to set the strategies for Group's operations and resource integration that differs from the president who focuses merely on the management of Company's operation. An additional independent director has been elected in accordance with legal regulations.

Note 3 : Representative of Kao Chuan Inv. Co., Ltd.

Note 4 : Representative of Joyful Inv. Co., Ltd.

Note 5 : Representative of Taipo Investment Corp.

Note 6 : Representative of Young Yun Inv. Co., Ltd.

Note 7 : Representative of Ping Zech Corp.

Note 8 : Representative of YuPeng Inv. Co., Ltd.

Note 9 : Education& Experience of Independent Directors

| Name           | Education& Experience  |
|----------------|--|
| Ming-Hui Chang | Experience : Independent Director & the remuneration committee member, Bafang Yunji International Co., Ltd. ; PwC Taiwan : Head of Risk Control, Audit Department, Chief Operating Officer of Audit Department, Chief Operating Officer, CEO, Director of Pipe and cypress department. Chairman of Pricewaterhousecoopers Management Consulting Co., Ltd. Chairman of PwC Education Foundation ; Professor, National Taiwan Univ., National Chung Cheng Univ., Tung Hai Univ.<br>Education : Master in Professional Accounting, The Univ.of Texas at Austin. Bachelor, Accounting Section of the Department of Commerce, National Taiwan Univ. |
| Wei-Yung Tsung | Experience : Chairman of Mitsubishi Corp. (Taiwan) Ltd. ; Director of Mitsubishi Corp. LT Taiwan Co., Ltd. ; Independent Director of Tokio Marine Newa Insurance Co., Ltd. ; President and consultant of Taiwan Kanken Techno Co., Ltd.<br>Education : Department of Chemical Engineering, National Taiwan Univ.   |

| Current Shareholding |      | Spouse & Minor Shareholding |      | Shareholding by Nominee Arrangement |      | Education (Note1)  | Current Position with UPEC and Other Company | Managers, Directors and Supervisors are Spouse or within 2 Degrees of Consanguinity Each Other |             |          | Remark |
|----------------------|------|-----------------------------|------|-------------------------------------|------|--|--|--|-------------|----------|--------|
| Shares               | %    | Shares                      | %    | Shares                              | %    |  |  | Title  | Name        | Relation |        |
| 141,697,024          | 2.49 | 0                           | 0    | 24,188                              | 0    | President and Vice Chairman of Tainan Spinning Co., Ltd. ; Tourism management, Chinese Culture Univ.       | (Note 10)                                    | Director   | Po-Yu Hou   | Brother  |        |
| 49,916,266           | 0.88 | 0                           | 0.00 | 0                                   | 0.00 | Executive Director of Tainan Spinning Co., Ltd.; Department of Radio, Television and Film, Shih Hsin Univ. | Director of Tainan Spinning Co., Ltd.        | Director   | Po-Ming Hou | Brother  |        |
| 49,916,266           | 0.88 | 3,100,499                   | 0.05 | 0                                   | 0.00 | C.E.O and President of Uni-President Enterprises Corp. ; Electrical Engineering, Nat'l Cheng Kung Univ.    | Director of Uni-President Enterprises Corp.  | NA   | NA          | NA       |        |
| 0                    | 0    | 0                           | 0    | 0                                   | 0    | (Note 9)   | (Note 10)                                    | NA   | NA          | NA       |        |
| 0                    | 0    | 0                           | 0    | 0                                   | 0    | (Note 9)   | (Note 10)                                    | NA   | NA          | NA       |        |
| 0                    | 0    | 0                           | 0    | 0                                   | 0    | (Note 9)   | (Note 10)                                    | NA   | NA          | NA       |        |
| 0                    | 0    | 0                           | 0    | 0                                   | 0    | (Note 9)   | (Note 10)                                    | NA   | NA          | NA       |        |

| Name           | Education& Experience  |
|----------------|--|
| Chun-Jen Chen  | <p>Experience : Associate Professor, Science &amp; Technology Law Institute, National Cheng Kung Univ. ; Commissioner, the Securities Listing Review Committee of Taipei Exchange ; Commissioner, the Securities Listing Review Committee of Taiwan Stock Exchange.</p> <p>Education : J.D., Georgetown Univ</p>   |
| Lee-Feng Chien | <p>Experience : Managing Director of Google Taiwan Branch ; iKala Interactive Media Inc. ; Artificial Intelligence Foundation ; Research Fellow &amp; Deputy Director., Institute of Information Science, Academia Sinica ; Joint Professor of Information Management, National Taiwan Univ.</p> <p>Education : Master's and Ph.D., Department of computer science &amp; information Engineering, National Taiwan Univ., Bachelor, Department of computer science, Tamkang University.</p> |



Note 10 : Current position with other company

| Name                     | Current Position with Other Company  |
|--------------------------|--|
| Kao Chuan Inv. Co., Ltd. | Director of : Uni-President Enterprises Corp., Ton Yi Industrial Corp., President Chain Store Corp., President International Development Corp., ScinoPharm Taiwan, Ltd., Prince Housing & Development Corp., Merry Life Biomedical Co., Ltd., President Securities Corporation   |
| Chih-Hsien Lo            | <p>Chairman of : Uni-President Enterprises Corp., President Chain Store Corp., President Natural Industrial Corp., Presicarre Corp., Ton Yi Industrial Corp., TTET Union Corp., Prince Housing &amp; Development Corp., President Packaging Industrial Corp., President International Development Corp., Nanlien International Corp., Tone Sang Construction Corp., Uni-President China Holdings Ltd. (Cayman), Changjiagang President Nisshin Food Co., Ltd., ScinoPharm Taiwan, Ltd., President Enterprises (China) Investment Co., Ltd., Uni-President Cold-Chain Corp., Presco Netmarketing Inc., Uni-President Dream Parks Corp., President Century Co., Ltd., President Property Corporation, Cheng-Shi Investment Holding Co., Prince Real Estate Co., Ltd., Times Square International Holding Co., Time Square International Co., Ltd., Times Square International Stays Corporation, Uni-President Express Corp., Uni-President (Philippines) Corp., Uni-President (Thailand) Ltd., Uni-President (Vietnam) Co., Ltd., Woongjin Foods Co., Ltd., Daeyoung Foods Co., Ltd.</p> <p>Vice Chairman of : President Nisshin Corp.</p> <p>Director of : Uni-President Glass Industrial Co., Ltd., President Packaging Holdings Ltd., Kuang Chuan Dairy Co., Ltd., Kuang Chuan Foods Co., Ltd., Uni-President Development Corp., Uni-Wonder Corporation, President Professional Baseball Team Corp., Tait Marketing &amp; Distribution Co., Ltd., Weilih Food Corp., Keng Ting Enterprises Co., Ltd., PCS (BVI) Holdings Ltd., PCS (Labuan) Holdings Ltd., RSI, Retail Support International Corp., Uni-President Assets Holdings Ltd., Kao Chuan Inv. Corp., Cayman President Holdings Ltd., Kai Yu (BVI) Investment Co., Ltd., President Fair Development Corp., Uni-President Southeast Asia Holdings Ltd., Uni-President Asia Holdings Ltd., Uni-President International (HK) Co., Ltd., Champ Green Capital Limited, Champ Green (Shanghai) Consulting Co. Ltd., Guangzhou President Enterprises Co., Ltd., Fuzhou President Enterprises Co., Ltd., Xinjiang President Enterprises Food Co., Ltd., Wuhan President Enterprises Food Co., Ltd., Uni-President Enterprises (Kunshan) Food Technology Co., Ltd., Chengdu President Enterprises Food Co., Ltd., Shenyang President Enterprises Co., Ltd., Harbin President Enterprises Co., Ltd., Hefei President Enterprises Co., Ltd., Zhenzhou President Enterprises Co., Ltd., Beijing President Enterprises Drinks Co., Ltd., Kunshan President Enterprises Food Co., Ltd., Nanchang President Enterprises Co., Ltd., Uni-President Organics Corp., President (Shanghai) Trading Co., Ltd., Kunming President Enterprises Food Co., Ltd., Yantai Tongli Beverage Industries Co., Ltd., Changsha President Enterprises Co., Ltd., Bama President Mineral Water Co., Ltd., Nanning President Enterprises Co., Ltd., Zhanjiang President Enterprises Co., Ltd., Chongqing President Enterprises Co., Ltd., Taizhou President Enterprises Co., Ltd., Akesu President Enterprises Co., Ltd., Changchun President Enterprises Co., Ltd., Uni-President (Shanghai) Pearly Century Co., Ltd., Baiyin President Enterprises Co., Ltd., Hainan President Enterprises Co., Ltd., Guiyang President Enterprises Co., Ltd., Jinan President Enterprises Co., Ltd., Hangzhou President Enterprises Co., Ltd., Wuxue Uni Mineral Water Co., Ltd., Shijiazhuang President Enterprises Co., Ltd., Xuzhou President Enterprises Co., Ltd., Henan President Enterprises Co., Ltd., President (Kunshan) Trading Co., Ltd., Shanxi President Enterprises Co., Ltd., Jiangsu</p> |

| Name                   | Current Position with Other Company   |
|------------------------|---|
|                        | <p>President Enterprises Co., Ltd., Changbaishan Mountain President Enterprises, Ningxia President Enterprises Co., Ltd., President Enterprises (Shanghai) Co., Ltd., President Enterprises (Inner Mongolia) Co., Ltd., Shaanxi President Enterprises Co., Ltd., Uni-President Enterprise (Hutubi) Tomato Products Technology Co., Ltd., Uni-President Enterprises (Shanghai) Drink &amp; Food Co., Ltd. Uni-President Enterprises (Tianjin) Co., Ltd., Uni-OAO Travel Service Corp. Uni-President Shanghai Managment Consulting Co., Ltd., President Enterprises (Kunshan) Real Estate Development Co., Ltd.</p> <p>Supervisor of : Infinity Holdings Ltd., Eternity Holdings Ltd. , Celestial Prosperities Holdings Ltd.</p> <p>President of : Presco Netmarketing Inc., Uni-President Express Corp.</p>  |
| Shiow-Ling Kao         | <p>Chairman of : Kao Chuan Inv. Co., Ltd., President Being Corp., President Fair Development Corp., Uni-President Department Store Corp. , President Pharmaceutical Corp., President Drugstore Business Corp., Infinity Holdings Ltd., Eternity Holdings Ltd., Celestial Prosperities Holdings Ltd.</p> <p>Director of : Uni-President Enterprises Corp., President Chain Store Corp., Ton Yi Industrial Corp., ScinoPharm Taiwan, Ltd., President International Development Corp., Uni-President Development Corp., Prince Housing &amp;Development Corp., Time Square International Co., Ltd., Times Square International Holding Co., Uni-Wonder Corporation., President Century Corp., Ltd., President Natural Industrial Corp., Uni-President Organics Corp.,</p> <p>President of : Kao Chuan Inv. Co., Ltd., President Fair Development Corp.</p>   |
| Jui-Tien Huang         | <p>Chairman of : Tait Marketing &amp; Distribution Co., Ltd., President Transnet Corp., President Collect Service Corp., Uni-Wonder Corp., Wisdom Distribution Service Corp., RSI, Retail Support International Corp., President Information Corp., President Chain Store Tokyo Marketing Corp., Ren-Hui Investment Corp., Uni-Capital Marketing Consultant Corp., Uni-Sogood Marketing Consultant Philippines, Uni-President Superior Commissary Corp.</p> <p>Vice Chairman of : Philippine Seven Corp.</p> <p>Director of : Uni-President Enterprises Corp., President Chain Store Corp., Uni-President Department Store Corp., Uni-President Express Corp., President Drugstore Business Corp., President Being Corp., President Fair Development Corp., Books.com Co., Ltd., Uni-President Development Corp., President Pharmaceutical Corp., Uni-President Cold-Chain Corp., President Chain Store (Shanghai) Ltd., President Chain Store (Zhejiang) Ltd., Beauty Wonder (Zhejiang) Trading Co., Ltd., President International Development Corp., President Chain Store (Labuan) Holdings Ltd., President Chain Store (Hong Kong) Holdings Ltd., President Pharmaceutical (Hong Kong) Holdings Ltd., Uni-President Logistics (BVI) Holdings Limited, Ren Hui Holding Co., Ltd., President Chain Store (BVI) Holdings Ltd., PCSC (China) Drugstore Ltd., Uni-Capital Marketing Consultant Holding Co., Ltd., President Nisshin Corp., President Nisshin Food Co., Ltd., Shanghai Songjiang President Enterprises Co., Uni-President Foodstuff (BVI) Holdings Ltd., Capital Marketing Consultant Corp., Nanlien International Corp., Cayman Nanlien Holding Ltd.</p> <p>President of : President Chain Store Corp., President Pharmaceutical (Hong Kong) Holdings Ltd., President Being Corp., Ren-Hui Investment Corp., Books.com Co., Ltd.</p> |
| Taipo Investment Corp. | <p>Director of : Uni-President Enterprises Corp., Tainan Spinning Co., Ltd., Prince Housing Development Corp., President Pharmaceutical Corp.</p>   |
| Ping-Chih Wu           | <p>Director of : Uni-President Enterprises Corp., Kung Ching International Development Co. Ltd., Prince Housing Development Corp., Times Square International Holding Co., Time Square International Co., Ltd., President Pharmaceutical Corp., President Global Corp., Ameripec Inc.</p> <p>President of : President Global Corp., Ameripec Inc.</p>   |

| Name                     | Current Position with Other Company  |
|--------------------------|--|
| Young Yun Inv. Co., Ltd. | Director of : Uni-President Enterprises Corp., Tainan Spinning Co., Ltd., Prince Housing Development Corp., Nantex Industry Co., Ltd., Grand Bills Finance Corp.   |
| Chung-Ho Wu              | Chairman of : San Shing Spinning Co., Ltd.<br>Director of : Uni-President Enterprises Corp., Tainan Spinning Co., Ltd., Prince Housing Development Corp., Times Square International Holding Co., Time Square International Co., Ltd., Nantex Industry Co., Ltd., Grand Bills Finance Corp., President Pharmaceutical Corp., , Kung Ching International Development Co. Ltd., Southern Taiwan University of Tech.<br>Supervisor of : Nanmat Technology Co., Ltd.   |
| Ping Zech Corp.          | Chairman of : Uni-President Enterprises Corp.  |
| Chung-Shen Lin           | Director of : Uni-President Enterprises Corp. , Gan En Sheng Ren Social Welfare Charity Foundation<br>Honorary chairman of : Freemann Management Advisers Limited<br>Honorary chairman of : Chinese Association for Corporate Transformation Innovation and Advancement<br>Honorary director of : Transnational Vision, Attorneys at Law<br>Honorary consultant of : Foundation for Yunus Social Business  |
| Joyful Inv. Co., Ltd.    | Director of : Uni-President Enterprises Corp., Tainan Spinning Co., Ltd., Nantex Industry Co., Ltd. , Grand Bills Finance Corp., Jun Dow Co., Ltd., Jun Dow Co., Ltd., Eten Technologies Inc.,   |
| YuPeng Inv. Co., Ltd.    | Chairman of : Tainan Spinning Co., Ltd.<br>Director of : Uni-President Enterprises Corp., Prince Housing Development Corp.   |
| Po-Ming Hou              | Chairman of : Tainan Spinning Co., Ltd., Nan Fan Housing Development Co., Ltd., Tainan Spinning Retail & Distribution Co., Ltd. Hsin Yu Peng Investment Co., Ltd.<br>Director of : Uni-President Enterprises Corp., Nantex Industry Co., Ltd., Prince Housing Development Corp., ScinoPharm Taiwan, Ltd., President International Development Corp., President Entertainment Corp., Times Square International Holding Co., Times Square International Stays Corporation, President Fair Development Corp., Time Square International Co., Ltd., |
| Po-Yu Hou                | Chairman of : Hsin Yung Hsing Investment Co., Ltd., Mau Chiang Investment Ltd.<br>Director of : Uni-President Enterprises Corp., Tainan Spinning Co., Ltd., Nantex Industry Co., Ltd.  |
| Ming-Hui Chang           | Independent Director, Remuneration Committee Member & the Audit Committee Chairman, Uni-President Enterprises Corp. ; Independent Director & the Remuneration Committee Chairman, Advantech Co., Ltd. ; Independent Director, Remuneration Committee Member & the Audit Committee Chairman, LONGWELL COMPANY ; Adjunct Professor, Tunghai University.  |
| Wei-Yung Tsung           | Independent Director & the remuneration committee member, Uni-President Enterprises Corp. ; Remuneration Committee Member of Tokio Marine Nawa Insurance Co., Ltd.   |
| Chun-Jen Chen            | Independent Director & the Remuneration Committee Chairman, Uni-President Enterprises Corp. ; Independent Director, the Audit Committee Member & the remuneration committee member, CVC TECHNOLOGIES INC. ; Professor, Dept. of Law, National Cheng Kung Univ.   |
| Lee-Feng Chien           | Independent Director & the remuneration committee member, Uni-President Enterprises Corp.<br>Director of : Chunghwa Telecom Co., Ltd., Junyi Academy, Asia America Multi-Technology Association<br>Managing Director of : Institute for Information Industry ◦<br>Independent Director of : Airoha Technology Corp., Appier Group Inc., Japan ◯ KKDay Holdings Co., Ltd. Japan   |

**B. List of Major Shareholders of UPEC's Institutional Shareholders**

As of 12/31/2024

| UPEC's Institutional Shareholders | Major Shareholders of UPEC's Institutional Shareholders (Holding Percentage)  |
|-----------------------------------|---|
| Kao Chyuan Inv. Co., Ltd.         | Infinity Holdings Ltd. (51.11%), Eternity Holdings Ltd. (48.89%)  |
| Taipo Investments Corp.           | Ping-Chih Wu (21.17%), Ping-Yuan Wu (21.23%), Chien-Te Wu (19.26%), Wei-Te Wu (19.26%), Su-Mei Huang (9.03%), Chao-Mei Wu Tseng (8.62%), Chang Ta Inv. Co., Ltd. (1.43%)                                |
| Young Yun Inv. Co., Ltd.          | Wu Chun Chieh Charity Foundation (24.65%), Chung-Ho Wu (24.52%), Man-Hui Wu (8.50%), Pao-Hui Wu (8.5%), Ai-Kuei Huang (6.76%), Ping-Yi Wu (4.15%), Ming-Ching Wu (4.15%)                                |
| Ping Zech Corp.                   | Shang Zhi Investment Co., Ltd. (42.99%), Chien Chiao Investment Co., Ltd. (26.77%), Lie-Shin Huang (11.11%), Chien-Chia Huang (5.01%), Wen-Hu Yang (5.01%), Kan-Li Huang (5.01%), Lie-Jun Huang (4.10%) |
| Joyful Inv. Corp.                 | Chao-Yuan Cheng (85.73%), Hung-I Cheng (14.27%)   |
| YuPeng Inv. Co., Ltd.             | Ming-Po Hou (76.27%), Yi-Jen Cheng (23.73%)   |

**C. List of Institutional Shareholders of the Major Shareholders**

As of 12/31/2024

| Institutional Shareholders       | Major Shareholders of the Institutional Shareholders (Holding Percentage)  |
|----------------------------------|--|
| Infinity Holdings Ltd.           | Shiow-Ling Kao (55.91%), Chih-Hsien Lo (20.27%), Han-Di Kao (3.29%), Tze-Yi Kao (3.29%), Shi-Ai Lo (3.29%), Klassical Celestuality Holding Ltd. (13.95%) |
| Eternity Holdings Ltd.           | Shiow-Ling Kao (70.76%), Chih-Hsien Lo (21.18%), Han-Di Kao (1.42%), Tze-Yi Kao (0.98%), Shi-Ai Lo (1.12%), Klassical Celestuality Holding Ltd. (4.54%)  |
| Chang Ta Inv. Co., Ltd.          | Ping-Chih Wu (24.17%), Ping-Yuan Wu (25.24%), Wei-Te Wu (24.17%), Chien-Te Wu (24.17%), Chao-Mei Wu Tseng (1.18%), Su-Mei Huang (1.07%)                  |
| Wu Chun Chieh Charity Foundation | Chung-Ho Wu (4.30%), Man-Hui Wu (2.18%), Pao-Hui Wu (1.90%)  |
| Shang Zhi Investment Co., Ltd.   | Super Nova Investment Limited. (100%)  |
| Chien Chiao Investment Co., Ltd. | Shang Zhi Investment Co., Ltd. (99.99%), Shu-Hsin Liu (0.01%)  |

## D. Information Regarding Directors (II)

### a. Professional Qualifications and Independence Analysis of Directors :

| Criteria<br>Name | Professional qualification requirements and work experience   | Independence Criteria   | Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director |
|------------------|---|---|---|
| Chih-Hsien Lo    | <b>Education</b> : MBA, UCLA, USA<br><b>Work Experience</b> : Executive Vice President and President of Uni-President Enterprises Corp.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law  |   | 0   |
| Shiow-Ling Kao   | <b>Education</b> : Marymount College USA<br><b>Work Experience</b> : Chairman of Kao Chuan Inv. Co., Ltd.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law  | Please refer to Page 22, (b) Independence of the Board of Directors | 0   |
| Jui-Tien Huang   | <b>Education</b> : Master Degree in Marketing, National Kaohsiung University of Science and Technology, R.O.C.<br><b>Work Experience</b> : President of President Chain Store Corp. ; Senior Vice President of Uni-President Enterprises Corp.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law |   | 0   |
| Ping-Chih Wu     | <b>Education</b> : MS of Chemical Engineering and MS of Industrial Management, U.S.C., USA<br><b>Work Experience</b> : Director of General Bank and President Baking Company Inc.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law  |   | 0   |
| Chung-Ho Wu      | <b>Education</b> : Chemistry, Fu Jen Catholic University<br><b>Work Experience</b> : Supervisor of Grand Bills Finance Corp.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law   | Please refer to Page 22, (b) Independence of the Board of Directors | 0   |
| Po-Ming Hou      | <b>Education</b> : Tourism management, Chinese Culture Univ.<br><b>Work Experience</b> : President and Vice Chairman of Tainan Spinning Co., Ltd.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law  |   | 0   |

| Criteria<br>Name | Professional qualification requirements and work experience   | Independence Criteria   | Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director |
|------------------|---|---|---|
| Po-Yu Hou        | <b>Education</b> : Department of Radio, Television and Film, Shih Hsin Univ.<br><b>Work Experience</b> : Executive Director of Tainan Spinning Co., Ltd.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law   |   | 0   |
| Chung-Shen Lin   | <b>Education</b> : BBA Business Administration, Fu Jen Catholic University<br><b>Work Experience</b> : Chairman of President Securities Corporation; President and Director, President Tokyo Corp.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law   |   | 0   |
| Chang-Sheng Lin  | <b>Education</b> : Electrical Engineering, Nat'l Cheng Kung Univ.<br><b>Work Experience</b> : C.E.O and President of Uni-President Enterprises Corp.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law   | Please refer to Page 22, (b) Independence of the Board of Directors   | 0   |
| Pi-Ying Cheng    | <b>Education</b> : BA, Dept. of History, National Taiwan University<br><b>Work Experience</b> : Director of Joyful Inv. Co., Ltd.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law  |   | 0   |
| Ming-Hui Chang   | <b>Education</b> : Master in Professional Accounting, The Univ.of Texas at Austin. Bachelor, Accounting Section of the Department of Commerce, National Taiwan Univ.<br><b>Work Experience</b> : Experience : Independent Director & the remuneration committee member, Bafang Yunji International Co., Ltd. ; PwC Taiwan : Head of Risk Control, Audit Department, Chief Operating Officer of Audit Department, Chief Operating Officer, CEO, Director of Pipe and cypress department. ; Chairman of Pricewaterhousecoopers Management Consulting Co., Ltd. ; Chairman of PwC Education Foundation ; Chairperson of Association of Sustainable Social Enterprise of Taiwan ; Professor, National Taiwan Univ., National Chung Cheng Univ., Tung Hai Univ.<br><b>Professional Qualification</b> : NOTE (1)<br>Not been the person of any conditions defined in Article30 of the Company Law | (1) Not the person, the person's spouse, relative within the second degree of kinship, of a director, supervisor or an employee of the company or any of its affiliates<br>(2) Not the person who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate of 0% of the total number of issued shares of the company<br>(3) Not a director or supervisor of the company or any of its affiliates<br>(4) Not a professional who provides audits or commercial, legal, financial, accounting, or other related services with compensation within the past two years to UPEC or its affiliates. | 2   |

| Criteria<br>Name | Professional qualification requirements and work experience   | Independence Criteria  | Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director |
|------------------|---|--|---|
| Wei-Yung Tsung   | <p><b>Education</b> : Department of Chemical Engineering, National Taiwan Univ.</p> <p><b>Work Experience</b> : Chairman of Mitsubishi Corp. (Taiwan) Ltd. ; Director of Mitsubishi Corp. LT Taiwan Co., Ltd. ; Independent Director of Tokio Marine Newa Insurance Co., Ltd. ; President of Taiwan Kanken Techno Co., Ltd.</p> <p><b>Professional Qualification</b> : NOTE (1)<br/>Not been the person of any conditions defined in Article30 of the Company Law</p> | <p>(1) Not the person, the person's spouse, relative within the second degree of kinship, of a director, supervisor or an employee of the company or any of its affiliates</p> <p>(2) Not the person who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate of 0% of the total number of issued shares of the company</p> <p>(3) Not a director or supervisor of the company or any of its affiliates</p> <p>(4) Not a professional who provides audits or commercial, legal, financial, accounting, or other related services with compensation within the past two years to UPEC or its affiliates.</p> | 0   |
| Chun-Jen Chen    | <p><b>Education</b> : J.D., Georgetown Univ.</p> <p><b>Work Experience</b> : Chairperson of the Department of Law, National Cheng Kung University.; Commissioner, the Securities Listing Review Committee of Taiwan Stock Exchange<br/>Commissioner, the Securities Listing Review Committee of Taipei Exchange</p> <p><b>Professional Qualification</b> : NOTE (1)<br/>Not been the person of any conditions defined in Article30 of the Company Law</p>             | <p>(1) Not the person, the person's spouse, relative within the second degree of kinship, of a director, supervisor or an employee of the company or any of its affiliates</p> <p>(2) Not the person who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate of 0% of the total number of issued shares of the company</p> <p>(3) Not a director or supervisor of the company or any of its affiliates</p> <p>(4) Not a professional who provides audits or commercial, legal, financial, accounting, or other related services with compensation within the past two years to UPEC or its affiliates.</p> | 1   |



| Criteria<br>Name | Professional qualification requirements and work experience   | Independence Criteria  | Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director |
|------------------|---|--|---|
| Lee-Feng Chien   | <p><b>Education</b> : Master's and Ph.D., Department of computer science &amp; information Engineering, National Taiwan Univ. Bachelor, Department of computer science, Tamkang University.</p> <p><b>Work Experience</b> : Managing Director of Google Taiwan Branch ; Director of iKala Interactive Media Inc. ; Director of Artificial Intelligence Foundation. ; Research Fellow &amp; Deputy Director., Institute of Information Science, Academia Sinica ; Joint Professor of Information Management, National Taiwan Univ.</p> <p><b>Professional Qualification</b> : NOTE (1)<br/>Not been the person of any conditions defined in Article30 of the Company Law</p> | <p>(1) Not the person, the person's spouse, relative within the second degree of kinship, of a director, supervisor or an employee of the company or any of its affiliates</p> <p>(2) Not the person who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate of 0% of the total number of issued shares of the company</p> <p>(3) Not a director or supervisor of the company or any of its affiliates</p> <p>(4) Not a professional who provides audits or commercial, legal, financial, accounting, or other related services with compensation within the past two years to UPEC or its affiliates.</p> | 1   |

## b. Director Diversity and Independence :

### (a) Diversity of board members and their achievement:

(1) The Company's Corporate Governance Principle has stated the abilities of the board and developed a diversified policy for the composition of the board members and the 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 be formulated and include, without being limited to, the following two general standards:

1. Basic requirements and values: Gender, age, nationality, and culture.
2. Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing and technology), professional skills, and industry experience.

All members of the board shall have the knowledge, skills, and experience necessary to perform their duties. To achieve the ideal goal of corporate governance, the board of directors shall possess the following abilities:

1. Ability to make operational judgments.
2. Ability to perform accounting and financial analysis.
3. Ability to conduct management administration.
4. Ability to conduct crisis management.
5. Knowledge of the industry.
6. An international market perspective.
7. Ability to lead.
8. Ability to make policy decisions.

### Objective and implementation of board diversify policy

| Objective   | Implementation    |
|---|-------------------|
| More than four independent directors  | Fully implemented |
| At least one independent director with expertise in accounting, finance or business administration.               | Fully implemented |
| Directors concurrently serving as company officers not exceed one-third of the total number of the board members, | Fully implemented |

The Company's current 19th Board of Directors consists of 14 members, including 2 female directors, accounting for 14.29% of the board, and 12 male directors, accounting for 85.71%. Although the proportion of directors of a single gender has not yet reached one-third of the total number of directors, the company has been attentive to relevant regulations regarding gender diversity on the board.

To enhance the gender diversity of the board and move towards sustainable development, the Company plans to implement the following measures to gradually achieve this goal:

- A. Expanding the selection scope: Actively seeking female director candidates with diverse backgrounds in future board member selection processes.
- B. Providing professional training: Offering corporate governance, finance, and other relevant training programs for potential female director candidates.

(2) The diversity of board members is as follows:

1. Basic requirements and values:

- ① There are a total of 14 directors (including 4 independent directors). Two members of the Board of Directors are female with an average age of 66.62. The average age of male directors is 69.26. The average age of all directors is 68.88.
- ② The board consists of not only Taiwanese directors, but also one director residing in the United States. Overall the board is filled with nationalities and cultures from Chinese and US.

2. Professional knowledge and skills:

- ① The directors with education background including MBA, UCLA, USA , Marymount College, finance, economics, history, business administration, electrical engineering, chemical engineering, industrial engineering, Tourism management and television & film.
- ② The independent directors with education background and experience including Master in Professional Accounting, The Univ. of Texas at Austin., Department of Chemical Engineering and Computer Science, National Taiwan Univ., J.D., Georgetown Univ. and Ph.D., Department of computer science & information Engineering, National Taiwan Univ.
- ③ Please refer to (Note 1) for the basic composition and professional capabilities of the board members.

(b) Independence of the Board of Directors:

This company has set up 4 independent directors in accordance with legal regulations, accounting for 28.57% of the total board seats. During the appointment process, independent director qualifications are checked, and a declaration is issued. Additionally, an independence and concurrent office declaration is obtained from each independent director, confirming compliance with Article 26-3 and Article 26-4 of the Securities Exchange Act: more than half of the company's directors do not have spousal or second-degree relative relationships, and there are no relationships specified in the aforementioned provisions between independent directors and other directors.

Note 1: the basic composition and professional capabilities of the board members.

| Criteria<br>Name | Nationality       | Gender | An employee/<br>management<br>of the<br>Company | Composition |       |      | The duration for<br>Independent Director                     | professional<br>background                            |
|------------------|-------------------|--------|---|-------------|-------|------|--|---|
|                  |                   |        |   | 51~60       | 61~70 | 71 ↑ |  |   |
| Chih-Hsien Lo    | Taiwan,<br>R.O.C. | M      | ✓   |             | ✓     |      |  | Business<br>Administration                            |
| Shiow-Ling Kao   | Taiwan,<br>R.O.C. | F      |   |             | ✓     |      |  | Business  |
| Jui-Tien Huang   | Taiwan,<br>R.O.C. | M      |   |             | ✓     |      |  | Economics   |
| Po-Ming Hou      | Taiwan,<br>R.O.C. | M      |   |             | ✓     |      |  | Tourism<br>management                                 |
| Po-Yu Hou        | Taiwan,<br>R.O.C. | M      |   |             |       | ✓    |  | Radio,<br>Television and<br>Film                      |
| Ping-Chih Wu     | Taiwan,<br>R.O.C. | M      |   |             |       | ✓    |  | Chemical<br>Engineering &<br>Industrial<br>Management |
| Chung-Ho Wu      | Taiwan,<br>R.O.C. | M      |   |             |       | ✓    |  | Chemistry   |
| Chang-Sheng Lin  | Taiwan,<br>R.O.C. | M      |   |             |       | ✓    |  | Business<br>Administration<br>& Finance               |
| Pi-Ying Cheng    | Taiwan,<br>R.O.C. | F      |   |             | ✓     |      |  | History,  |
| Chang-Sheng Lin  | Taiwan,<br>R.O.C. | M      |   |             |       | ✓    |  | Electrical<br>Engineering                             |
| Ming-Hui Chang   | Taiwan,<br>R.O.C. | M      |   |             | ✓     |      |  | CPA   |
| Wei-Yung Tsung   | Taiwan,<br>R.O.C. | M      |   |             | ✓     |      | The first term of<br>office for<br>independent<br>directors. | Chemical<br>Engineering,                              |
| Chun-Jen Chen    | Taiwan,<br>R.O.C. | M      |   | ✓           |       |      |  | Law   |
| Lee-Feng Chien   | Taiwan,<br>R.O.C. | M      |   |             | ✓     |      |  | Computer<br>Science                                   |

| Professional Ability |                        |                      |                        |                   |                      |                           |            |                 |
|----------------------|------------------------|----------------------|------------------------|-------------------|----------------------|---------------------------|------------|-----------------|
| Operational Judgment | Operational Management | Accounting & Finance | Business and economics | Crisis Management | Industry Experiences | Global market perspective | Leadership | Decision-Making |
| ✓                    | ✓                      | ✓                    | ✓                      | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      |                      | ✓                      | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      | ✓                    | ✓                      | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      | ✓                    | ✓                      | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      |                      |                        | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      | ✓                    | ✓                      | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      |                      | ✓                      | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      | ✓                    | ✓                      | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      |                      | ✓                      | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      | ✓                    | ✓                      | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      | ✓                    | ✓                      | ✓                 | ✓                    | ✓                         | ✓          | ✓               |
|                      | ✓                      |                      |                        |                   |                      |                           | ✓          | ✓               |
| ✓                    | ✓                      |                      | ✓                      | ✓                 |                      | ✓                         | ✓          | ✓               |
| ✓                    | ✓                      |                      |                        | ✓                 | ✓                    | ✓                         | ✓          | ✓               |

## 2.1.2 Information of Management Team

| Title  | Nationality    | Name           | Gender | Date Effective | Shareholding |      | Spouse & Minor Shareholding |      |
|--|----------------|----------------|--------|----------------|--------------|------|-----------------------------|------|
|  |                |                |        |                | Shares       | %    | Shares                      | %    |
| Group Chief Strategy Officer                         | Taiwan, R.O.C. | Chih-Hsien Lo  | Male   | 2016.08.10     | 4,059,095    | 0.07 | 93,402,447                  | 1.64 |
| President  | Taiwan, R.O.C. | Jau-Kai Hwang  | Male   | 2019.06.26     | 0            | 0    | 0                           | 0    |
| President  | Taiwan, R.O.C. | Ching-Tyan Li  | Male   | 2019.06.26     | 0            | 0    | 0                           | 0    |
| Senior Vice President                                | Taiwan, R.O.C. | Tsung-Yi Liu   | Male   | 2022.08.10     | 0            | 0    | 0                           | 0    |
| Senior Vice President                                | Taiwan, R.O.C. | Chia-Ming Chai | Female | 2022.08.10     | 0            | 0    | 0                           | 0    |
| Senior Vice President & Director of Accounting Group | Taiwan, R.O.C. | Tsung-Pin Wu   | Male   | 2022.08.10     | 0            | 0    | 2,374                       | 0    |
| Senior Vice President & Director of Finance Group    | Taiwan, R.O.C. | Kuo-Hui Chen   | Male   | 2022.08.10     | 0            | 0    | 0                           | 0    |
| Vice President & Head of Corporate Governance        | Taiwan, R.O.C. | Fu-Jung Lai    | Male   | 2010.05.01     | 0            | 0    | 0                           | 0    |
| Vice President                                       | Taiwan, R.O.C. | Chih-Ming Hsu  | Male   | 2014.04.15     | 0            | 0    | 0                           | 0    |
| Vice President                                       | Taiwan, R.O.C. | Kun-Lin Wu     | Male   | 2017.04.01     | 2,388        | 0    | 0                           | 0    |
| Vice President                                       | Taiwan, R.O.C. | Ming-Hui Cheng | Male   | 2023.03.09     | 0            | 0    | 0                           | 0    |
| Vice President                                       | Taiwan, R.O.C. | Li-Shiun Chang | Male   | 2023.03.09     | 2,500        | 0    | 0                           | 0    |
| Vice President                                       | Taiwan, R.O.C. | Jui-Ping Wang  | Male   | 2023.03.09     | 0            | 0    | 865,504                     | 0.02 |
| Vice President                                       | Taiwan, R.O.C. | Chun-Fu Chen   | Male   | 2024.09.01     | 0            | 0    | 0                           | 0    |
| Vice President                                       | Taiwan, R.O.C. | Yen-Chao Wang  | Male   | 2024.09.01     | 1,000        | 0    | 797,433                     | 0.01 |

As of 12/31/ 2024

| Shareholding by Nominee Arrangement (Note 1) |      | Education & Experience (Note2)  | Selected Current Positions at Other Companies | Managers are Spouse or within 2 Degrees of Consanguinity Each Other |               |               | Remark   |
|--|------|---|---|---|---------------|---------------|----------|
| Shares                                       | %    |   |   | Title   | Name          | Relation      |          |
| 0  | 0.00 | Executive Vice President of Uni-President Enterprises Corp. ; MBA, UCLA, U.S.A.         | (Note 3)                                      | Vice President  | Jui-Ping Wang | Father-in-law | (note 2) |
|  |      |   |   | Vice President  | Yen-Chao Wang | Father-in-law |          |
| 0  | 0    | Associate Degree in Accounting, Shih Chien College, R.O.C.                              | (Note 3)                                      | NA  | NA            | NA            |          |
| 0  | 0    | MBA, Thunderbird School of Global Management, Arizona State University, U.S.A.          | (Note 3)                                      | NA  | NA            | NA            |          |
| 0  | 0    | Ph.D. Program in Finance, Nat'l Chung Hsing Univ.<br>MBA, National Taiwan Univ., R.O.C. | (Note 3)                                      | NA  | NA            | NA            |          |
| 0  | 0    | L.L.M., University of Washington, U.S.A.  | (Note 3)                                      | NA  | NA            | NA            |          |
| 0  | 0    | BBA in Accounting, Chung Yuan Christian Univ., R.O.C.                                   | (Note 3)                                      | NA  | NA            | NA            |          |
| 0  | 0    | MBA, University of Strathclyde, UK  | (Note 3)                                      | NA  | NA            | NA            |          |
| 0  | 0    | MBA, Kun Shan Univ., R.O.C.   | ScinoPharm Taiwan, Ltd.                       | NA  | NA            | NA            |          |
| 0  | 0    | Ph.D., Institute of China and Asia-Pacific Studies, National Sun Yat-Sen Univ., R.O.C.  | NA  | NA  | NA            | NA            |          |
| 0  | 0    | BBA, Nat'l Cheng Kung Univ., R.O.C.   | (Note 3)                                      | NA  | NA            | NA            |          |
| 0  | 0    | MBA, Nat'l Cheng Kung Univ., R.O.C.   | (Note 3)                                      | NA  | NA            | NA            |          |
| 0  | 0    | MBA, Nat'l Cheng Kung Univ., R.O.C.   | (Note 3)                                      | NA  | NA            | NA            |          |
| 0  | 0    | MBA, Cornell University, U.S.A.   | (Note 3)                                      | Group Chief Strategy Officer  | Chih-Hsien Lo | Father-in-law |          |
| 0  | 0    | MS in Mechanical Engineering, Nat'l Cheng Kung Univ. R.O.C                              | (Note 3)                                      | NA  | NA            | NA            |          |
| 0  | 0    | Ph.D. Program in Biology and Molecular Medicine, Baylor College of Medicine, U.S.A.     | NA  | Group Chief Strategy Officer  | Chih-Hsien Lo | Father-in-law |          |



Note 1 : Managers who have ever hold positions in the auditor's agency or its affiliated companies : None.

Note 2 : In consideration of company's operation and asset size, the chairman serves concurrently as chief strategy officer to set the strategies for Group's operations and resource integration that differs from the president who focuses merely on the management of Company's operation. An additional independent director has been elected in accordance with legal regulations.

Note 3 : Selected Current Positions at Other Companies

| Name          | Selected Current Positions at Other Companies  |
|---------------|--|
| Chih-Hsien Lo | <p>Chairman of : President Chain Store Corp., President Natural Industrial Corp., Presicarre Corp., Ton Yi Industrial Corp., TTET Union Corp., Prince Housing &amp; Development Corp., President Packaging Industrial Corp., President International Development Corp., Nanlien International Corp., Tone Sang Construction Corp., Uni-President China Holdings Ltd. (Cayman), Changjiagang President Nisshin Food Co., Ltd., ScinoPharm Taiwan, Ltd., President Enterprises (China) Investment Co., Ltd., Uni-President Cold-Chain Corp., Presco Netmarketing Inc., Uni-President Dream Parks Corp., President Century Co., Ltd., President Property Corporation, Cheng-Shi Investment Holding Co., Prince Real Estate Co., Ltd., Times Square International Holding Co., Time Square International Co., Ltd., Times Square International Stays Corporation, Uni-President Express Corp., Uni-President (Philippines) Corp., Uni-President (Thailand) Ltd., Uni-President (Vietnam) Co., Ltd., Woongjin Foods Co., Ltd., Daeyoung Foods Co., Ltd.</p> <p>Vice Chairman of : President Nisshin Corp.</p> <p>Director of : Uni-President Glass Industrial Co., Ltd., President Packaging Holdings Ltd., Kuang Chuan Dairy Co., Ltd., Kuang Chuan Foods Co., Ltd., Uni-President Development Corp., Uni-Wonder Corporation, President Professional Baseball Team Corp., Tait Marketing &amp; Distribution Co., Ltd., Weilih Food Corp., Keng Ting Enterprises Co., Ltd., PCS (BVI) Holdings Ltd., PCS (Labuan) Holdings Ltd., RSI, Retail Support International Corp., Uni-President Assets Holdings Ltd., Kao Chuan Inv. Corp., Cayman President Holdings Ltd., Kai Yu (BVI) Investment Co., Ltd., President Fair Development Corp., Uni-President Southeast Asia Holdings Ltd., Uni-President Asia Holdings Ltd., Uni-President International (HK) Co., Ltd., Champ Green Capital Limited, Champ Green (Shanghai) Consulting Co. Ltd., Guangzhou President Enterprises Co., Ltd., Fuzhou President Enterprises Co., Ltd., Xinjiang President Enterprises Food Co., Ltd., Wuhan President Enterprises Food Co., Ltd., Uni-President Enterprises (Kunshan) Food Technology Co., Ltd., Chengdu President Enterprises Food Co., Ltd., Shenyang President Enterprises Co., Ltd., Harbin President Enterprises Co., Ltd., Hefei President Enterprises Co., Ltd., Zhenzhou President Enterprises Co., Ltd., Beijing President Enterprises Drinks Co., Ltd., Kunshan President Enterprises Food Co., Ltd., Nanchang President Enterprises Co., Ltd., Uni-President Organics Corp., President (Shanghai) Trading Co., Ltd., Kunming President Enterprises Food Co., Ltd., Yantai Tongli Beverage Industries Co., Ltd., Changsha President Enterprises Co., Ltd., Bama President Mineral Water Co., Ltd., Nanning President Enterprises Co., Ltd., Zhanjiang President Enterprises Co., Ltd., Chongqing President Enterprises Co., Ltd., Taizhou President Enterprises Co., Ltd., Akesu President Enterprises Co., Ltd., Changchun President Enterprises Co., Ltd., Uni-President (Shanghai) Pearly Century Co., Ltd., Baiyin President Enterprises Co., Ltd., Hainan President Enterprises Co., Ltd., Guiyang President Enterprises Co., Ltd., Jinan President Enterprises Co., Ltd., Hangzhou President Enterprises Co., Ltd., Wuxue Uni Mineral Water Co., Ltd., Shijiazhuang President Enterprises Co., Ltd., Xuzhou President Enterprises Co., Ltd., Henan President Enterprises Co., Ltd., President</p> |

| Name           | Selected Current Positions at Other Companies   |
|----------------|---|
|                | <p>(Kunshan) Trading Co., Ltd., Shanxi President Enterprises Co., Ltd., Jiangsu President Enterprises Co., Ltd., Changbaishan Mountain President Enterprises, Ningxia President Enterprises Co., Ltd., President Enterprises (Shanghai) Co., Ltd., President Enterprises (Inner Mongolia) Co., Ltd., Shaanxi President Enterprises Co., Ltd., Uni-President Enterprise (Hutubi) Tomato Products Technology Co., Ltd., Uni-President Enterprises (Shanghai) Drink &amp; Food Co., Ltd. Uni-President Enterprises (Tianjin) Co., Ltd., Uni-OAO Travel Service Corp., Uni-President Shanghai Managment Consulting Co., Ltd., President Enterprises (Kunshan) Real Estate Development Co., Ltd.</p> <p>Supervisor of : Infinity Holdings Ltd., Eternity Holdings Ltd., Celestial Prosperities Holdings Ltd.</p> <p>President of : Presco Netmarketing Inc., Uni-President Express Corp.</p>   |
| Jau-Kai Huang  | <p>Chairman of : Uni-President Vendor Corp.</p> <p>Director of : President Chain Store Corporation, Ton Yi Industrial Corp., Uni-President Cold-Chain Corp., Uni-President (Vietnam) Co., Ltd., Uni-President Express Corp.</p>   |
| Ching-Tyan Li  | <p>Chairman of : Uni-President (Korea) Co., Ltd.</p> <p>Director of : President Nisshin Corp., Shanghai Songjiang President Enterprises Co., Ltd., Tianjiang President Enterprises Food Co., Ltd., Qingdao President Feed &amp; Livestock Co., Ltd., Uni-President (Philippines) Corp., Uni-President (Vietnam) Co., Ltd., TTET Union Corp., Uni-President Marketing Co., Ltd., Woongjin Foods Co., Ltd., Daeyoung Foods Co., Ltd.</p>  |
| Tsung-Yi Liu   | <p>Chairman of : President Life Sciences Co., Ltd., Tong Yu Investment Corp., United Advisor Venture Management Ltd., AndroScience Corp.</p> <p>Director of : Presicarre Corp., President Securities Corp. , President International Development Corp., Presco Netmarketing Inc., Kuang Chuan Dairy Co., td., Kuang Chuan Foods Co., Ltd., Tait Marketing &amp; Distribution Co., Ltd., Yantai North Andre Juice Co., Ltd., Shanghai Shunfeng Restaurant Group Co., Ltd., Champ Green Capital limited., Huasui Tomato Investment Company, Woongjin Foods Co.,Ltd., Daeyoung Foods Co., Ltd., Uni-President (Korea) Co., Ltd., President (BVI) International Investment Holdings Ltd., President Life Sciences Cayman Co., Ltd., PAYUNI Co., Ltd., Yahoo! Taiwan Holdings Limited.</p> <p>President of : Champ Green (Shanghai) Consulting Co. Ltd., President Property Corporation, President International Development Corp.</p> |
| Chia-Ming Chai | <p>Director of : Presicarre Corp., President International Development Corp., Tait Marketing &amp; Distribution Co., Ltd., Champ Green Capital Limited., United Advisor Venture Management Ltd., Grand Bills Finance Corp., Greater China F&amp;B Capital Partners Limited, Greater China F&amp;B Investment Holding Limited, Greater China F&amp;B (Hong Kong) Private Limited, Woongjin Foods Co., Ltd., Daeyoung Foods Co., Ltd., Uni-President (Korea) Co., Ltd., Yahoo! Taiwan Holdings Limited.</p> <p>Independent Director of : Generalplus Technology Inc.</p> <p>Supervisor of : Icash Payment Systems Ltd.</p>  |
| Tsung-Pin Wu   | <p>Chairman of : Tung-Ren Pharmaceutical Corp., Kai Nan Investment Co., Ltd.</p> <p>Director of : Presicarre Corp., President Chain Store Corp., Prince Housing &amp;Development Corp., Prince Real Estate Co., Ltd., Cheng-Shi Investment Holding Co., Times Square International Holding Co., Time Square International Co., Ltd., Tone Sang Construction Corp., President International Development Corp., Scino Pharm Taiwan Inc., Kuang Chuan Dairy Co., Ltd., Kuang Chuan Foods Co., Ltd., Uni-President Hong Kong Holdings Limited, Uni-President (Vietnam) Co., Ltd. President Entertainment Corp., President Fair Development Corp., Grand Bills Finance Corp.</p>   |

| Name           | Selected Current Positions at Other Companies   |
|----------------|---|
|                | Supervisor of : President Professional Baseball Team Corp., Nanlien International Corp., President Kikkoman Inc., President Century Corp., Times Square International Stays Corporation, Kunshan President Kikkoman Biotechnology Co., Ltd., President Kikkoman Zhenji Foods Co., Ltd., Woongjin Foods Co., Ltd., Daeyoung Foods Co., Ltd., Uni-President Express Corp., Uni-President (Korea) Co., Ltd., PAYUNi Co., Ltd.  |
| Kuo-Hui Chen   | Chairman of : Tone Ren Enterprise Co., Ltd., Kai Yu Investment Co., Ltd.,<br>Director of : Presicarre Corp., President Securities Corp., President International Development Corp., Uni-President China Holdings Ltd. (Cayman), President International Development Corp., President Enterprises (China) Investment Co., Ltd., Uni-President (Vietnam) Co., Ltd., Uni-President (Singapore) Pte. Ltd., Uni-President Asia Holdings Ltd., Yahoo! Taiwan Holdings Limited.<br>Supervisor of : Champ Green (Shanghai) Consulting Co., Ltd., United Advisor Venture Management Ltd. |
| Kun-Lin Wu     | Chairman of : PT. Uni President Indonesia<br>Director of : Changjiagang President Nisshin Food Co., Ltd.  |
| Ming-Hui Cheng | Director of : Grand Bills Finance Corp., Tung-Ren Pharmaceutical Corp., President Fair Development Corp.<br>Supervisor of : President Packaging Holdings Ltd., Tung Ang Enterprises Corp., Changjiagang President Nisshin Food Co., Ltd., Uni-President Vender Corp., President International Development Corp.   |
| Li-Shiun Chang | Director of : Uni-President Asset Management Corporation, TTET Union Corp.  |
| Jui-Ping Wang  | Director of : President Kikkoman Inc., President Information Corp., Nanlien International Corp., President Being Corp., PAYUNi Co., Ltd.  |
| Chun-Fu Chen   | Chairman of : Kai Ya Food Co., Ltd.<br>Director of : Uni-President Glass Industrial Co., Ltd., Ton Yi Industrial Corp., President Packaging Industrial Corp.  |



## 2.2 Remuneration paid to Directors and management team in the most recent fiscal year

### 2.2.1 Aggregate remuneration information

| Title  | Name                                 | Total Director Remuneration |                                  |                             |                                  |                                 |                                  |                                      |                                  | Summation<br>of A, B, C,<br>and D and as a<br>% of net<br>income |                                       |
|--|--------------------------------------|-----------------------------|----------------------------------|-----------------------------|----------------------------------|---------------------------------|----------------------------------|--------------------------------------|----------------------------------|--|---------------------------------------|
|  |                                      | Remuneration<br>(A)         |                                  | Pensions<br>(B)<br>(Note 8) |                                  | Earnings<br>Distribution<br>(C) |                                  | Business<br>Expenses (D)<br>(Note 5) |                                  |  |                                       |
|  |                                      | UPEC                        | All<br>consolidated<br>companies | UPEC                        | All<br>consolidated<br>companies | UPEC                            | All<br>consolidated<br>companies | UPEC                                 | All<br>consolidated<br>companies | UPEC<br>%  | All<br>consolidated<br>companies<br>% |
| Director and Institutional<br>Shareholder                        | Kao Chuan Inv. Co., Ltd.             | 0                           | 28,645                           | 0                           | 0                                | 328,777                         | 353,713                          | 5,400                                | 17,564                           | 334,177<br>1.62%   | 399,922<br>1.93%                      |
| Chairman (representative)<br>and Group Chief Strategy<br>Officer | Chih-Hsien Lo (Note 1)               |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director (representative)  | Shiow-Ling Kao (Note 1)              |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director (representative)  | Jui-Tien Huang (Note 1)<br>(Note 10) |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director and Institutional<br>Shareholder                        | Joyful Inv. Co., Ltd.                |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director (representative)  | Pi-Ying Cheng (Note 2)               |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director and Institutional<br>Shareholder                        | Taipo Investment Corp.               |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director (representative)  | Ping-Chih Wu (Note 3)                |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director and Institutional<br>Shareholder                        | Young Yun Inv. Co., Ltd.             |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director (representative)  | Chung-Ho Wu (Note 4)                 |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Juristic-Person Director   | YuPeng Inv. Co., Ltd.                |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director (representative of<br>Juristic-Person Director)         | Po-Ming Hou (Note 5)                 |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director   | Po-Yu Hou                            |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director and Institutional<br>Shareholder                        | Ping Zech Corp.                      |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director (representative)  | Chung-Shen Lin (Note 6)              |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Director   | Chang-Sheng Lin                      |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Independent Director   | Ming-Hui Chang                       | 0                           | 0                                | 0                           | 0                                | 0                               | 0                                | 4,800                                | 4,800                            | 4,800<br>0.02%   | 4,800<br>0.02%                        |
| Independent Director   | Wei-Yung Tsung                       |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Independent Director   | Chun-Jen Chen                        |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |
| Independent Director   | Lee-Feng Chien                       |                             |                                  |                             |                                  |                                 |                                  |                                      |                                  |  |                                       |

Please outline the payment policy, system, standards, and structure for independent directors' remuneration, and explain the correlation between the remuneration amount and factors such as responsibilities, risks, and time commitment: The Board of Directors determines the fixed remuneration for independent directors based on industry norms and without participating in profit-sharing when the company is profitable, as stipulated in the company's articles of association. Considering the industry characteristics and the company's operating/

December 31, 2024 / Unit: NT\$1,000

| Compensation to Directors Also Serving as Company Employees     |                                  |                 |                                  |                              |                  |                               |                  | Summation of<br>A,B,C, D, E, F<br>and G and as a %<br>of net income |                                    | Compensation from<br>Affiliates Other than<br>Subsidiaries |
|---|----------------------------------|-----------------|----------------------------------|------------------------------|------------------|-------------------------------|------------------|---|------------------------------------|--|
| Salary,<br>Bonuses,<br>and Special<br>Allowance (E)<br>(Note 6) |                                  | Pensions<br>(F) |                                  | Earnings Distribution<br>(G) |                  |                               |                  |   |                                    |  |
| UPEC  | All<br>consolidated<br>companies | UPEC            | All<br>consolidated<br>companies | UPEC                         |                  | All consolidated<br>companies |                  | UPEC<br>%   | All consolidated<br>companies<br>% |  |
|   |                                  |                 |                                  | Cash<br>Bonuses              | Stock<br>Bonuses | Cash<br>Bonuses               | Stock<br>Bonuses |   |                                    |  |
| 186,177   | 278,830                          | 79              | 330                              | 4,161                        | 0                | 14,839                        | 0                | 524,594<br>2.54%  | 693,921<br>3.36%                   | 20,913   |
| 0   | 0                                | 0               | 0                                | 0                            | 0                | 0                             | 0                | 4,800<br>0.02%  | 4,800<br>0.02%                     | 0  |

assets scale, the remuneration for independent directors reflects their duties and balance, which should be considered reasonable.

In addition to above information, remuneration to Directors who provide services to UPEC or consolidated companies: None.

### Range of remuneration for directors

| Compensation Level                       | Names of Directors  |   |   |   |
|--|---|---|---|---|
|  | A+B+C+D   |   | A+B+C+D+E+F+G   |   |
|  | UPEC  | All consolidated companies  | UPEC  | All consolidated companies  |
| Less than NT\$1,000,000                  | Chih-Hsien Lo (Note 1),<br>Shiow-Ling Kao (Note 1),<br>Jui-Tien Huang (Note 1),<br>Chung-Ho Wu (Note 4),<br>Ping-Chih Wu (Note3),<br>Pi-Ying Cheng (Note 2),<br>Chung-Shen Lin (Note 6),<br>Po-Ming Hou (Note5) | Chung-Ho Wu (Note 4),<br>Ping-Chih Wu (Note3),<br>Pi-Ying Cheng (Note 2),<br>Chung-Shen Lin (Note 6),<br>Po-Ming Hou (Note5)                | Shiow-Ling Kao (Note 1),<br>Jui-Tien Huang (Note 1),<br>Chung-Ho Wu (Note 4),<br>Ping-Chih Wu (Note3),<br>Pi-Ying Cheng (Note 2),<br>Chung-Shen Lin (Note 6),<br>Po-Ming Hou (Note5), | Chung-Ho Wu (Note 4),<br>Pi-Ying Cheng (Note 2),<br>Chung-Shen Lin (Note 6),<br>Po-Ming Hou (Note5),  |
| NT\$ 1,000,000 (incl.) – NT\$ 2,000,000  | Ming-Hui Chang,<br>Wei-Yung Tsung,<br>Chun-Jen Chen ,<br>Lee-Feng Chien   | Ming-Hui Chang,<br>Wei-Yung Tsung,<br>Chun-Jen Chen, Lee-Feng Chien   | Ming-Hui Chang,<br>Wei-Yung Tsung,<br>Chun-Jen Chen,<br>Lee-Feng Chien  | Ming-Hui Chang,<br>Wei-Yung Tsung,<br>Chun-Jen Chen,<br>Lee-Feng Chien  |
| NT\$ 2,000,000 (incl.) – NT\$ 3,500,000  | NA  | Shiow-Ling Kao (Note 1)   | NA  | NA  |
| NT\$ 3,500,000 (incl.) – NT\$ 5,000,000  | NA  | Jui-Tien Huang (Note 1),  | NA  | NA  |
| NT\$ 5,000,000 (incl.) – NT\$10,000,000  | NA  | NA  | NA  | NA  |
| NT\$10,000,000 (incl.) – NT\$15,000,000  | NA  | NA  | NA  | NA  |
| NT\$15,000,000 (incl.) – NT\$30,000,000  | Joyful Inv. Co., Ltd., Taipo Investment Corp., Young Yun Inv. Co., Ltd., YuPeng Inv. Co., Ltd., Ping Zech Corp., Po-Yu Hou, Chang-Sheng Lin   | Joyful Inv. Co., Ltd., Taipo Investment Corp., Young Yun Inv. Co., Ltd., YuPeng Inv. Co., Ltd., Ping Zech Corp., Po-Yu Hou, Chang-Sheng Lin | Joyful Inv. Co., Ltd., Taipo Investment Corp., Young Yun Inv. Co., Ltd., YuPeng Inv. Co., Ltd., Ping Zech Corp., Po-Yu Hou, Chang-Sheng Lin   | Ping-Chih Wu (Note 3),<br>Joyful Inv. Co., Ltd., Taipo Investment Corp., Young Yun Inv. Co., Ltd., YuPeng Inv. Co., Ltd., Ping Zech Corp., Po-Yu Hou, Chang-Sheng Lin |
| NT\$30,000,000 (incl.) – NT\$50,000,000  | NA  | Chih-Hsien Lo (Note 1)  | NA  | Shiow-Ling Kao (Note 1)   |
| NT\$50,000,000 (incl.) – NT\$100,000,000 | NA  | NA  | NA  | Jui-Tien Huang (Note 1),  |
| NT\$100,000,000 and above                | Kao Chuan Inv. Co., Ltd.  | Kao Chuan Inv. Co., Ltd.  | Chih-Hsien Lo (Note 1),<br>Kao Chuan Inv. Co., Ltd.   | Kao Chuan Inv. Co., Ltd.,<br>Chih-Hsien Lo (Note 1)   |
| Total (person)                           | 20  | 20  | 20  | 20  |

Note 1: Representative of Kao Chuan Inv. Co., Ltd.

Note 2: Representative of Joyful Inv. Co., Ltd.

Note 3: Representative of Taipo Investment Corp.

Note 4: Representative of Young Yun Inv. Co., Ltd.

Note 5: Representative of YuPeng Inv. Co., Ltd.

Note 6: Representative of Ping Zech Corp.

Note 7: Includes car leasing expense of NTD 5,111,000 for Chairman, Chih-Hsien Lo. Compensation paid to his driver totaled NTD 2,169,000.

Note 8: Earnings distribution for 2024 has not yet been approved by shareholders at the general meeting. These figures are based on the proposal approved by the Board.

Note 9: After-tax income used non-consolidated profit of 2024: NTD 20,673,286,000.

Note 10: During the most recent fiscal year, UPEC doesn't have an insufficient director shareholding percentage for 3 consecutive months or longer and doesn't have an average ratio of share pledging by directors in excess of 50 percent ratio.



## 2.2.2 President and senior vice president remuneration

December 31, 2024/ Unit: NT\$1,000

| Title                        | Name           | Salary (A) |                            | Pensions (B) |                            | Bonus and Special Allowance (C)(Note 1) |                            | Company Earnings Distribution to Employees (D) |               |                            |               | Summation of A, B, C, and D and as a % of net income |                              | Compensation from Affiliates Other than Subsidiaries |
|------------------------------|----------------|------------|----------------------------|--------------|----------------------------|---|----------------------------|--|---------------|----------------------------|---------------|--|------------------------------|--|
|                              |                | UPEC       | All consolidated companies | UPEC         | All consolidated companies | UPEC                                    | All consolidated companies | UPEC   |               | All consolidated companies |               | UPEC %   | All consolidated companies % |  |
|                              |                |            |                            |              |                            |   |                            | Cash Bonuses                                   | Stock Bonuses | Cash Bonuses               | Stock Bonuses |  |                              |  |
| Group Chief Strategy Officer | Chih-Hsien Lo  | 29,376     | 33,723                     | 563          | 563                        | 131,547                                 | 132,147                    | 16,495   | 0             | 16,495                     | 0             | 177,981<br>0.86%                                     | 182,928<br>0.88%             | 10,481   |
| President                    | Jau-Kai Hwang  |            |                            |              |                            |   |                            |  |               |                            |               |  |                              |  |
| President                    | Ching-Tyan Li  |            |                            |              |                            |   |                            |  |               |                            |               |  |                              |  |
| Senior Vice President        | Tsung-Yi Liu   |            |                            |              |                            |   |                            |  |               |                            |               |  |                              |  |
| Senior Vice President        | Chia-Ming Chai |            |                            |              |                            |   |                            |  |               |                            |               |  |                              |  |
| Senior Vice President        | Tsung-Pin Wu   |            |                            |              |                            |   |                            |  |               |                            |               |  |                              |  |
| Senior Vice President        | Kuo-Hui Chen   |            |                            |              |                            |   |                            |  |               |                            |               |  |                              |  |

### Range of remuneration for Group chief strategy officer, president and senior vice presidents

| Compensation Level                       | Names of the President and Senior Vice Presidents                             |   |
|--|---|---|
|  | UPEC  | All consolidated companies  |
| Less than NT\$1,000,000                  | NA  | NA  |
| NT\$ 1,000,000 (incl.) – NT\$ 2,000,000  | NA  | NA  |
| NT\$ 2,000,000 (incl.) – NT\$ 3,500,000  | NA  | NA  |
| NT\$ 3,500,000 (incl.) – NT\$ 5,000,000  | NA  | NA  |
| NT\$ 5,000,000 (incl.) – NT\$10,000,000  | NA  | NA  |
| NT\$10,000,000 (incl.) – NT\$15,000,000  | Ching-Tyan Li   | Ching-Tyan Li   |
| NT\$15,000,000 (incl.) – NT\$30,000,000  | Jau-Kai Hwang, Tsung-Yi Liu,<br>Chia-Ming Chai, Tsung-Pin Wu,<br>Kuo-Hui Chen | Jau-Kai Hwang, Tsung-Yi Liu,<br>Chia-Ming Chai, Tsung-Pin Wu,<br>Kuo-Hui Chen |
| NT\$30,000,000 (incl.) – NT\$50,000,000  | NA  | NA  |
| NT\$50,000,000 (incl.) – NT\$100,000,000 | Chih-Hsien Lo   | Chih-Hsien Lo   |
| NT\$100,000,000 and above                | NA  | NA  |
| Total (person)                           | 7   | 7   |

Note 1: Includes car leasing expense of NTD 5,111,000 for Group Chief Strategy Officer, Chih-Hsien Lo. Compensation paid to his driver totaled NTD 2,169,000. The Company also pays President Tokyo Corp. NTD 2,127 thousand dollars to rent sedans for the use of 2 Presidents.

Note 2: Earnings distribution for 2024 has not yet been approved by shareholders at the general meeting. These figures are based on the proposal approved by the Board.

Note 3: After-tax income used non-consolidated profit of 2024: NTD 20,673,286,000.

### 2.2.3 Distribution of bonuses to Company management during 2024

December 31, 2024 / Unit: NT\$1,000

| Title   | Name                   | Stock Bonus | Cash Bonus | Total  | Total as a % of After-Tax Income |
|---|------------------------|-------------|------------|--------|----------------------------------|
| Group Chief Strategy Officer                  | Chih-Hsien Lo          | 0           | 26,315     | 26,315 | 0.13%                            |
| President                                     | Jau-Kai Hwang          |             |            |        |                                  |
| President                                     | Ching-Tyan Li          |             |            |        |                                  |
| Vice President                                | Zong-Yi Liu            |             |            |        |                                  |
| Vice President (Director of Accounting Group) | Tsung-Pin Wu           |             |            |        |                                  |
| Vice President (Director of Finance Group)    | Kuo-Hui Chen           |             |            |        |                                  |
| Vice President                                | Chia-Ming Chai         |             |            |        |                                  |
| Vice President (Head of Corporate Governance) | Fu-Jung Lai            |             |            |        |                                  |
| Vice President                                | Chih-Ming Hsu          |             |            |        |                                  |
| Vice President                                | Kun-Lin Wu             |             |            |        |                                  |
| Vice President                                | Li-Shiun Chang         |             |            |        |                                  |
| Vice President                                | Jui-Ping Wang          |             |            |        |                                  |
| Vice President                                | Ming-Hui Cheng         |             |            |        |                                  |
| Vice President                                | Chun-Fu Chen (Note 1)  |             |            |        |                                  |
| Vice President                                | Yen-Chao Wang (Note 1) |             |            |        |                                  |

Note 1: Chun-Fu Chen began his term on Sep. 1, 2024 ; Yen-Chao Wang began his term on Sep. 1, 2024.

## 2.2.4 Comparison of Compensation for Directors, Supervisors and Managers in the Past Two Years and Compensation Policy for Directors, Supervisors and Managers

### A. Comparison of Compensation for Directors, Supervisors and Managers in the Past Two Years

Unit: NT\$1,000

|                                      | UPEC       |       |            |       | Consolidated subsidiaries of UPEC |       |            |       |
|--------------------------------------|------------|-------|------------|-------|-----------------------------------|-------|------------|-------|
|                                      | 2023       |       | 2024       |       | 2023                              |       | 2024       |       |
|                                      | Total      | %     | Total      | %     | Total                             | %     | Total      | %     |
| Directors                            | 485,349    | 2.65% | 529,394    | 2.56% | 641,857                           | 3.50% | 698,721    | 3.38% |
| President and Senior Vice Presidents | 176,721    | 0.96% | 177,981    | 0.86% | 181,290                           | 0.99% | 182,928    | 0.88% |
| Net Income                           | 18,336,478 | -     | 20,673,286 | -     | 18,336,478                        | -     | 20,673,286 | -     |

Note: The reason for the increase in the total remuneration paid to Directors in 2024 is due to the increase in remuneration paid to directors. The total remuneration of the president and senior vice presidents increased compared to the 2023 fiscal year due to an increase in net income.

### B. Policies, standards, and combinations of remuneration payments, procedures for determining remuneration, and their relationship to business performance and future risks.

#### Remuneration policy, standard and combination

- (1) The directors of the company shall be paid remuneration for the services they rendered and the amount is determined based on their involvement in the company's operation, contribution to the company, the Articles of Incorporation, and industry norm. In addition, according to the Articles of Incorporation, the company may allocate up to 2% of the year retained earnings into director's remuneration. The remuneration committee takes into consideration of annual operating performance and suggests an actual allocation ratio to the board of directors for approval. The independent directors are paid fixed monthly remuneration determined by the board and no distributions of earnings are allocated.
- (2) Managerial remuneration is paid following the remuneration regulation of work allowances and bonuses to show compassion and reward employees for their hard work while bonuses are subject to the company's annual performance, financial results, operating condition and individual performance. In accordance with the Articles of Incorporation, the company shall allocate at least 2% of retained earnings into employee remuneration. The issuance of manager's bonuses is based on the results of the company "Performance Evaluation Measure". The performance evaluation indicators for managers are divided into financial indicators (company's income statement, earnings contribution, and goal achievement rate), and non-financial indicators (realization of company's core values, operational management capabilities, participation in sustainable operations, timely response depend upon actual situation and relevant laws and regulations.)
- (3) The combinations of remuneration paid by the company are defined in the Rules of The Remuneration Committee, including cash remuneration, retirement benefits, severance payments, various allowances and other incentives; the scope and matters of the remuneration of directors and managers shall be recorded in the annual reports.

**Procedure for setting remuneration**

- (1) The company assesses the remuneration of directors and managers on a regular basis based on the results of the company's annual performance and "Performance Evaluation Measure" applicable to managers and employees.
- (2) Relevant performance appraisal and remuneration rationality of the directors and managers are reviewed by the remuneration committee and the board of directors every year. In addition to the individual goal achievement rate and contribution to the company, the overall operating performance of the company, future insurance and development trend of the industry, as well as timely review of remuneration system with respect to the real-time operating conditions and relevant regulation and trend of corporate governance are being taken into consideration to provide reasonable remuneration and to reach balance of sustainability and risk control. The actual remuneration for directors and managers in 2021 is reviewed by the remuneration committee and submitted to the board of directors for approval.

**Relevance to business performance and future risks**

- (1) The company's payment standards and systems related to remuneration policy are mainly based on the company's operation, and payment standards are determined based on the goal achievement rate and contribution. The company also refers to the industry standard to assure the competitiveness of the remuneration provided to the company's management and therefore retains outstanding management talents.
- (2) The performance objectives of the company's managers are related to the risk control management to ensure the effective management and prevention of possible risks within the scope of responsibilities, and their performance evaluation is linked to human resources and remuneration policies. Management shall take into account of various risk factors in making their major decisions as the results of decisions will reflect in company's profitability.

## 2.3 Corporate Governance Practices

### 2.3.1 Information of Board Meeting Operation

**As of publication of the Annual Report, there had been a total of 8 (A) meetings of the Board of Directors over the past fiscal year. Director attendance is detailed below:**

| Title                     | Name   | Attendance in Person(B) | Proxy Attendance | Attendance Rate (%) (B/A) | Remark   |
|---------------------------|--|-------------------------|------------------|---------------------------|--|
| Chairman                  | Chih-Hsien Lo (Representative of Kao Chuan Inv. Co., Ltd.)   | 8                       | 0                | 100%                      |  |
| Director                  | Shiow-Ling Kao (Representative of Kao Chuan Inv. Co., Ltd.)  | 8                       | 0                | 100%                      |  |
| Director                  | Jui-Tien Huang, (Representative of Kao Chuan Inv. Co., Ltd.) | 8                       | 0                | 100%                      |  |
| Director                  | Chung-Ho Wu (Representative of Young Yun Inv. Co., Ltd.)     | 7                       | 1                | 87.5%                     | Proxy Attendance for the 19th Term, 18th Board Meeting on October 23, 2024   |
| Director                  | Ping-Chih Wu (Representative of Taipo Investment Corp.)      | 5                       | 3                | 62.5%                     | Proxy Attendance for the 19th Term, 18th Board Meeting on October 23, 2024, the 19th Term, 20th Board Meeting on Dec. 26, 2024 and the 19th term, 21st Board Meeting on January 10, 2025 |
| juridical person director | Po-Ming Hou (Representative of YuPeng Inv. Co., Ltd.)        | 7                       | 1                | 87.5%                     | Proxy Attendance for the 19th Term, 20th Board Meeting on Dec. 26, 2024  |
| Director                  | Chung-Shen Lin (Representative of Ping Zech Corp.)           | 8                       | 0                | 100%                      |  |
| Director                  | Pi-Ying Cheng (Representative of Joyful Inv. Co., Ltd.)      | 7                       | 0                | 87.5%                     | Leave of Absence for the 19th Term, 21st Board Meeting on January 10, 2025   |
| Director                  | Po-Yu Hou  | 8                       | 0                | 100%                      |  |
| Director                  | Chang-Sheng Lin  | 8                       | 0                | 100%                      |  |
| Independent director      | Ming-Hui Chang   | 8                       | 0                | 100%                      |  |
| Independent director      | Wei-Yung Tsung   | 8                       | 0                | 100%                      |  |
| Independent director      | Chun-Jen Chen  | 8                       | 0                | 100%                      |  |
| Independent director      | Lee-Feng Chien   | 8                       | 0                | 100%                      |  |

Other issues to be noted:

1. In the event of either of the following situations, dates, sessions, contents of resolutions of the Board Meetings, opinions from all independent directors, and Company responses to their opinions should be noted:

(1) Issues specified in Article 14-3 of the Securities and Exchange Act:

UPEC held 8 board meetings over the past fiscal year and did not have any matters listed in Article 14-3 of the Securities and Exchange Act or other matters not passed by the independent directors.

| Title  | Name | Attendance in Person(B) | Proxy Attendance | Attendance Rate (%) (B/A) | Remark |
|--|------|-------------------------|------------------|---------------------------|--------|
| <p>(2) Other issues opposed by independent directors or about which said directors have reservations should be recorded in writing in the meeting minutes of the Board: None.</p> <p>2. Should a director recuse him or herself from a decision about which he or she has a conflict of interest, the name of the director, contents of the resolution, reasons for recusal, and the results of the vote should be noted:</p> <p>(1) In each board meeting notice and report, provisions relevant to Avoidance of Directors' Conflict of Interest pursuant to Article 16 of Rules and Procedures of Board of Directors Meetings are specified, and are read out routinely by master prior to the acknowledgement and discussion of matters in board meeting. In every board meeting, if the proposal is relevant to the interest of any person or legal representative, the master of ceremony will remind the relevant person to leave the court before the proposal being read out.</p> <p>(2) During the year 2024 and to the printed date of the annual report, eight board meetings were held in accordance with the "Rules and Procedures of Board of Directors Meetings"</p> <p>3. During this and recent past fiscal years, UPEC has worked to strengthen the function of the Board and evaluate the implementation of such measures.</p> <p>a. The matters, adopted pursuant to the Company Act, Article 14-3, 14-5 of the Securities and Exchange Act were submitted to the board of directors for approval unless approval has been obtained from the audit committee members or were submitted to the board of directors for a resolution during the recent past fiscal years.</p> <p>b. Report items for board of director meetings:</p> <p>(a) Arrangement for the Year 2024 and Up to the Date of the Annual Report Publication (January 1, 2024, to February 28, 2025):</p> <ul style="list-style-type: none"> <li>• Business Report:<br/>President Jau-Kai Hwang and Ching-Tyan Li presented the "Business Report" six times.</li> <li>• Financial Report:<br/>Vice President Kuo-Hui Chen, Head of the Finance Division, presented the "Financial Report" four times.</li> <li>• Internal Audit Report:<br/>Yi-Chieh Kuo, Manager of the Audit Division, presented the "Internal Audit Report" four times.</li> <li>• Compensation Committee Meetings:<br/>Two Compensation Committee meetings were held, and the respective "Meeting Minutes" were submitted to the Board of Directors for record.</li> </ul> <p>(b) The convener of ethical management initiative team reported to the board on 2024/03/07 about the implementation of ethical corporate management policies of 2023.</p> <p>(c) The agenda working group of remuneration committee reported to the board on 2024/03/07 about the performance evaluation results of the board of directors and each functional committee of 2023.</p> <p>(d) The total endorsement/guarantee amount for the Company and its subsidiaries and issuing CB were discussed on the board meeting on 2024/03/07.</p> <p>(e) Three corporate bonds were issued in 2023, which were reported in the 14th meeting of 19th board on March 7, 2024.</p> <p>(f) On May 9 2024, at 15th meeting of 19th board, the company arranged for the director of finance group to report the communication status with stakeholders of 2023.</p> <p>(g) On Aug 8, 2024, at 17th meeting of 19th board, the company arranged for convener of the ESG Committee to report "ESG Policy Implementation Status of 2024 and 2023" .</p> <p>(h) On December 26, 2024, at 20th meeting of 19th board, the company arranged for convener of the ESG Committee to report "Risk Management Policy Implementation Status of 2024" .</p> <p>(i) On December 26, 2024, at 20th meeting of 19th board, the company arranged for convener of the ESG Committee to report "Intellectual Property Management Plan and Implementation Status of 2024" .</p> <p>(j) Report on the qualification review during the term of office of the current independent directors of the Company was submitted for reference at 20th meeting of 19th board on December 26, 2024.</p> <p>(k) The report on "Quarterly Tracking of Uni-President Group's Greenhouse Gas Inventory and Assurance Schedule Planning," "The Competency of the Third-Party Institution and Personnel Conducting Independent Assurance/Verification of Uni-President Enterprises' Sustainability Information," and "The Establishment of the IFRS Sustainability Disclosure Standards Task Force by Uni-President Enterprises" has been submitted to the 20th meeting of the 19th Board of Directors on December 26, 2024. Additionally, Vice President Kuo-Hui Chen, the convener of the Sustainability Development Committee, has been scheduled to present the report.</p> |      |                         |                  |                           |        |

### 2.3.2 Board of Directors' Performance Evaluation Implementation Status

The Company's regulations governing the board performance evaluation were approved by the 18th session of 6th board meeting on Nov 6, 2019. The Company's board of directors shall conduct an internal board performance evaluation every year. Internal and external board performance evaluations shall be completed before the end of the first quarter of the following year. The board performance evaluation report was submitted to the Remuneration Committee on 2025/3/4 and the board of directors on 2025/3/6.

| Evaluation Cycles  | Evaluation Period                         | Evaluation Scope   | Evaluation Method   | Evaluation Aspects   |
|--|---|--|---|--|
| The Company conducts the board performance evaluation once a year. | From January 1, 2024 to December 31, 2024 | The scope includes the individual directors and the Board of Directors as a whole. | Methods include self-assessments by each board member and internal assessment of the Board. | <p>A. The individual directors are assessed on the following six aspects:</p> <ol style="list-style-type: none"> <li>1. Understanding of the Company's goals and mission (15%)</li> <li>2. Awareness of director's duties (10%)</li> <li>3. Involvement in the Company's operations (35%)</li> <li>4. Internal relationship and communication (10%)</li> <li>5. Director's professionalism and continuing knowledge development (15%)</li> <li>6. Internal controls (15%)</li> </ol> <p>Conclusion: Each director provides advice and opinions based on their expertise and make an effective contribution to the board.</p> <p>B. The Board of Directors are assessed on the following five aspects:</p> <ol style="list-style-type: none"> <li>1. Involvement in the Company's operation (30%)</li> <li>2. Enhancement of the quality of the board's decision-making (30%)</li> <li>3. Makeup and structure of the board (15%)</li> <li>4. Election of board members and continuing knowledge development (10%)</li> <li>5. Internal controls (15%)</li> </ol> <p>Conclusion: The overall operation of the Company's Board of Directors is sound and complies with corporate governance standards.</p> |



| Evaluation Cycles  | Evaluation Period                         | Evaluation Scope   | Evaluation Method   | Evaluation Aspects   |
|--|---|--|---|--|
| The Company conducts the board performance evaluation once a year. | From January 1, 2024 to December 31, 2024 | The scope includes the Remuneration Committee and the Audit Committee. | Methods include the Remuneration Committee and the Audit Committee. | <p>C. The Remuneration Committee is assessed on the following five aspects:</p> <ol style="list-style-type: none"> <li>1. Involvement in the Company's operation (20%)</li> <li>2. Awareness of the audit committee's duties (25%)</li> <li>3. Enhancement of the quality of the audit committee's decision-making(35%)</li> <li>4. Makeup of the audit committee and election of its members (15%)</li> <li>5. Internal controls (5%)</li> </ol> <p>Conclusion: The committee's meeting materials are well-prepared, discussions are thorough, and it regularly reviews the company's compensation policies as well as the salaries and remuneration of directors and executives. It also provides recommendations for the Board of Directors' decision-making.</p> <p>D. The Audit Committee is assessed on the following five aspects:</p> <ol style="list-style-type: none"> <li>1. Involvement in the Company's operation (20%)</li> <li>2. Awareness of the audit committee's duties (20%)</li> <li>3. Enhancement of the quality of the audit committee's decision-making(30%)</li> <li>4. Makeup of the audit committee and election of its members (15%)</li> <li>5. Internal controls (15%)</li> </ol> <p>Conclusion: Sufficient information is provided for all proposals as a reference.</p> |

### 2.3.3 Operations of the Audit Committee

The primary responsibility of the audit committee is to assist the board of directors in fulfilling its supervisory duties and ensuring the effective implementation of the powers conferred on the company by the Company Law, Securities Trading Act, and other relevant laws and regulations. The audit committee also helps the board of directors improve the quality of the company's accounting, financial reporting, internal control operations, and other related matters.

#### A. Official powers of the audit committee:

- (1) Adoption or amendment of an internal control system pursuant to Article 14-1 of Securities and Exchange Act.
- (2) Assessment of the effectiveness of the internal control system.
- (3) Adoption or amendment, pursuant to Article 36-1 of Securities and Exchange Act, of handling procedures for financial or operational actions of material significance, such as acquisition or disposal of assets, derivatives trading, extension of monetary loans to others, or endorsements or guarantees for others.
- (4) A matter bearing on the personal interest of a director.
- (5) A material asset or derivatives transaction.
- (6) A material monetary loan, endorsement, or provision of guarantee.
- (7) The offering, issuance, or private placement of any equity-type securities.
- (8) The hiring or dismissal of a certified public accountant, or the compensation given thereto.
- (9) The appointment or discharge of a financial, accounting, or internal auditing officer.
- (10) Annual and semi-annual financial reports. The major financial statements shall also be signed or sealed on each page by the issuer's chairperson, managerial officer, and principal accounting officer.
- (11) Any other material matter so required by the company or the Competent Authority.

The audit committee is composed of all independent directors (including at least one financial expert) who meet the statutory requirements for professional qualifications, work experience, independence, and the number of independent directorships held. The committee conducts an internal performance evaluation of the audit committee on a regular basis every year.

As of publication of the Annual Report, there had been a total of 7 (A) meetings of the Audit Committee over the past fiscal year. Independent director attendance is detailed below:

| Title                           | Name           | Attendance in Person(B) | Proxy Attendance | Attendance Rate (B/A) (%) | Remark |
|---------------------------------|----------------|-------------------------|------------------|---------------------------|--------|
| Independent director & Convener | Ming-Hui Chang | 7                       | 0                | 100.00                    |        |
| Independent director            | Wei-Yung Tsung | 7                       | 0                | 100.00                    |        |
| Independent director            | Chun-Jen Chen  | 7                       | 0                | 100.00                    |        |
| Independent director            | Lee-Feng Chien | 7                       | 0                | 100.00                    |        |

Other issues to be noted:

1. For matters listed in Article 14-5 of the Securities and Exchange Act and other matters not passed by the Audit Committee, but which have been approved by two-thirds of the Board of Directors, the Board Meeting date, session, content of the resolution, result of the Audit Committee vote and the Company's response to the Audit Committee's opinion shall be properly recorded.  
UPEC held 7 meetings over the past fiscal year (Note 1) and did not have any matters listed in Article 14-5 of the Securities and Exchange Act or other matters not passed by the Audit Committee, which were then agreed upon by two-thirds of the entire membership of the Board of Directors.

2. If an independent director has any conflict of interest regarding issues discussed during the meeting that could result in harm to the Company's interests said director shall recuse him or herself. If this prevents the Committee from coming to a decision, then the situation shall be reported to the Board of Directors and the Board will make the final decision on said resolution.  
The Company did not have this situation.
3. Communication among the independent directors, internal auditors and CPAs:
- Compile a "Summary of Audit Report" each month and submit it together with a copy of the audit report to the Audit Committee for review.
  - If there are any questions or instructions after the Audit Committee reviews the copy of the audit report, they will call the Audit Manager to inquire or inform them.
  - Each audit report must track the improvement of internal control deficiencies and abnormal issues, and quarterly reports on the tracking results must be submitted to the Audit Committee.
  - The Internal Audit Manager reports on the audit business at each quarterly Audit Committee meeting as required, and the company holds at least one separate meeting between independent directors and the Internal Audit Manager each year to communicate with the Audit Committee and independent directors.
  - The company's signing auditor reports on the results of the audit or review of the quarterly financial statements and other related legal requirements at the Audit Committee meeting each quarter.
  - The company holds at least one separate meeting each year between independent directors and the accountant and independent directors and the Internal Audit Manager.
  - In summary, independent directors can understand the company's operational and audit situation (including financial business status) through the board of directors, Audit Committee, separate meetings, and various reports and channels (such as telephone, fax, email, etc.) and communicate effectively with the Internal Audit Manager and the accountant.
  - Communication among the independent directors, internal auditors and CPAs. Please refer to Notes 2 and 3 below.
4. The major annual tasks include:
- review and discussion of UPEC's financial reports
  - the hiring or dismissal of a certified public accountant, or the compensation
  - annual internal auditing proposal
  - review a material asset transaction.
  - Assessment of the effectiveness of the internal control system.

Note 1. Major resolutions during the auditing meetings in 2024 and to the publish date of the annual report

| Session  | Content of the resolution  | Opinions of all member   | The Company's response to the Audit Committee   |
|--|--|--|---|
| 2024.03.05<br>(12th Meeting<br>in 4th Session) | 1. The consolidated financial statements for first quarter of year 2023. °<br>2. The appointment of CPA and approved the evaluation of external auditor's independence.<br>3. Audit fee for PWC of 2024<br>4. The statement of internal control system for year 2023 | No attending director voices an objection, the proposals were deemed approved. | Those opinions were raised at the Company's Board for discussion.   |
| 2024.05.07<br>(13th Meeting<br>in 4th Session) | 1. The consolidated financial statements for the first quarter of year 2024.<br>2. The business plan, the business report and the distribution of retained earnings for year 2023.   | No attending director voices an objection, the proposals were deemed approved. | 1. The compliance of the audit committee reports were reported to the board meeting<br>2. Approved by the board meeting and raised at the Company's SHM for discussion. |

| Session                                     | Content of the resolution  | Opinions of all member  | The Company's response to the Audit Committee                     |
|---|--|---|---|
| 2024.08.06<br>(14th Meeting in 4th Session) | <ol style="list-style-type: none"> <li>1. The consolidated financial statements for the second quarter of year 2024.</li> <li>2. The company intends to sell the land and buildings of the "Tong Shang International Art Village" in Luzhu.</li> <li>3. The company intends to lease the rooftops of buildings at the Sinshih Logistics Park of Uni-President Group from Uni-President Express Corp. to obtain the right-of-use assets.</li> </ol> | No attending director voices an objection, the proposals were deemed approved.  | Those opinions were raised at the Company's Board for discussion. |
| 2024.10.23<br>(15th Meeting in 4th Session) | The company intends to subscribe to the privately placed common shares issued by PChome Online Inc. Upon completion of the subscription, the company will hold a 30% equity stake. This matter is submitted for discussion.  | Approved unanimously by all committee members to participate in the private placement of 61,694,120 common shares to be issued by PChome Online Inc. It is further recommended to submit the matter to the Board of Directors for authorization of the Chairman or a designated representative to negotiate the specific transaction terms on behalf of the company and handle all necessary matters related to this private placement. | Those opinions were raised at the Company's Board for discussion. |
| 2024.11.05<br>(16th Meeting in 4th Session) | <ol style="list-style-type: none"> <li>1. The consolidated financial statements for the third quarter of year 2024.</li> <li>2. Internal auditing proposal of year 2025.</li> <li>3. Amendment to the company's "Internal Control System (including the Implementation Rules for Internal Audit)."</li> <li>4. The company intends to inject cash capital injection of NTD 5,000 million into Uni-President Express Corp.</li> </ol>               | No attending director voices an objection, the proposals were deemed approved.  | Those opinions were raised at the Company's Board for discussion. |
| 2024.12.26<br>(17th Meeting in 4th Session) | Report on the Implementation of Risk Management Policies in 2024   | Acknowledged  | To be reported to the Board of Directors                          |
| 2025.01.10<br>(18th Meeting in 4th Session) | The company intends to subscribe for 61,694,120 privately placed common shares issued by PChome Online Inc. at a price of TWD 40 per share. Upon completion of the subscription, the company will hold a 30% equity stake in PChome Online Inc.  | No attending director voices an objection, the proposals were deemed approved.  | Those opinions were raised at the Company's Board for discussion. |

Note 2. The communications between the independent directors and the Chief auditor are listed in the table below.

| Meeting Dates | Meeting  | Members in attendance   | Item discussed  | Opinion of Independent Directors          |
|---------------|--|---|---|---|
| 2024/03/05    | the Audit Committee  | Independent directors:<br>Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien<br><br>Chief Auditor: Yi-Chieh Kuo | 1. The Internal Auditor's report for 2023 Q4<br>2. The statement of Internal Control System.  | All independent directors had no opinion. |
| 2024/03/05    | The Chief Auditor communication conference with Independent Directors. | Independent directors:<br>Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien<br><br>Chief Auditor: Yi-Chieh Kuo | Internal Audit Report:<br>1. Explanation of Education and Training.<br>2. Explanation of Audit Operations Arrangements after the Merger with PresiCarre.<br>3. Explanation of Operations for Food Safety Issues such as Instant Noodle Complaints and Sudan Red.<br>4. Explanation of Tracked Items for Improvement in Fire Safety. | All independent directors had no opinion. |
| 2024/05/07    | the Audit Committee  | Independent directors:<br>Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien<br><br>Chief Auditor: Yi-Chieh Kuo | The Internal Auditor's report for 2024 Q1   | All independent directors had no opinion. |
| 2024/08/06    | the Audit Committee  | Independent directors:<br>Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien<br><br>Chief Auditor: Yi-Chieh Kuo | The Internal Auditor's report for 2024 Q2   | All independent directors had no opinion. |
| 2024/11/05    | the Audit Committee  | Independent directors:<br>Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien<br><br>Chief Auditor: Yi-Chieh Kuo | 1. The Internal Auditor's report for 2024 Q3.<br>2. Annual Audit Plan Report.   | All independent directors had no opinion. |

Note 3. The communications between the independent directors and CPAs are listed in the table below.

| Meeting Dates | Meeting  | Members in attendance   | Item discussed   | Opinion of Independent Directors          |
|---------------|--|---|--|---|
| 2024/03/05    | The CPAs communication conference with Independent Directors | Independent directors:<br>Ming-Hui Chang,<br>Wei-Yung Tsung,<br>Chun-Jen Chen and<br>Lee-Feng Chien<br><br>CPAs: Chung-Yu Tien<br>and Chien-Chih Wu | 1. Significant Audit Adjustments for the Period<br>2. Explanation of Audit Findings  | All independent directors had no opinion. |
| 2024/03/05    | the Audit Committee  | Independent directors:<br>Ming-Hui Chang,<br>Wei-Yung Tsung,<br>Chun-Jen Chen and<br>Lee-Feng Chien<br><br>CPAs: Chung-Yu Tien<br>and Chien-Chih Wu | CPAs gave a presentation and communicate about the matters related to the financial statements for the year 2023 and the information on the 2022 audit quality indicators. | All independent directors had no opinion. |
| 2024/05/07    | the Audit Committee  | Independent directors:<br>Ming-Hui Chang,<br>Wei-Yung Tsung,<br>Chun-Jen Chen and<br>Lee-Feng Chien<br><br>CPAs: Chung-Yu Tien<br>and Chien-Chih Wu | CPAs gave a presentation and communicate about the consolidated financial statements for the first quarter of 2024.  | All independent directors had no opinion. |
| 2024/08/06    | the Audit Committee  | Independent directors:<br>Ming-Hui Chang,<br>Wei-Yung Tsung,<br>Chun-Jen Chen and<br>Lee-Feng Chien<br><br>CPAs: Chung-Yu Tien<br>and Chien-Chih Wu | CPAs gave a presentation and communicate about the consolidated financial statements for the second quarter of 2024.   | All independent directors had no opinion. |
| 2024/11/05    | the Audit Committee  | Independent directors:<br>Ming-Hui Chang,<br>Wei-Yung Tsung,<br>Chun-Jen Chen and<br>Lee-Feng Chien<br><br>CPAs: Chung-Yu Tien<br>and Chien-Chih Wu | CPAs gave a presentation and communicate about the consolidated financial statements for the third quarter of 2024.  | All independent directors had no opinion. |

### 2.3.4 Corporate Governance Implementation Status and Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies”

| Evaluation Item  | Implementation Status |    |  | Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons |
|--|-----------------------|----|--|--|
|  | Yes                   | No | Abstract Illustration  |  |
| 1. Does the company establish and disclose the Corporate Governance Best-Practice Principles based on “Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” ? | ✓                     |    | On Aug.11 2014, the Company established Corporate Governance Best-Practice Principles based on “Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” . The formulation and amendments of these guidelines are approved by the Board of Directors. The full text is disclosed on our company's official website (URL: <a href="http://www.uni-president.com.tw">www.uni-president.com.tw</a> ) and on MOP. | None   |
| 2. Shareholding structure & shareholders' rights   |                       |    |  |  |
| (1) Does the company establish an internal operating procedure to deal with shareholders' suggestions, doubts, disputes and litigations, and implement based on the procedure?         | ✓                     |    | (1) The Company has established an internal operating procedure to handle shareholders' suggestions, doubts, disputes and litigation.  |  |
| (2) Does the company possess the list of its major shareholders as well as the ultimate owners of those shares?  | ✓                     |    | (2) The Company possesses the list of major shareholders and ultimate owners from stock registrar shareholders' list and periodically reports the changes of internal shareholdings.   |  |
| (3) Does the company establish and execute the risk management and firewall system within its conglomerate structure?  | ✓                     |    | (3) Rules are made to strictly regulate the activities of trading, endorsement and loans between the Company and its affiliates. In addition, the “Criteria of Internal Control Mechanism for a Public Company” , outlined by the Financial Supervisory Commission when drafting the guidelines for the “Supervision and Governance of the subsidiaries” in order to implement total risk control with respect to subsidiaries.    | None   |
| (4) Does the company establish internal rules against insiders trading with undisclosed information?   | ✓                     |    | (4) The Company has declared in “Corporate Ethical Management and Guidelines for Conduct” that the company personnel shall follow the security law for not make insiders trading with undisclosed information nor expose undisclosed information to others in order to prevent others from using such information to engage in insider trading.  |  |

| Evaluation Item   | Implementation Status |    |   | Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons |
|---|-----------------------|----|---|--|
|   | Yes                   | No | Abstract Illustration   |  |
| <p>3. Composition and Responsibilities of the Board of Directors</p> <p>(1) Does the Board develop and implement a diversified policy for the composition of its members?</p> | ✓                     |    | <p>(1) The Company's Corporate Governance Principle has stated the abilities of the board and developed a diversified policy for the composition of the board members and the 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 be formulated and include, without being limited to, the following two general standards:</p> <p>1. Basic requirements and values:<br/>Gender, age, nationality, and culture.</p> <p>2. Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing, technology), professional skills, and industry experience.</p> <p>Please refer to Page 22.</p> | None   |
| <p>(2) Does the company voluntarily establish other functional committees in addition to the Remuneration Committee and the Audit Committee?</p>                              |                       | ✓  | <p>(2) The Company has not yet established other functional committee besides remuneration committee and audit committee.</p>   |  |
| <p>(3) Does the company establish a standard to measure the performance of the Board, and implement it annually?</p>  |                       | ✓  | <p>(3) The Company's regulations governing the board performance evaluation were approved by the 18th session of 6th board meeting on Nov 6, 2019. In accordance with regulatory requirements, we completed a self-evaluation for the fiscal year 2024 before the end of the first quarter of 2025. The evaluation results were reported to the Board of Directors on March 6th, 2025 and will be used as a reference for selecting or nominating directors in the future.</p>  |  |
| <p>(4) Does the company regularly evaluate the independence of CPAs?</p>  | ✓                     |    | <p>(4) Our accounting division conducts an annual self-evaluation of the independence and competence of the CPAs, in accordance with Article 47 of</p>  |  |



| Evaluation Item   | Implementation Status |    |  | Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons |
|---|-----------------------|----|--|--|
|   | Yes                   | No | Abstract Illustration  |  |
|   |                       |    | the Certified Public Accountant Act, Bulletin No. 10 of the Code of Professional Ethics for Accountants ( “Integrity, Objectivity, Independence” ), and the quality indicators provided by the CPAs. The results are reported to the Audit Committee (2025.3.4) and the Board of Directors (2025.3.6) for review and approval. The CPAs of PricewaterhouseCoopers through our evaluation has met the standard of independence and are qualified to be our company’s CPA.   |  |
| 4. Does the Company established a full- (or part-) time corporate governance unit or personnel to be in charge of corporate governance affairs (including but not limited to furnish information required for business execution by directors, handle matters relating to board meetings and shareholders’ meetings according to laws, handle corporate registration and amendment registration, produce (or record?) minutes of board meetings and shareholders meetings, etc. | ✓                     |    | <p>The board appointed Lai Fu-Jung, the current Board Secretariat, to be the “Head of Corporate Governance” concurrently. Mr. Lai has been in charge of related stock affairs and corporate governance matters in listed company more than three years, and possess licenses of security specialist (certificate No.2250520022), stock affairs professionalism (certificate No. 3352100024), fundamental ability of internal control (certificate No. 5150126002). Besides, the Company is advised to have three adequate corporate governance personnels with appropriate qualifications.</p> <p>a. Yi-Chien Hsu, the president of legal affairs office, possess licenses of lawyer (certificate No.11895)and fundamental ability of corporate governance (certificate No. 7930001009).</p> <p>b. Chia-Ling Chang, the associate director of financial planning division, handled legal affairs, financial affairs and corporate governance affairs.</p> <p>c. Ti- Chin Lee, the associate president, possess fundamental ability of security specialist (certificate No.3352200017)and fundamental ability of corporate governance(certificate No.8050004009)</p> <p>It is required that the corporate governance affairs mentioned in the preceding paragraph include at least the following items:</p> <p>1. Handling matters relating to board meetings and shareholders meetings according to laws</p> | None   |

| Evaluation Item | Implementation Status |    |  | Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons |
|-----------------|-----------------------|----|--|--|
|                 | Yes                   | No | Abstract Illustration  |  |
|                 |                       |    | <p>2. Producing minutes of board meetings and shareholders meetings</p> <p>3. Assisting in onboarding and continuous development of directors and supervisors</p> <p>4. Furnishing information required for business execution by directors and supervisors</p> <p>5. Assisting directors and supervisors with legal compliance</p> <p>6. Reporting to the board the results of the examination on whether the qualifications of independent directors meet relevant legal regulations during the nomination, appointment, and tenure</p> <p>7. Handling matters related to changes in directors</p> <p>8. Other matters set out in the articles or corporation or contracts</p> <p>The key points of business execution and continuing education of the company's corporate governance head for 2024 are as follows:</p> <ul style="list-style-type: none"> <li>• The key points of business execution:</li> </ul> <p>1. Handling matters relating to board meetings and shareholders meetings according to laws</p> <p>2. Producing minutes of board meetings and shareholders meetings</p> <p>3. Assisting in onboarding and continuous development of directors(at least 6 hours)</p> <p>4. Furnishing information required for business execution by directors.</p> <p>5. Assisting directors and supervisors with legal compliance.</p> <p>6. Reporting to the board the results of the examination on whether the qualifications of independent directors meet relevant legal regulations during the nomination, appointment, and tenure</p> <p>7. Handling matters related to changes in directors</p> <p>8. Other matters set out in the articles or corporation or contracts</p> <ul style="list-style-type: none"> <li>• Continuing Education: A total of 15 hours of continuing education were completed in 2024. Please refer to (Note 2).</li> </ul> | None   |

| Evaluation Item  | Implementation Status |    |  | Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons |
|--|-----------------------|----|--|--|
|  | Yes                   | No | Abstract Illustration  |  |
| 5. Does the company establish a communication channel and build a designated section on its website for stakeholders, as well as handle all the issues they care for in terms of corporate social responsibilities?  | ✓                     |    | The company maintains good communication with investors, employees, consumers, suppliers, distributors, and other stakeholders through labor-management meetings, unions, the user service center, procurement, finance, and other dedicated units. It also has a dedicated section for stakeholders, an investor relations website, and a sustainability website on the company's website to appropriately respond to important sustainability issues of concern to stakeholders. The issues of concern to stakeholders and the communication methods are as indicated in (Note 3). | None   |
| 6. Does the company appoint a professional shareholder service agency to deal with shareholder affairs?  | ✓                     |    | We have appointed President Securities Corp. as our registrar for our Shareholders' Meetings.  | None   |
| 7. Information Disclosure  |                       |    |  |  |
| (1) Does the company have a corporate website to disclose both financial standings and the status of corporate governance?   | ✓                     |    | (1) UPEC discloses its financials and corporate governance status on company's website ( <a href="http://www.uni-president.com.tw">http://www.uni-president.com.tw</a> )   | None   |
| (2) Does the company have other information disclosure channels (e.g. building an English website, appointing designated people to handle information collection and disclosure, creating a spokesman system, webcasting investor conferences)?  | ✓                     |    | (2)<br>1. The Company has set up English website ( <a href="http://www.uni-president.com.tw">www.uni-president.com.tw</a> ) to disclose information.<br>2. The Company has assigned an appropriate person to handle information collection and disclosure<br>3. The Company has established a spokesman system.<br>4. Investor conference information is disclosed on the corporate website.   |  |
| (3) Does the Company announce and report the annual financial statements within two months after the end of the fiscal year, and announce and report the first, second, and third quarter financial statements as well as the operating status of each month before the prescribed deadline? |                       | ✓  | (3) UPEC announced and reports the 2024 financial statements in March 6, 2025 and announced and reported the first, second, and third quarter financial statements as well as the operating status of each month before the prescribed deadline.   |  |

None

| Evaluation Item  | Implementation Status   |    |   | Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons |
|--|---|----|---|--|
|  | Yes   | No | Abstract Illustration   |  |
|  | ✓   |    | 4. Rights of the interested party: We offer multiple channels of communication and information disclosure, maintain a good dialogue and communication with stakeholders and gather interested parties concerned issues, and review the activities we perform to ensure they are in response to the interested party.  | None   |
|  | ✓   |    | 5. Directors and corporate auditors training: In the fiscal year 2024, all directors (including independent directors) have completed the required continuing education hours. For detailed information on the continuing education status of the board members in 2024, please refer to Note 4.  |  |
|  | ✓   |    | 6. Implementation status for Risk Management Policy and Measurement: Any significant issues in regards to operating policy, investment, endorsement, loan and financing are evaluated by the designated parties and exercised the resolution that resulted from board meetings. Moreover, yearly auditing plan is drafted based on the result of risk assessed and executed in order to effectively carry out the supervision as well as control the risks. |  |
|  | ✓   |    | 7. Customer policy: The Company has established a customer services center to deal with the consumer complaints and protect consumer rights.  |  |
|  | ✓   |    | 8. Purchase of liability insurance for directors and corporate auditors by the company: The Company has purchased D&O insurance for its directors (including independent directors) and supervisors.  |  |
| 9. The improvement status for the result of Corporate Governance Evaluation announced by Taiwan Stock Exchange |   |    |   |  |
| 1.1  | Did the company report at the AGM the remuneration received by directors, including the remuneration policy, the content and amount of individual remuneration? |    |   | Currently, the status remains unchanged.   |

| Evaluation Item | Implementation Status |    |  | Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons |
|-----------------|-----------------------|----|--|--|
|                 | Yes                   | No | Abstract Illustration  |  |
| 1.2             |                       |    | Has the company adopted written rules for the procedures for financial and business operations between the company and related parties, the content of which should include procedures for managing transactions such as purchase and sale, acquisition or disposal of assets, etc., and the requirement that material transactions be approved by the board and approved by or reported at the shareholders' meeting?           | Currently, none has been established.  |
| 1.6             |                       |    | Did the company hold the AGM before the end of May?  | The 2024 Annual General Meeting of Shareholders held on June 27, 2024.   |
| 2.3             |                       |    | Is it true that the company's chairman and its general manager or other equivalent officer (chief executive officer) are neither the same person nor spouses or first-degree relatives?  | Currently, the status remains unchanged.   |
| 2.7             |                       |    | Did the company's independent directors reach one-third or more of all of the directors? [If the company's independent directors reached one-half or more of all of the directors, one additional point will be added to the total score.]   | Currently, the status remains unchanged.   |
| 2.9             |                       |    | Has the company adopted succession planning for board members and key executives, and disclosed the operational status of such planning on its website and in its annual report?   | Currently, none has been established.  |
| 2.14            |                       |    | Did the company have any functional committees other than statutorily required committees, and did such functional committees have not less than three members, with at least half of the members being independent directors, and did the company disclose the organization, functions, and operations of such committees?  | Currently, there are no functional committees other than those required by law.                                |
| 2.23            |                       |    | Have the rules adopted by the company for assessing the performance of the board of directors been passed by the board, with the express requirement that an external assessment be carried out at least once every three years, and has it furthermore carried out the assessment within the time limit under its rules, and disclosed the implementation status and assessment results on its website or in its annual report? | The Company's “Board Performance Evaluation Measures” have not yet specified an external evaluation.           |
| 3.4             |                       |    | Did the company file its annual financial reports within 2 months from the end of the fiscal year?   | Currently, the status remains unchanged.   |
| 3.13            |                       |    | Did the company disclose the remuneration details of each director and supervisor in its annual report?  | Currently, it is not disclosed.  |
| 3.21            |                       |    | Did the company voluntarily disclose in the annual report the individual remuneration details of the general manager (chief executive officer) and assistant general manager(s)?   | Currently, it is not disclosed.  |
| 4.23            |                       |    | Did the company disclose its policy on the connection between senior managerial officer remuneration and ESG-related performance assessment?   | Currently, it is not disclosed.  |

Note 1 : External Auditor Independence Evaluation Standards

| Item Evaluated  | Evaluation Finding | Complies with Independence |
|---|--------------------|----------------------------|
| 1. Does the external auditor have direct or material indirect financial interest in PEC?  | No                 | Yes                        |
| 2. Does the external auditor have loans or guarantees with PEC or PEC directors?  | No                 | Yes                        |
| 3. Does the external auditor have a close business relationship or a potential employment relationship with PEC?  | No                 | Yes                        |
| 4. Has the external auditor or a member of the audit team been a director, a manager of PEC or been employed by PEC within the last two years in a position to exert significant influence over the subject matter of the engagement? | No                 | Yes                        |
| 5. Does the external auditor provide any non-audit services which if performed for PEC would affect directly a material item of the audit engagement?   | No                 | Yes                        |
| 6. Does the external auditor promote or broker shares for PEC or other securities issued by PEC?  | No                 | Yes                        |
| 7. Does the external auditor serve as an advocate or representative for PEC with third parties in the event of conflict?  | No                 | Yes                        |
| 8. Does the external auditor have family ties with anyone who is a director, manager, or officer of with PEC or any personnel who is in a position to exert significant influence over the subject matter of the engagement?          | No                 | Yes                        |
| 9. Does the external auditor provide and report Audit Quality Indicators (AQIs) to the Company's Audit Committee, the company uses this indicator as a reference for the assessment of the accountant's qualifications?               | Yes                | Yes                        |

Note 3: Further education of head of corporate governance in 2024

| Date       | Organizer                               | Course   | Education hours | Total education hours |
|------------|---|--|-----------------|-----------------------|
| 2024/03/12 | Taiwan Corporate Governance Association | International Trends and Experience Sharing on Corporate Integrity Management and High-Level Accountability System | 3               | 15                    |
| 2024/04/25 | Taiwan Institute of Directors           | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War)                                       | 3               |                       |
| 2024/08/02 | Taiwan Institute of Directors           | Corporate Governance Officer Compliance Practices  | 3               |                       |
| 2024/09/06 | Taiwan Corporate Governance Association | 2024 Insider Trading Prevention Seminar  | 3               |                       |
| 2024/10/26 | Taiwan Institute of Directors           | Digital Innovation and Sustainable Transformation: Building Smart Enterprises                                      | 3               |                       |

Note 4 : The aspects that concern stakeholders and the methods of stakeholder engagement are tabulated below :

| Stakeholders            | Aspects concerned   | Frequency and method of communication   |
|-------------------------|---|---|
| Capital providers       | <ul style="list-style-type: none"> <li>• Economic performance</li> <li>• Ethical management</li> <li>• Food safety</li> <li>• Operational environmental 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 reports</li> <li>• Official website information disclosed</li> <li>• Contact<br/>Investor Relations Department : Mr. Fang<br/>TEL : 06-253-6789 ext. 6510<br/>Corporate Relations Management Team: Mrs.Wu<br/>TEL : 886-2-8789-6888 EXT:2536</li> </ul>   |
| Customers and Consumers | <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 customer@mail.pec.com.tw</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 safety and health</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 and ESG reports</li> <li>• President's mailbox</li> <li>• Internal food safety hotline</li> <li>• Contact Us<br/>Human resources e-mail : <a href="mailto:hr@mail.pec.com.tw">hr@mail.pec.com.tw</a></li> </ul> |
| Suppliers               | <ul style="list-style-type: none"> <li>• Food safety</li> <li>• Ethical management</li> <li>• Occupational safety and health</li> </ul>   | <ul style="list-style-type: none"> <li>• Communication meetings from time to time/ Irregular audit and guidance</li> <li>• Evaluation, plant visit and guidance mechanism/ audit management</li> <li>• e-Procurement system announcement</li> <li>• Supplier grievance channels</li> <li>• Regularly announce ESG reports</li> <li>• Reporting E-mail for ethical violations<br/><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></li> </ul>   |
| Government              | <ul style="list-style-type: none"> <li>• Corporate governance</li> <li>• Ethical management</li> <li>• Operational environmental management</li> <li>• Food safety</li> <li>• Occupational safety and health</li> <li>• Climate Change</li> </ul> | <ul style="list-style-type: none"> <li>• Regular compliance audits</li> <li>• Support for philanthropic activities/initiatives</li> <li>• Assistance 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>   |



| Stakeholders           | Aspects concerned  | Frequency and method of communication  |
|------------------------|--|--|
| Public interest groups | <ul style="list-style-type: none"> <li>• Ethical management</li> <li>• Nutrition and health</li> <li>• Community public 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 reports/Uni-President Monthly magazine/Foundation website and annual reports</li> <li>• Contacts of the Uni-President Social Welfare Charity Foundation<br/>TEL:06-2536789 EXT 8323 Email:ray@mail.pec.com.tw</li> <li>• Contacts of the Taiwan Millennium 8Health Foundation<br/>TEL:02-8786996<br/>E-Mail: healthinfo@1000-love.org</li> </ul> |
| Certifying units       | <ul style="list-style-type: none"> <li>• Food safety</li> <li>• Packaging Material Management</li> <li>• Operational environmental management</li> </ul> | <ul style="list-style-type: none"> <li>• Regular compliance audits</li> <li>• Regular communication meetings</li> <li>• Audit management</li> <li>• Greenhouse gas inventory verification</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>• Participation in external ratings</li> <li>• Participate in research projects/seminars</li> <li>• Official website/brand marketing network communication</li> <li>• Regular release of ESG report</li> <li>• Consumer Service hotline and Email</li> </ul>  |

Note 5 : Director Continuing Education in 2024

| Name           | Dates      | Organizer                     | Course Name  | Time | Total |
|----------------|------------|-------------------------------|--|------|-------|
| Chih-Hsien Lo  | 2024/04/25 | Taiwan Institute of Directors | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War)                           | 3    | 9     |
|                | 2024/10/24 | Taiwan Institute of Directors | Trends in the Development of the Generative AI Industry  | 3    |       |
|                | 2024/12/03 | Taiwan Institute of Directors | Observation of Political and Economic Risks Across the Taiwan Strait Amid U.S.-China Strategic Rivalry | 3    |       |
| Shiow-Ling Kao | 2024/04/25 | Taiwan Institute of Directors | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War)                           | 3    | 6     |
|                | 2024/10/24 | Taiwan Institute of Directors | Trends in the Development of the Generative AI Industry  | 3    |       |
| Jui-Tien Huang | 2024/04/25 | Taiwan Institute of Directors | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War)                           | 3    | 6     |
|                | 2024/10/24 | Taiwan Institute of Directors | Trends in the Development of the Generative AI Industry  | 3    |       |

| Name           | Dates      | Organizer                               | Course Name  | Time | Total |
|----------------|------------|---|--|------|-------|
| Chung-Ho Wu    | 2024/04/25 | Taiwan Institute of Directors           | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War) | 3    | 15    |
|                | 2024/05/07 | Taiwan Institute of Directors           | Retail and Distribution Industry Management and Outlook                      | 3    |       |
|                | 2024/05/08 | Taiwan Corporate Governance Association | ESG-Related Legal Issues for Board Consideration                             | 3    |       |
|                | 2024/08/05 | Taiwan Corporate Governance Association | Development Trends of Sustainability Reporting                               | 3    |       |
|                | 2024/08/07 | Taiwan Institute of Directors           | Global Economic Outlook  | 3    |       |
| Ping-Chih Wu   | 2024/04/25 | Taiwan Institute of Directors           | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War) | 3    | 6     |
|                | 2024/05/08 | Taiwan Corporate Governance Association | ESG-Related Legal Issues for Board Consideration                             | 3    |       |
| Chung-Shen Lin | 2024/10/24 | Taiwan Institute of Directors           | Trends in the Development of the Generative AI Industry                      | 3    | 6     |
|                | 2024/10/24 | Taiwan Institute of Directors           | Trends in the Development of the Generative AI Industry                      | 3    |       |
| Pi-Ying Cheng  | 2024/04/25 | Taiwan Institute of Directors           | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War) | 3    | 12    |
|                | 2024/05/07 | Taiwan Institute of Directors           | Retail and Distribution Industry Management and Outlook                      | 3    |       |
|                | 2024/08/07 | Taiwan Institute of Directors           | Global Economic Outlook  | 3    |       |
|                | 2024/10/24 | Taiwan Institute of Directors           | Trends in the Development of the Generative AI Industry                      | 3    |       |
| Po-Ming Hou    | 2024/04/25 | Taiwan Institute of Directors           | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War) | 3    | 18    |
|                | 2024/05/07 | Taiwan Institute of Directors           | Retail and Distribution Industry Management and Outlook                      | 3    |       |
|                | 2024/05/08 | Taiwan Corporate Governance Association | ESG-Related Legal Issues for Board Consideration                             | 3    |       |
|                | 2024/08/05 | Taiwan Corporate Governance Association | Development Trends of Sustainability Reporting                               | 3    |       |
|                | 2024/08/07 | Taiwan Institute of Directors           | Global Economic Outlook  | 3    |       |
|                | 2024/10/24 | Taiwan Institute of Directors           | Trends in the Development of the Generative AI Industry                      | 3    |       |

| Name            | Dates      | Organizer                     | Course Name  | Time | Total |
|-----------------|------------|-------------------------------|--|------|-------|
| Po-Yu Hou       | 2024/04/25 | Taiwan Institute of Directors | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War) | 3    | 12    |
|                 | 2024/05/07 | Taiwan Institute of Directors | Retail and Distribution Industry Management and Outlook                      | 3    |       |
|                 | 2024/08/07 | Taiwan Institute of Directors | Global Economic Outlook  | 3    |       |
|                 | 2024/10/24 | Taiwan Institute of Directors | Trends in the Development of the Generative AI Industry                      | 3    |       |
| Chang-Sheng Lin | 2024/04/25 | Taiwan Institute of Directors | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War) | 3    | 6     |
|                 | 2024/10/24 | Taiwan Institute of Directors | Trends in the Development of the Generative AI Industry                      | 3    |       |
| Ming-Hui Chang  | 2024/04/25 | Taiwan Institute of Directors | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War) | 3    | 6     |
|                 | 2024/10/24 | Taiwan Institute of Directors | Trends in the Development of the Generative AI Industry                      | 3    |       |
| Wei-Yung Tsung  | 2024/04/25 | Taiwan Institute of Directors | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War) | 3    | 6     |
|                 | 2024/10/24 | Taiwan Institute of Directors | Trends in the Development of the Generative AI Industry                      | 3    |       |
| Chun-Jen Chen   | 2024/04/25 | Taiwan Institute of Directors | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War) | 3    | 6     |
|                 | 2024/10/24 | Taiwan Institute of Directors | Trends in the Development of the Generative AI Industry                      | 3    |       |
| Lee-Feng Chien  | 2024/04/25 | Taiwan Institute of Directors | Global Economic Outlook (Inflation, Interest Rate Policies, Green Trade War) | 3    | 6     |
|                 | 2024/10/24 | Taiwan Institute of Directors | Trends in the Development of the Generative AI Industry                      | 3    |       |

### 2.3.5 Composition, responsibilities, and operation of the Remuneration Committee

#### 1. Information Regarding Remuneration Committee

| Position<br>(註1)     | Item           | The professional qualifications and work experience | Independence | Number of Remuneration Committee memberships held in other public companies |
|----------------------|----------------|---|--------------|---|
|                      | Name           |   |              |   |
| Independent Director | Chun-Jen Chen  | (Note)  | (Note)       | 1   |
| Independent Director | Ming-Hui Chang | (Note)  | (Note)       | 2   |
| Independent Director | Wei-Yung Tsung | (Note)  | (Note)       | 0   |
| Independent Director | Lee-Feng Chien | (Note)  | (Note)       | 1   |

(Note) Please refer to page 18 of this annual report for the qualifications, experience, and independence status of independent directors.

#### 2. Operation Information of the Remuneration Committee

(1) UPEC's Remuneration Committee is composed of four members. The Company's Remuneration Committee faithfully performs the following duties and submits the proposed recommendations to the board for discussion.

- Establish and periodically review policies, systems, standards, and structures for the performance evaluation and salary compensation of directors and executives.
- Periodically evaluate and establish salary compensation for directors and executives.

(2) The term of office for current members runs from 8 June 2022 through 30 May 2025. As of publication of the Annual Report, there had been a total of two(A) meetings of the Remuneration Committee over the past fiscal year. Member attendance is detailed below:

| Title             | Name           | Meetings Attended Personally (B) | Meetings Attended by Proxy | Personal Attendance Rate (B/A) | Remark |
|-------------------|----------------|----------------------------------|----------------------------|--------------------------------|--------|
| Convener & member | Chun-Jen Chen  | 2                                | 0                          | 100%                           |        |
| Member            | Ming-Hui Chang | 2                                | 0                          | 100%                           |        |
| Member            | Wei-Yung Tsung | 2                                | 0                          | 100%                           |        |
| Member            | Lee-Feng Chien | 2                                | 0                          | 100%                           |        |

Other issues to be noted:

- There has not been any instance of the Board rejecting or amending a Remuneration Committee proposal. Also, there have not been any recorded instances of Remuneration Committee members opposing or reserving opinion on any decision by the Board.
- UPEC did not have a case in which a member of the Remuneration Committee recorded or submitted a written statement in opposition or reserving opinion on a resolution decided upon by the committee

(3) Resolutions decided upon by the Remuneration Committee during the most recent year and as of the date of publication of the Annual Report:

| Term   | Contents  | The opinions of all members:           | The Company's response to the Remuneration Committee's opinion:                                 |
|--|---|--|---|
| 2024.03.05<br>(4 <sup>th</sup> Meeting in the fifth Session) | <ol style="list-style-type: none"> <li>Minutes of the proceedings of the previous meeting and status of implementation.</li> <li>Explanation on the Compensation Report for Company Executives in 2023, and the Relationship between Salary Upper and Lower Limits and Salary Determination.</li> <li>The report about self-evaluation of performance of the Board, Board Members, Board and the functional committee of 2023.</li> <li>The distribution of directors' remuneration of 2023.</li> </ol> | The proposal was approved as proposed. | Remuneration committee's opinion shall be raised at the Company's Board meeting for discussion. |
| 2024.11.05<br>(5 <sup>th</sup> Meeting in the fifth Session) | <ol style="list-style-type: none"> <li>Minutes of the proceedings of the previous meeting and status of implementation.</li> <li>The market wage report for directors and managerial officers of 2023.</li> <li>Set the 2025 meeting schedule of the compensation committee.</li> <li>Report on Salary and Compensation Standards for Newly Appointed Executives.</li> <li>Report of the revision of "Organizational Regulations of the Compensation Committee"</li> </ol>                              | Acknowledged                           | To be reported to the Board of Directors  |

### 2.3.6 Fulfillment of ESG and Deviations from the “ Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies

| Evaluation Item   | Implementation Status |    |   | Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons |
|---|-----------------------|----|---|---|
|   | Yes                   | No | Abstract Explanation  |   |
| 1. Does the company establish exclusive (or concurrently) dedicated first-line managers authorized by the board to be in charge of proposing the ESG policies and reporting to the board?                                     | ✓                     |    | <p>The Company follows the various plans and objectives announced in “Sustainable Development Best Practice” and gradually implement them within the company. The “corporate social responsibility (CSR) committee” was officially established in 2017 and renamed as “the ESG Committee” in 2022. It is chaired by the president and convened by the head of the finance group. The organization is divided into five major functional groups, each led by a senior executive from a different field. The committee regularly convenes the five group leaders to review the implementation of sustainable development work and establish future sustainable work priorities and goals. The five functional groups operate separately according to the policies and indicators established by the committee, each developing corresponding plans and projects. They are also required to regularly monitor and track progress and report to the the ESG Committee.</p> <p>The ESG Committee is the central organization for company’s sustainable development. Externally, the committee reviews the ESG reports and identifies sustainable issues of concern to stakeholders. Responding to stakeholders is the foundation of our company’s sustainable development, and the communication status with stakeholders is scheduled to be reported to the Board of Directors in May 2025; internally, it formulates corporate sustainability policies, key performance indicators for each functional group, goals, plans, and reviews implementation performance. In addition to regular operations, the Committee tracks 17 sustainable management indicators across five aspects (product research and development management, environmental management, food safety management, sustainable procurement management, and occupational safety management) every quarter and monitors their implementation progress. For details on the sustainable management indicators, please refer to the ESG Report.</p> <p>In 2024, the Committee reported four times on sustainability-related matters to the board of directors, including: greenhouse gas inventory and verification planning implementation; review of the implementation status and key performance of sustainability work in that year, as well as future work plan; the establishment of an IFRS Sustainability Disclosure Standards Task Force and related matters. 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 listened to the opinions of the Board of Directors to strengthen adjustment items.</p> | None  |
| 2. Does the Company follow materiality principle to conduct risk assessment for environmental, social and corporate governance topics related to company operation, and establish risk management related policy or strategy? | ✓                     |    | <p>The main period for the data in this report is from Jan.1, 2024 to Dec.31, 2024. The scope of the data is mainly focused on Uni-President’s business in Taiwan, including the 5 general factories in Yongkang, Sinshi, Taichung, Yangmei, Zhongli and Hukou.</p> <p>The ESG committee conducts analysis based on the material principal of substantially report and establishes a systematic process to identify major stakeholders and sustainability issues, including reviewing major issues of the food industry at home and abroad, the impact of the value chain, and integrating relevant data of various departments to assess the significant ESG issues, formulate risk management policies for effective identification, measurement, monitoring and control, and take specific action plans to reduce the impact of the related risk. Based on the assessed risks, relevant risk management policies or strategies are formulated as Note 1.</p>   | None  |

| Evaluation Item   | Implementation Status |    |   | Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons |
|---|-----------------------|----|---|---|
|   | Yes                   | No | Abstract Explanation  |   |
| 3. Environmental Topic<br>(1) Has the Company set an environmental management system designed to industry characteristics?                              | ✓                     |    | All factories of the Company establish environmental management systems in accordance with ISO 14001 and continue to pass third-party verification, and conduct annual greenhouse gas inventory in accordance with ISO14064-1 specifications, track emission reduction results and disclose them in the sustainability report and the Company's website publicly. ( <a href="https://www.uni-president.com.tw">https://www.uni-president.com.tw</a> )<br>Some major subsidiaries, such as President Chain Store Corporation and Ton Yi Industrial Corp. have also implemented ISO 14001 to establish environmental management systems; however, not all subsidiaries have done so.  | None  |
| (2) Is the Company committed to improving resource efficiency and to the use of renewable materials with low environmental impact?                      | ✓                     |    | 1. Reducing energy consumption is the primary task for carbon reduction in enterprises, which includes replacing fuel oil with low-pollution natural gas and implementing energy-saving projects annually. These projects involve equipment replacement and renovation, equipment parameter optimization, production process control, and other measures. In 2024, the focus of energy-saving projects in each plant of the company was on replacing chillers and improving system operations. Uni-President implements energy management by setting energy-saving targets for each plant. In 2024, the average energy-saving rate in each plant reached 2.17%. In the future, Uni-President will continue to strengthen energy-saving rate management for each plant. In 2024, the average electricity-saving rate across all main factories reached 2.17%, with a total electricity reduction of 8.22 million kilowatt-hours, a natural gas reduction of 1.83945 million cubic meters, and water savings of 1.42 million liters. Uni-President Enterprises will continue to strengthen the management of electricity-saving rates for all main factories.<br>2. We continued to purchase paper packaging materials certified by the FSC TM (Forest Stewardship Council) in the production of aluminum foil for the “MineShine” series and the “Try It!” series. The ratio of FSC TM procurement amount accounted for 46.39% of the total procurement amount of paper packaging materials in 2024. | None  |
| (3) Does the Company evaluate current and future climate change potential risks and opportunities and take measures related to climate related topics ? | ✓                     |    | 1. The Company's climate change governance framework is overseen by the General Manager, who supervises the Sustainability Development Committee in managing related issues. Under the committee, various working groups are responsible for issue management and impact assessment. The committee reports annually to the Board of Directors on the implementation status of different functional groups. Additionally, cross-departmental teams such as the Energy Management Team and Product Groups assess short-, medium-, and long-term risks and opportunities related to climate change. These include immediate and long-term physical risks as well as transition risks associated with policies, products, technology, and reputation. The company actively addresses key issues such as product regulations, climate-related policies and legal requirements, extreme weather events (e.g., typhoons, floods), raw material supply resilience, resource efficiency improvement, and stakeholder concerns. Measures such as promoting product development, setting energy-saving, carbon reduction, and waste reduction targets, and enhancing source safety management are implemented to mitigate the negative impact of climate change on the Company.  | None  |

| Evaluation Item   | Implementation Status  |   |  | Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons |                        |   |      |       |      |      |       |      |      |
|---|------------------------|---|--|---|------------------------|---|------|-------|------|------|-------|------|------|
|   | Yes                    | No  | Abstract Explanation   |   |                        |   |      |       |      |      |       |      |      |
|   |                        |   | <p>2. Following the recommendations of the Financial Stability Board's (FSB) Task Force on Climate-related Financial Disclosures (TCFD), the Company evaluates climate change risks and opportunities. A comprehensive reassessment is conducted every three years, with annual reviews and updates. In 2024, after reviewing industry and issue developments, it was determined that the food manufacturing industry has not encountered new emerging climate risks or opportunities beyond those identified in the 2020 assessment.</p> <p>3. The company acknowledges that it cannot remain unaffected by the challenges posed by climate change. In addition to actively implementing energy-saving and carbon-reduction measures at its facilities, the company is committed to strengthening climate risk management mechanisms. This includes conducting holistic assessments and reviews of climate change impacts and formulating governance strategies for the short, medium, and long term to address the challenges brought by climate change. The Company's assessment of climate-related risks and opportunities has been disclosed in its ESG Report and on its official website: <a href="https://www.uni-president.com.tw">https://www.uni-president.com.tw</a>.</p>  | None  |                        |   |      |       |      |      |       |      |      |
| (4) Does the Company collect data for greenhouse gas emissions, water usage and waste quantity in the past two years, and set energy conservation, greenhouse gas emissions reduction, water usage reduction and other waste management policies? | ✓                      |   | <p>The total greenhouse gas emissions, water usage, and total waste weight for the past two years.</p> <p>(1) The results of the Company's greenhouse gas inventory, assurance status, reduction policies are listed on page 80 of this annual report under “Greenhouse Gas Inventory and Assurance Status, Reduction Targets, Strategies, and Specific Action Plans” .</p> <p>(2) Water withdrawal over the past two years<br/>Unit: thousand cubic meters</p> <table><tr><th>Year</th><th>Total water withdrawal</th><th>Water withdrawal intensity (thousand cubic meters / \$10 million)</th></tr><tr><td>2023</td><td>4,318</td><td>0.89</td></tr><tr><td>2024</td><td>4,647</td><td>0.90</td></tr></table> <p>(a) The Company approaches water resource management from the perspectives of increasing sources, reducing consumption, and emergency response. It follows a hierarchical management system established by the Energy Management Team to manage water resources. Regular meetings are held to discuss water resource-related issues, formulate policies, review water-saving performance, and advocate water-saving concepts through various means such as posters, slogans, and educational programs, integrating water-saving concepts into every detail of planning, design, production, and office life.</p> <p>(b) Management Policies for Water Resources:</p> <p>(1) Control water balance and water recycling rates based on issues related to water consumption fees from the Ministry of Economic Affairs, Water Resources Agency. Monthly consolidation of water resource usage at each plant is analyzed and compared, with an annual target set to ensure water withdrawal intensity is below 1.00 kWh/ million NT dollars.</p> | Year  | Total water withdrawal | Water withdrawal intensity (thousand cubic meters / \$10 million) | 2023 | 4,318 | 0.89 | 2024 | 4,647 | 0.90 | None |
| Year  | Total water withdrawal | Water withdrawal intensity (thousand cubic meters / \$10 million) |  |   |                        |   |      |       |      |      |       |      |      |
| 2023  | 4,318                  | 0.89  |  |   |                        |   |      |       |      |      |       |      |      |
| 2024  | 4,647                  | 0.90  |  |   |                        |   |      |       |      |      |       |      |      |



| Evaluation Item | Implementation Status  |                            |   | Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and Reasons |                        |                            |       |  |      |   |        |        |      |      |   |        |        |      |      |
|-----------------|------------------------|----------------------------|---|---|------------------------|----------------------------|-------|--|------|---|--------|--------|------|------|---|--------|--------|------|------|
|                 | Yes                    | No                         | Abstract Explanation  |   |                        |                            |       |  |      |   |        |        |      |      |   |        |        |      |      |
|                 |                        |                            | <p>(2) Implementation of water-saving projects in production plants, such as projects for recycling process cleaning water and improving process cooling water consumption.</p> <p>(3) Monitoring of water resource usage at each plant and water situation information in various regions.</p> <p>(4) Management and monitoring of wastewater discharge water quality targets.</p> <p>(5) Establishment of a water emergency response team and development of water restriction contingency plans.</p> <p>(6) In 2024, the Metal Industries Research &amp; Development Centre conducted an external audit to verify the water recycling rates for 2023 at the Sinshi and Yangmei facilities. The verification results are as follows:</p> <ul style="list-style-type: none"> <li>• Sinshi:<br/>Water intake: 4,950.8 CMD (tap water: 4,136.8 CMD, groundwater: 0.4 CMD, contracted irrigation water: 813.6 CMD), R2 water recycling rate: 74.48%</li> <li>• Yangmei:<br/>Water intake: 4,373.8 CMD (tap water: 4,006.8 CMD, groundwater: 367 CMD), R2 water recycling rate: 84.93%</li> </ul> <p>Note: The R2 water recycling rate excludes the recirculating water volume within cooling towers.</p> <p>(7) In 2023, the Industrial Technology Research Institute (ITRI) conducted an external audit of the 2022 water recycling rates at the Xinshi and Yangmei sites. The audit results are as follows:</p> <ol style="list-style-type: none"> <li>1. Sinshi: Water intake of 4,701.9 CMD, R2 water recycling rate: 81.7%</li> <li>2. Yangmei: Water intake of 4,178.0 CMD, R2 water recycling rate: 86.3%</li> </ol> <p>Note: The R2 water recycling rate excludes the volume of recirculated water within the cooling towers.</p> <p>(3) The amount of waste generated in the two years</p> <p style="text-align: right;">Unit : Metric tons</p> <table> <tr> <th>Year</th><th>Hazardous waste volume</th><th>Non-hazardous waste volume</th><th>Total</th><th>Waste intensity (Metric tons/\$10 million)</th></tr> <tr> <td>2023</td><td>2</td><td>40,957</td><td>40,959</td><td>8.43</td></tr> <tr> <td>2024</td><td>2</td><td>43,354</td><td>43,356</td><td>8.50</td></tr> </table> <p>(a) Waste Management Policy: Actively promoting a circular economy mindset and setting key performance indicators (KPIs) for waste reuse. Each year, a waste recycling rate target of over 95% is established, with a focus on resource utilization of soybean pulp, tea residue, sludge, and other materials.</p> <p>(b) Environmental Benefits of Biogas Power Generation: We completed the installation of the first biogas power generation system at the Sinshi plant in September 2022. This system collects methane produced from the wastewater treatment</p> | Year  | Hazardous waste volume | Non-hazardous waste volume | Total | Waste intensity (Metric tons/\$10 million) | 2023 | 2 | 40,957 | 40,959 | 8.43 | 2024 | 2 | 43,354 | 43,356 | 8.50 | None |
| Year            | Hazardous waste volume | Non-hazardous waste volume | Total   | Waste intensity (Metric tons/\$10 million)  |                        |                            |       |  |      |   |        |        |      |      |   |        |        |      |      |
| 2023            | 2                      | 40,957                     | 40,959  | 8.43  |                        |                            |       |  |      |   |        |        |      |      |   |        |        |      |      |
| 2024            | 2                      | 43,354                     | 43,356  | 8.50  |                        |                            |       |  |      |   |        |        |      |      |   |        |        |      |      |

| Evaluation Item  | Implementation Status   |    |  | Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons |                             |  |  |  |   |  |   |      |
|--|---|----|--|---|-----------------------------|--|--|--|---|--|---|------|
|  | Yes   | No | Abstract Explanation   |   |                             |  |  |  |   |  |   |      |
|  |   |    | <p>process for power generation. In 2024, the generated electricity reached 558,337 kWh, which was sold back to Taiwan Power Company, generating revenue of TWD 3.75 million. The estimated power generation for 2025 is expected to reach 559,000 kWh, with projected revenue of TWD 3.80 million.</p> <p>(c) In 2024, solar power generation facilities with capacities of 2.05 MW at the Sinshi Logistics Park, 0.35 MW at the Xinshi Main Plant, and 0.16 MW at the Yangmei Main Plant were installed. The related infrastructure construction and other capital expenditures totaled approximately NT\$103.9 million, generating 126,000 kWh of solar power (saving approximately NT\$633,800).</p> <p>(d) In 2024, an investment of NT\$18.3 million was made in energy-saving equipment such as chilled water units and magnetic levitation motors, resulting in electricity savings of 8.22 million kWh (saving approximately NT\$28,520,400).</p>   | None  |                             |  |  |  |   |  |   |      |
| 4. Social Topic<br>(1) Does the Company set policies and procedures in compliance with regulations and internationally recognized human rights principles? | ✓   |    | <p>The Company strictly adheres to relevant labor regulations, supports and complies with internationally recognized human rights norms and principles such as the Universal Declaration of Human Rights, the United Nations Global Compact, and the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work. We enact the “ Human Rights Policy of Uni-President Enterprise Co., Ltd. “ and publish it on our company website to declare our commitment to eliminating any actions that violate human rights. Furthermore, we continuously enhance and improve the management of human rights-related issues. The specific plans and measures including but not limited to the following :</p> <table><tr><th>Human Rights Policy</th><th>Specific plans and measures</th></tr><tr><td>Provide a safe and healthy working environment</td><td>Please refer to the relevant explanation on page 162, regarding the "Protective measures and their implementation for employees' personal safety and working environment" in the section on labor relations.</td></tr><tr><td>We adhere to the labor laws and prohibit forced labor.</td><td>Specific requirements include restrictions on child labor employment, implementation of a leave system, encouragement of work-life balance among colleagues, assistance for employees to maintain physical and mental health, and a minimum of 0.5 hours of rest for every 4 hours of work.</td></tr><tr><td>Oppose discrimination, bullying, and harassment.</td><td>We clearly implement a performance appraisal complaint mechanism, issue a "Statement on the Prevention of Workplace Sexual Harassment" and establish measures to prevent and address sexual harassment. Through education and training, we promote gender equality.</td></tr></table> | Human Rights Policy   | Specific plans and measures | Provide a safe and healthy working environment | Please refer to the relevant explanation on page 162, regarding the "Protective measures and their implementation for employees' personal safety and working environment" in the section on labor relations. | We adhere to the labor laws and prohibit forced labor. | Specific requirements include restrictions on child labor employment, implementation of a leave system, encouragement of work-life balance among colleagues, assistance for employees to maintain physical and mental health, and a minimum of 0.5 hours of rest for every 4 hours of work. | Oppose discrimination, bullying, and harassment. | We clearly implement a performance appraisal complaint mechanism, issue a "Statement on the Prevention of Workplace Sexual Harassment" and establish measures to prevent and address sexual harassment. Through education and training, we promote gender equality. | None |
| Human Rights Policy  | Specific plans and measures   |    |  |   |                             |  |  |  |   |  |   |      |
| Provide a safe and healthy working environment   | Please refer to the relevant explanation on page 162, regarding the "Protective measures and their implementation for employees' personal safety and working environment" in the section on labor relations.  |    |  |   |                             |  |  |  |   |  |   |      |
| We adhere to the labor laws and prohibit forced labor.   | Specific requirements include restrictions on child labor employment, implementation of a leave system, encouragement of work-life balance among colleagues, assistance for employees to maintain physical and mental health, and a minimum of 0.5 hours of rest for every 4 hours of work. |    |  |   |                             |  |  |  |   |  |   |      |
| Oppose discrimination, bullying, and harassment.   | We clearly implement a performance appraisal complaint mechanism, issue a "Statement on the Prevention of Workplace Sexual Harassment" and establish measures to prevent and address sexual harassment. Through education and training, we promote gender equality.                         |    |  |   |                             |  |  |  |   |  |   |      |

| Evaluation Item  | Implementation Status  |                     |   | Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons |                             |  |  |      |
|--|--|---------------------|---|---|-----------------------------|--|--|------|
|  | Yes  | No                  | Abstract Explanation  |   |                             |  |  |      |
| (2) Has the Company established appropriately managed employee welfare measures (include salary and compensation, leave and others), and link operational performance or achievements with employee salary and compensation? | ✓  |                     | <table> <tr> <th>Human Rights Policy</th> <th>Specific plans and measures</th> </tr> <tr> <td>For suppliers and their upstream suppliers, we require the development of management policies and procedures in accordance with the relevant laws and international human rights conventions listed above.</td> <td>Please refer to page 74 of the annual report for an explanation of whether the Company has established supplier management policies that require suppliers to comply with relevant regulations on environmental protection, occupational safety and health, labor rights, and their implementation status.</td> </tr> </table> <p>In addition, a total of 695 colleagues received human rights training for the first time in 2024. In the future, we will continue to pay attention to human rights issues and provide relevant education and training to enhance awareness of human rights protection and reduce the possibility of related risks.</p>  | Human Rights Policy   | Specific plans and measures | For suppliers and their upstream suppliers, we require the development of management policies and procedures in accordance with the relevant laws and international human rights conventions listed above. | Please refer to page 74 of the annual report for an explanation of whether the Company has established supplier management policies that require suppliers to comply with relevant regulations on environmental protection, occupational safety and health, labor rights, and their implementation status. | None |
|  |  | Human Rights Policy | Specific plans and measures   |   |                             |  |  |      |
| For suppliers and their upstream suppliers, we require the development of management policies and procedures in accordance with the relevant laws and international human rights conventions listed above.                   | Please refer to page 74 of the annual report for an explanation of whether the Company has established supplier management policies that require suppliers to comply with relevant regulations on environmental protection, occupational safety and health, labor rights, and their implementation status. |                     |   |   |                             |  |  |      |
|  |  |                     | <p>The Company has established appropriately managed employee welfare measures (include salary and compensation, leave and others), and link operational performance or achievements with employee salary and compensation</p> <p>1. Employee Compensation Policy :</p> <p>The reward which company offers to the employees for the services rendered is measured based on the level of employees' contribution and value to the Company, and the market averages. It has a positive correlation with the performance of the company's business. It mainly includes basic salary, bonus and fringe benefits. Basic salary is assessed by taking into account of the market averages and issued to the employees; the bonus is considered with each individual and divisional achievement or entire company's performance.</p> <p>2. leave system:</p> <p>We implement a comprehensive leave system in accordance with labor laws and regulations. This policy is included in the “Work Rules” and announced to colleagues for their awareness °</p> <p>3. Welfare Measures:</p> <p>In accordance with legal regulations and considering the needs of employees, we design a range of benefits that employees can enjoy, including employee dormitories, parking lots, lactation rooms, affordable dining options, arranging employee health check-ups, profit-sharing schemes, etc., to ensure that employees have comprehensive welfare systems (such as marriage subsidies, child education subsidies, retirement bonuses, funeral subsidies, maternity and paternity leave, childcare leave, paternity leave, etc.). In cases where colleagues encounter situations such as childbirth, major illnesses, or significant accidents that require an extended period of leave, they can also apply for unpaid leave to balance personal and family care needs.</p> <p>4. Retirement system: In compliance with labor standards act and labor pension act, the Company designed employee retirement system to provide relevant issues about retirement, including the qualification of applicants involving employees who have worked over 15 years and reached age 55, over 10 years and reached age 60, and over 25 years, and contribution at minimum 6% of</p> | None  |                             |  |  |      |

| Evaluation Item               | Implementation Status   |    |   | Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies” and Reasons |                         |                               |        |                     |       |      |
|-------------------------------|-------------------------|----|---|---|-------------------------|-------------------------------|--------|---------------------|-------|------|
|                               | Yes                     | No | Abstract Explanation  |   |                         |                               |        |                     |       |      |
|                               |                         |    | <p>employees’ monthly salary into the pension account based on employees’ insurance level, as well as organization of pension supervisory committee to oversee the contribution and disbursement of the pension. Implementation of the retirement system in 2024, please refer to page 162 of the annual report for details.</p> <p>5. Workplace Diversity and Equality:</p> <p>The company is committed to providing employees with a respectful and safe working environment, implementing fairness in diversity, compensation, and promotion opportunities. We ensure that employees are not discriminated against, harassed, or treated unfairly due to race, gender, religion, age, political affiliation, or any other conditions protected by applicable laws and regulations.</p> <p>Our company values employee diversity and has exceeded the legally required employment of persons with disabilities. The number of employees with disabilities is 1.55 times the requirement under the People with Disabilities Rights Protection Act (legally required: 58; actual: 90). According to regulations, each severely disabled employee counts as two. Additionally, in 2024, Indigenous employees accounted for 0.42% of the total workforce, and we also employ foreign nationals. We respect their cultural customs and have never had any incidents violating their labor rights or human rights.</p> <p>• Employee Ethnicity Metrics</p> <table> <tr> <th>Category</th> <th>percentage of employees</th> </tr> <tr> <td>Republic of China nationality</td> <td>93.22%</td> </tr> <tr> <td>foreign nationality</td> <td>6.78%</td> </tr> </table> <p>The Company adopts the principle of equal pay for equal work and equal promotion opportunities regardless of gender. We believe in placing the right person in the right job, regardless of their gender, and women also have the opportunity to be promoted to management positions. In 2024, the average proportion of female employees was 38.04%, and the proportion of women in mid-level and above management positions was 30.96%.</p> <p>6. Collective Agreement :</p> <p>Based on our respect for and concern about labor rights, we actively engage in negotiations with the labor union through various channels with an open and proactive attitude, fully communicating on various labor-management issues. Since the establishment of our company’s labor union, we have been committed to formalizing the negotiation outcomes. With this in mind, the formulation of the “Collective Agreement” is a shared goal of both labor and management, aiming to stabilize labor relations, promote harmony between labor and management, and enhance labor welfare as a top priority. After joint research and negotiation on labor-related matters and approval by the board of directors, our company and the labor union completed the renewal of the “Collective Agreement” on December 20, 2023, which will be effective from January 1, 2024 to December 31, 2026, totaling 3 years. The conclusion of the “Collective Agreement” reflects the efforts and wisdom of both parties and demonstrates our shared commitment to harmonious coexistence</p> | Category  | percentage of employees | Republic of China nationality | 93.22% | foreign nationality | 6.78% | None |
| Category                      | percentage of employees |    |   |   |                         |                               |        |                     |       |      |
| Republic of China nationality | 93.22%                  |    |   |   |                         |                               |        |                     |       |      |
| foreign nationality           | 6.78%                   |    |   |   |                         |                               |        |                     |       |      |

| Evaluation Item  | Implementation Status                                     |   |   | Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies” and Reasons |   |   |      |        |          |      |        |          |      |
|--|---|---|---|---|---|---|------|--------|----------|------|--------|----------|------|
|  | Yes   | No  | Abstract Explanation  |   |   |   |      |        |          |      |        |          |      |
|  |   |   | <p>between labor and management. We cherish the negotiation outcomes of the “Collective Agreement” and firmly believe that it will contribute to building a more stable and harmonious labor environment while promoting the sustainable development of the Company. The contents of the “Collective Agreement” cover issues such as rewards and benefits, health check-ups, safety and health, and education and training, reflecting our care for employees. Our company and the labor union, based on the spirit of labor-management autonomy and the principle of integrity, have reached consensus during the negotiation process, laying a solid foundation for establishing a more harmonious and stable labor-management relationship. In the future, we will uphold the same spirit, adhere to the concept of win-win cooperation between labor and management, and continuously optimize the channels for labor-management negotiations to achieve the common goal of sustainable business operation.</p>   | None  |   |   |      |        |          |      |        |          |      |
| (3) Does the Company provide employees with a safe and healthy working environment, with regular safety and health training? | ✓   |   | <div> <div> 1. Uni-President's Yongkang General Factory, Sinshi General Factory, Yangmei General Factory, Zhongli General Factory, Taichung General Factory and Hukou Plant were all certified by the occupational safety and health management system ISO 45001. The validity period for each plant is as follows. Yongkang General Factory 2022/12/30~2025/12/29; Sinshi General Factory 2023/1/9~2026/1/8; Taichung General Factory 2022/12/30~2025/12/29; Yangmei General Factory 2022/12/16~2025/12/15; Zhongli General Factory 2023/1/22~2026/1/21; Hukou Plant 2023/2/17~2026/2/16. The company obey and implements safety and health policies in accordance with the Occupational Safety and Health Law and related regulations to build a healthy and happy workplace. 2. Taking compliance with legal requirements, popularizing safety awareness, strengthening communication and consultation, attaching importance to risk management, preventing injuries and diseases, and continuously improving performance as the core concepts, using ISO45001 management system, integrating safety and health related issues throughout the company, proposing effective countermeasures, continuous improvement and promotion Workplace safety and hygiene education, and invest resources to optimize the intrinsic safety of machinery and equipment, strengthen occupational disease prevention, and enhance personnel safety hazard awareness, etc., to create a workplace with zero occupational hazards. Occupational Safety and Environmental Protection Education, Training, and Promotion Conducted by the Company in the Past Two Years <table> <tr> <th>Year</th> <th>Number of participants in education and training sessions</th> <th>Total person-hours spent on education and training sessions</th> </tr> <tr> <td>2023</td> <td>33,158</td> <td>79,431.0</td> </tr> <tr> <td>2024</td> <td>30,379</td> <td>75,116.0</td> </tr> </table> 3. In 2024, the Company's disability injury frequency was 0.43, severity rate was 24, and comprehensive injury index was 0.10. There was one minor injury (0.08% of the total workforce in 2024), failing to achieve the goal of zero incidents. To ensure the safety and health of employees, the Company has deliberated on </div> </div> | Year  | Number of participants in education and training sessions | Total person-hours spent on education and training sessions | 2023 | 33,158 | 79,431.0 | 2024 | 30,379 | 75,116.0 | None |
| Year   | Number of participants in education and training sessions | Total person-hours spent on education and training sessions |   |   |   |   |      |        |          |      |        |          |      |
| 2023   | 33,158  | 79,431.0  |   |   |   |   |      |        |          |      |        |          |      |
| 2024   | 30,379  | 75,116.0  |   |   |   |   |      |        |          |      |        |          |      |

| Evaluation Item | Implementation Status |    |  | Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies" and Reasons |
|-----------------|-----------------------|----|--|---|
|                 | Yes                   | No | Abstract Explanation   |   |
|                 |                       |    | <p>improvement measures and implemented them. These include enforcing equipment change management and risk assessment procedures, conducting on-site observations and confirmations, providing safety education and training for all employees, promoting awareness of occupational injury cases, and optimizing the intrinsic safety of equipment, all aimed at ensuring the safety of colleagues during work.</p> <p>4. In order to protect the hazardous chemicals in the workplace and provide employees with a healthy and comfortable working environment, the monitoring of the working environment is carried out twice a year to grasp the actual exposure of employees, and make improvements according to the results to ensure the safety and health of employees.</p> <p>5. The Company has established a comprehensive safety and health inspection procedure for the entire organization. To enhance employees' awareness of safety and health, promote self-management, prevent occupational accidents, and achieve the company's management objectives, we conduct regular three-tier inspections on occupational safety and health regulations, occupational safety and health management plans, hazardous chemical labeling and general regulations, workplace environmental facilities, machinery, equipment, and tools management; electrical equipment management, fire equipment management, and other safety and health-related matters. We track and improve audit recommendations and deficiencies, and review deficiencies at the company-wide and each plant's Occupational Safety and Health Committee meetings.</p> <p>6. In 2024, there were zero fire incidents. Here are the fire risk prevention measures implemented:</p> <ol style="list-style-type: none"> <li>Collaborated with explosion prevention experts to improve risk management and plan hazardous area layouts.</li> <li>Conducted education and training sessions on "Practical Applications of Explosion-proof Electrical Equipment and Construction" and "Fire Management Strategies."</li> <li>Established dedicated training facilities: in addition to fire extinguisher training, added training on operating fire hydrants and water hoses to enhance initial firefighting and evacuation skills.</li> <li>Conducted monthly self-inspections of fire equipment to ensure their proper functionality and clear emergency evacuation routes.</li> <li>Organized biannual emergency response drills (one in the first half and one in the second half of the year) to familiarize employees with proper evacuation concepts, acquaint them with evacuation routes in work areas, and provide training on operating fire extinguishers and fire hydrants.</li> </ol> <p>7. Concrete Measures and Implementation Results for Preventing Obesity and Metabolic Syndrome (Three Highs) among Employees:</p> <ol style="list-style-type: none"> <li>Health Education on Preventing Metabolic Syndrome: Organized health education courses on the prevention of chronic diseases related to the "Three Highs" (high blood pressure, high blood sugar, and high blood lipids). Company doctors regularly conduct health consultations with employees at risk, providing health education and care.</li> <li>Healthy Weight Management Activities:</li> </ol> | None  |

| Evaluation Item  | Implementation Status   |    |   | Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |
|--|---|----|---|---|---------|----------------|---|----------|---|---------------|--|------|---------|----------------|---------------------------|----------|---|---------------|---|------|
|  | Yes   | No | Abstract Explanation  |   |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |
|  |   |    | <p>Aimed at helping employees develop healthy eating and exercise habits. Courses related to weight loss were held, such as Weight Loss Nutrition and Low-Carb Diet, Health Starts with You, and Body Shape Management. Employees were also encouraged to share their weight loss experiences to promote continued healthy eating and regular exercise habits.</p> <table><tr><th>Item</th><th>Content</th></tr><tr><td>Activity Theme</td><td>Prevention of Chronic Diseases Related to the Three Highs (Hypertension, Hyperglycemia, and Hyperlipidemia)</td></tr><tr><td>Approach</td><td>(1) Organize health education courses<br/>(2) Enhance health education for individuals with the “three highs” based on National Health Insurance reports</td></tr><tr><td>Effectiveness</td><td>(1) A course on the prevention of chronic diseases related to the three highs and aromatherapy was held on 2024/03/23, with 33 participants.<br/>(2) Weekly consultations are conducted by doctors from Sin-Lau Hospital for relevant personnel.<br/>(3) Health education and care are provided to relevant personnel on-site.</td></tr></table> <table><tr><th>Item</th><th>Content</th></tr><tr><td>Activity Theme</td><td>Healthy Weight Management</td></tr><tr><td>Approach</td><td>(1)To help participants establish healthy eating and exercise habits, courses related to healthy weight loss were organized.<br/>(2)A healthy weight loss management camp was held, offering generous rewards to the top three participants in weight loss and to those who lost at least 8% of their initial body weight.</td></tr><tr><td>Effectiveness</td><td>(1)Three weight loss-related courses were held— “Weight Loss Nutrition and Low-Carb,” “Health Starts with You,” and “Body Shape Management” —with a total of 113 participants.<br/>(2)A weight loss management camp was held from May 6, 2024, to July 19, 2024, with 36 participants. The target total weight loss was 50 kilograms, and by the end of the camp, a total of 95.2 kilograms was lost.<br/>(3)On October 29, 2024, awards will be given to the top three participants in weight loss and to those who lost at least 8% of their initial body weight—a total of eight employees. The awards will be presented during a meeting and shared with colleagues to encourage everyone to maintain a healthy body shape and balanced diet.</td></tr></table> | Item  | Content | Activity Theme | Prevention of Chronic Diseases Related to the Three Highs (Hypertension, Hyperglycemia, and Hyperlipidemia) | Approach | (1) Organize health education courses<br>(2) Enhance health education for individuals with the “three highs” based on National Health Insurance reports | Effectiveness | (1) A course on the prevention of chronic diseases related to the three highs and aromatherapy was held on 2024/03/23, with 33 participants.<br>(2) Weekly consultations are conducted by doctors from Sin-Lau Hospital for relevant personnel.<br>(3) Health education and care are provided to relevant personnel on-site. | Item | Content | Activity Theme | Healthy Weight Management | Approach | (1)To help participants establish healthy eating and exercise habits, courses related to healthy weight loss were organized.<br>(2)A healthy weight loss management camp was held, offering generous rewards to the top three participants in weight loss and to those who lost at least 8% of their initial body weight. | Effectiveness | (1)Three weight loss-related courses were held— “Weight Loss Nutrition and Low-Carb,” “Health Starts with You,” and “Body Shape Management” —with a total of 113 participants.<br>(2)A weight loss management camp was held from May 6, 2024, to July 19, 2024, with 36 participants. The target total weight loss was 50 kilograms, and by the end of the camp, a total of 95.2 kilograms was lost.<br>(3)On October 29, 2024, awards will be given to the top three participants in weight loss and to those who lost at least 8% of their initial body weight—a total of eight employees. The awards will be presented during a meeting and shared with colleagues to encourage everyone to maintain a healthy body shape and balanced diet. | None |
| Item   | Content   |    |   |   |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |
| Activity Theme   | Prevention of Chronic Diseases Related to the Three Highs (Hypertension, Hyperglycemia, and Hyperlipidemia)   |    |   |   |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |
| Approach   | (1) Organize health education courses<br>(2) Enhance health education for individuals with the “three highs” based on National Health Insurance reports   |    |   |   |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |
| Effectiveness  | (1) A course on the prevention of chronic diseases related to the three highs and aromatherapy was held on 2024/03/23, with 33 participants.<br>(2) Weekly consultations are conducted by doctors from Sin-Lau Hospital for relevant personnel.<br>(3) Health education and care are provided to relevant personnel on-site.  |    |   |   |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |
| Item   | Content   |    |   |   |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |
| Activity Theme   | Healthy Weight Management   |    |   |   |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |
| Approach   | (1)To help participants establish healthy eating and exercise habits, courses related to healthy weight loss were organized.<br>(2)A healthy weight loss management camp was held, offering generous rewards to the top three participants in weight loss and to those who lost at least 8% of their initial body weight.   |    |   |   |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |
| Effectiveness  | (1)Three weight loss-related courses were held— “Weight Loss Nutrition and Low-Carb,” “Health Starts with You,” and “Body Shape Management” —with a total of 113 participants.<br>(2)A weight loss management camp was held from May 6, 2024, to July 19, 2024, with 36 participants. The target total weight loss was 50 kilograms, and by the end of the camp, a total of 95.2 kilograms was lost.<br>(3)On October 29, 2024, awards will be given to the top three participants in weight loss and to those who lost at least 8% of their initial body weight—a total of eight employees. The awards will be presented during a meeting and shared with colleagues to encourage everyone to maintain a healthy body shape and balanced diet. |    |   |   |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |
| (4) Has the Company established effective career development training plans? | ✓   |    | Adhering to the educational and training philosophy of "Professional Excellence, Career Development, and Lifelong Learning," our company has established a comprehensive talent development system, aligning with our vision, mission, objectives, and strategic deployment.  |   |         |                |   |          |   |               |  |      |         |                |                           |          |   |               |   |      |



| Evaluation Item   | Implementation Status |    |  | Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and Reasons |
|---|-----------------------|----|--|---|
|   | Yes                   | No | Abstract Explanation   |   |
|   |                       |    | <p>Within this system, we focus on core, professional, and managerial competencies, as well as holistic well-being and organizational development. Additionally, we incorporate the group's focus on "Character, Brand, and Taste" to design learning roadmaps for different levels, develop annual competency training plans, and implement them accordingly.</p> <p>Our training programs cover a wide range of areas, including new employee training, core competency training, aesthetic and taste cultivation, leadership training at all levels, business partner development, executive management seminars, marketing talent training, sales training, internal trainer development, job-specific professional training, health and wellness seminars, and arts and humanities lectures. The training is provided to senior, mid-level, and frontline managers, as well as general employees.</p> <p>In 2024, we conducted 59,456 training sessions, totaling 150,249.5 hours.</p>  | None  |
| (5) Does the Company's product and service comply with related regulations and international rules for customers' health and safety, privacy, sales, labelling and set polices to protect consumers' rights and consumer appeal procedures? | ✓                     |    | <p>The Company masters and controls the value chain, from raw material, manufacturing process, products, logistics to stores; sets up management mechanisms; continuously tracks product safety information; improves internal reporting mechanism; encourages employees to protect and commit the product safety.</p> <p>The Company develops management systems and policies to protect personal data and requires each department to manage their consumer privacy. In addition, a personal data management team is structured to conduct internal audits, crisis prevention, educational training and cognitive publicity of personal data.</p> <p>The Company strictly complies with the applicable government laws and regulations, and formulates internal operational procedures for marketing or advertising creativities review. Marketing contents are reviewed by company's professional authorities before they are being aired or published.</p> <p>Product labeling is crucial to the consumer rights and health so that the company clearly stipulates the regulations for managing product label, ensures the accordance of product label with Trademark Law, Food Safety and Health Administration Law or applicable government regulations, and confirms the transparency and safety of the information related to products and services.</p> <p>Sales specialists are assigned by sales units to serve distributors. They actively examine the implementation of various consumer policies on a non- regular basis, accept and handle consumer complaints, and assist front-line salesman to deal with consumer complaints, making sure the consumer rights are being protected.</p> <p>The company sets up a service center to listen to consumer opinion and provide information and services related to products via multiple channels (0800 toll-free line, official website, service mailbox, retail channel, etc.). We communicate and negotiate with consumer feedback on quality disputes based on Consumer Protection Act, and seek to achieve reasonable and satisfactory results under the legal norms.</p> | None  |
| (6) Does the Company set supplier management policy and request suppliers to comply with related standards on the topics of   | ✓                     |    | <p>1. On April 11, 2018, the procurement department of the Company announced "Supplier Code of Conduct" on EP3 Company's Supplier Portal. The code incorporates issues of ethics, labor safety, social and environmental responsibilities, and requires suppliers to respect employees, be attentive to the safety of working environment, support social and environmental responsibility, comply the laws and regulations of the countries</p>   |   |



| Evaluation Item  | Implementation Status   |    |   | Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons |   |                   |   |      |
|--|---|----|---|---|---|-------------------|---|------|
|  | Yes   | No | Abstract Explanation  |   |   |                   |   |      |
| environmental, occupational safety and health or labor right, and their implementation status? |   |    | <p>and regions where they operate, and encourage their upstream suppliers to recognize and adopt the code.</p> <p>The sale and purchase agreement details the issues of corporate social responsibility, integrity, human rights, occupational safety and health, and waste cleanup. If one party fails to fulfill its contractual obligation, the other party may terminate or cancel the contract at any time.</p> <p>Prior to conduct with suppliers, the pollution control, waste removal treatment, energy saving and carbon reduction management, poisoning control, sanitation, staff health shall be listed in Supplier Evaluation standards. Only those qualified can be traded. Also, to reduce the impact on environment, the company aggressively reaches on lightweight packaging materials to develop environmental friendly packages.</p> <p>2. The Company has established “Rules for Third Party Pre-evaluation” , “Third Party Process Evaluation “, and “Third Party Environmental Safety Evaluation” with legality as the minimum requirement. In addition to the food source management of supply chain, starting from 2021, the company has screened third parties’ industrial and environmental safety and formulated nine major business indicators including environmental safety incidents, industrial safety incidents, labor disputes, labor complaints, and harsh labor treatment. The purchasing unit follows closely to the suppliers’ operation and collects relevant information regarding the nine indicators. Once supplier is found to involve in one of the nine main indicators, the purchasing unit will convene the relevant departments to discuss whether the withdrawal of the supplier shall be activated.</p> <p>The Company performs supplier pre-assessment/routine evaluation and second-level source verification, and through supplier selection, irregular auditing and counseling, real-time communication over network/telephone, we can realize the sustainability in the daily management of food supply chain.</p> <p>The supplier evaluation was initially focused on food safety, and since 2021, requirements for environmental safety and occupational safety have been added. Supplier training sessions provide necessary assistance and training based on the level of quality and food safety issues of each supplier. During the evaluation process, explanations and investigations regarding regulatory risks and professional ethics are conducted. In the future, environmental issues and climate change considerations will be incorporated based on the relevance to the supplier’s industry.</p> <p>• Evaluations/auditing/ training for suppliers as follows,</p> <table><tr><td>Supplier evaluations</td><td><p>In 2024, a total of 173 suppliers underwent on-site evaluations, bringing the total number of evaluated suppliers to 436 in the same year. The proportion of suppliers receiving a superior rating reached 97%.</p><p>Manufacturers of raw materials/food contact packaging materials must pass ISO22000 food safety management system certification.</p></td></tr><tr><td>Supplier auditing</td><td><p>The company has established a Food Safety Audit Team to track suppliers' corrective actions on deficiencies, collaboratively improve quality and technology, and enhance environmental, safety, and hygiene performance.</p></td></tr></table> | Supplier evaluations  | <p>In 2024, a total of 173 suppliers underwent on-site evaluations, bringing the total number of evaluated suppliers to 436 in the same year. The proportion of suppliers receiving a superior rating reached 97%.</p> <p>Manufacturers of raw materials/food contact packaging materials must pass ISO22000 food safety management system certification.</p> | Supplier auditing | <p>The company has established a Food Safety Audit Team to track suppliers' corrective actions on deficiencies, collaboratively improve quality and technology, and enhance environmental, safety, and hygiene performance.</p> | None |
| Supplier evaluations   | <p>In 2024, a total of 173 suppliers underwent on-site evaluations, bringing the total number of evaluated suppliers to 436 in the same year. The proportion of suppliers receiving a superior rating reached 97%.</p> <p>Manufacturers of raw materials/food contact packaging materials must pass ISO22000 food safety management system certification.</p> |    |   |   |   |                   |   |      |
| Supplier auditing  | <p>The company has established a Food Safety Audit Team to track suppliers' corrective actions on deficiencies, collaboratively improve quality and technology, and enhance environmental, safety, and hygiene performance.</p>   |    |   |   |   |                   |   |      |

| Evaluation Item   | Implementation Status |    |   | Deviations from "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies" and Reasons |
|---|-----------------------|----|---|---|
|   | Yes                   | No | Abstract Explanation  |   |
|   |                       |    | <div>Supplier training</div> <p>The company has established an online Food Safety Academy to conduct training sessions. Through in-person and online courses, as well as various forms of guidance and communication, it aims to enhance the safety and hygiene of the food supply chain in the industry.</p>   | None  |
|   |                       |    | <div>Supplier conference</div> <p>Supplier conferences are held only when necessary. In 2024, after evaluating the effectiveness of the existing management system, no conference was convened.</p>   |   |
| 5. Does the company reference internationally accepted reporting standards or guidelines, and prepare reports that disclose non-financial information of the company, such as ESG reports? Do the reports above obtain assurance from a third party verification unit?  | ✓                     |    | Our company compiles a sustainability report annually to disclose our efforts in promoting ESG development. The report is prepared in accordance with the "Operating Procedures for Listed Companies to Compile and Declare Sustainability Reports" and the latest version of the GRI Standards (Global Reporting Initiative) issued by the Global Sustainability Reporting Association (GRI). Additionally, it is supplemented with industry-specific indicators for the food manufacturing sector. We engage PricewaterhouseCoopers (PwC) to independently provide limited assurance on the ESG report in accordance with the Assurance Standard 3000 issued by the Accounting Research and Development Foundation of the Republic of China for "reasonable assurance engagements other than those involving historical financial information." The ESG report is available for download and viewing on both the official website of our company and the ESG website. | None  |
| 6. If the Company has established the corporate social responsibility principles based on "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies", please describe any discrepancy between the Principles and their implementation:<br>The Company adheres to its self-established practices in sustainable development without any significant deviations.   |                       |    |   |   |
| 7. Other important information to facilitate better understanding of the Company's corporate social responsibility practices :<br>(1) Environment:<br>1. Perform third party inspection yearly 173 third party inspections were performed in 2024.<br>2. All production lines have been certified by ISO 22000. All of the Company's food production plants have been certified under the ISO 22000 or FSSC 22000 Food Safety Management Systems.<br>3. Input NT\$342.72 million in food safety control and NT\$43.26 million in R&D in 2024.<br>4. 169 suppliers have achieved ISO 22000 or FSSC 22000 by the end of 2024.<br>Employee: Signed up collective agreement<br>(2) The Company was honored as one of the Top 25 International Brands in Taiwan in 2024, received the Excellence Award in the 2024 Health Brand Awards, was recognized as one of the Top 100 Sustainable Corporates in the 2024 TCSA Awards, won the Gold Award in the Food and Beverage Industry Category of the 2024 TCSA Taiwan Corporate Sustainability Report Awards, and Uni-President Enterprises Corporation received the SGS Sustainable Environment Award.<br>Note: In accordance with the "Regulations Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies" issued by the Taiwan Stock Exchange, the sustainability indicators that require enhanced disclosure based on the Company's industry classification have not yet been assured by a certified public accountant. Please refer to the 2024 ESG Report for the final figures. |                       |    |   |   |

Note 1. Based on the evaluated risks, the following risk management policies have been established:

| Material issue | Risk Category                                 | Risk Description   |
|----------------|---|--|
| Environment    | Environmental and climate change risks (EHS). | <ol style="list-style-type: none"> <li>1. The company follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to establish a management framework for corporate climate risks and opportunities. It reviews risk and opportunity management strategies, targets, and outcomes annually and discloses them in the sustainability report.</li> <li>2. Each plant follows the ISO 14001 Environmental Management System for environmental management and undergoes external verification. Additionally, the company implements a three-tier internal environmental audit to ensure regulatory compliance.</li> <li>3. The company has adopted the ISO 14064-1 greenhouse gas inventory system and product carbon footprint assessments, setting annual carbon reduction targets and implementing energy-saving and carbon reduction initiatives to progressively reduce emissions and carbon intensity.</li> <li>4. Training programs and awareness campaigns are conducted to enhance employees' understanding of environmental protection and climate change, strengthening the company's capability to manage environmental and climate risks.</li> <li>5. Key indicators for air pollution, waste, wastewater, and hazardous substances management are tracked quarterly to minimize the company's impact on the environment and climate change.</li> </ol> |
| Society        | Occupational Safety (industrial safety)       | <ol style="list-style-type: none"> <li>1. Introduce ISO 45001 and CNS 15506 occupational safety and health management systems to ensure the management of the employee's safety and health.</li> <li>2. Promote different types of occupational safety education and training, as well as case promotion to increase the employee's awareness of occupational safety.</li> <li>3. Environmental Protection Team and General Plant/Industrial Park conduct an industrial safety inspection on a periodic basis to jointly prevent occupational hazards through guidance and inspections.</li> <li>4. 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.</li> </ol>   |
|                | Food Safety                                   | <ol style="list-style-type: none"> <li>1. A Food Safety Committee is in place to hold regular meetings to review and resolve issues related to food safety and quality management.</li> <li>2. Strengthen food safety risk control – from 2018, Uni-President proposes customer complaint classification tracking and drug residue management goals.</li> <li>3. Formulate an inspection policy for affiliates to improve their food quality management.</li> <li>4. 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 in advance.</li> <li>5. We have formulated the "Management Procedures for Regulatory Changes in Products" to assess impacts of changes in food-related laws and regulations. This ensures all products are in compliance with regulatory requirements to prevent damage to consumer health and the Company's reputation.</li> </ol>   |

| Material issue       | Risk Category                                 | Risk Description  |
|----------------------|---|---|
| Corporate governance | Social & Economic topics and Legal Compliance | <ol style="list-style-type: none"> <li>1. By establishing a governance organization and implementing an internal control mechanism, we ensure that all personnel and operations of the company truly comply with relevant laws and regulations.</li> <li>2. To protect the rights and interests of the Company, the products developed would apply for patent.</li> </ol>   |
|                      | Strengthen the functions of directors         | <ol style="list-style-type: none"> <li>1. Provide directors with the latest regulations, institutional developments and policies.</li> <li>2. Provide directors with D&amp;O insurance to protect them from claims which may arise from the decisions and actions taken within the scope of their regular duties.</li> </ol>  |
|                      | Stakeholder Engagements                       | <ol style="list-style-type: none"> <li>1. The Company analyzes the significance of mutual impacts between stakeholders and important stakeholders each year to prevent misunderstandings and risks or lawsuits.</li> <li>2. Establish various communication channels, to communicate actively and reduce misunderstanding. Set up investor mailboxes to handle and respond to issues of concern of stakeholders.</li> </ol> |

### 2.3.7 Climate-related Information of Listed Companies

| Items   | Execution Status  |
|---|---|
| 1. Description on the Board and Management's oversight and governance on climate-related risks and opportunities  | The Company's President oversees the "Sustainable Development Committee" in managing sustainability-related issues. The Committee is responsible for formulating corporate sustainability policies, setting key performance indicators (KPIs), goals, and plans for each functional group, as well as reviewing their performance. Regular meetings are held to promote and strengthen the implementation of sustainability initiatives, including climate-related issues. The Committee reports the execution status of each functional group to the Board of Directors annually. Under the Committee, an Environmental Group has been established to manage the environmental management system, ensure compliance with environmental regulations, assess improvements in resource efficiency, and develop climate change response mechanisms. Cross-departmental meetings are held as needed to achieve the goal of environmental sustainability.  |
| 2. Description on how the identified climate risks and opportunities impact the company's business, strategies, and finance (short, mid, long-term)   | This Company has gone through three stages: collecting information on climate-related risks and issues in the food manufacturing industry, taking stock of climate-related risks and opportunities, and identifying key climate risks and opportunities. From this process, five significant climate risks and one major opportunity have been identified. The assessment of short-term, medium-term, and long-term impacts, as well as adaptation management strategies, is detailed in Appendix 1.  |
| 3. Description on the impact extreme climate events and transitional actions have on finance  | The financial impacts of extreme weather events and transition actions on the Company are detailed in Appendix 1.   |
| 4. Description on how the climate risk identification, assessment, and management process is integrated in the overall risk management system   | The Board of Directors is the highest governing body for risk management in the Company, responsible for approving, reviewing, and overseeing the Company's risk management policies to ensure legal compliance and the effectiveness of risk management, with the goal of promoting and implementing enterprise-wide risk management. In addition, the "Risk Management Policy" was approved by the Board in 2020 as the primary basis for the Company's risk management practices. To oversee overall risk management, the Company has established a Risk Management Committee, which regularly assesses internal and external environmental changes and, based on resolutions of the Board, sets priorities and key areas for risk control, including potential physical and transition risks arising from climate change. Each responsible unit for different risk categories is in charge of monitoring risks, formulating implementation plans and response measures, and conducting regular evaluations to prevent and control related risks. The Risk Management Committee is responsible for submitting an annual report on the implementation of the risk management policy to the Audit Committee and the Board of Directors, along with any necessary recommendations for improvement. For further information, please refer to Appendix 2. |
| 5. Should scenario analysis is used to assess the Company's resilience in face of climate change risks, explanations on the scenario, parameters, hypothesis, analysis factors and major financial impacts should be provided | Current regulations do not yet require the disclosure of scenario analysis. Our company has not yet adopted scenario analysis as an assessment tool; however, internal discussions, evaluations, and implementation planning are ongoing.   |

| Items   | Execution Status  |
|---|---|
| 6. Should there be transitional programs in response to managing climate-related risks, please explain the program's content and metrics and targets used to identify and manage physical and transitional risks  | The adaptation management operations of our company in response to managing climate risks are outlined in Appendix 1, including adaptation management strategies, indicators, and goals.  |
| 7. Should the internal carbon pricing is used as the planning tool, the pricing mechanism should be explained   | <p>To enhance internal awareness of carbon pricing, Uni-President officially implemented an internal carbon pricing mechanism starting in January 2024. In line with the Ministry of Environment's carbon fee standards, a rate of NT\$300 per ton of CO<sub>2</sub>e is set as the internal carbon fee benchmark. The head office collects the carbon fee from each business unit, which is then allocated to a carbon fee fund. The purpose of the carbon fee is to incorporate carbon costs into our investment and operational decision-making. Specifically, the internal carbon price is included in cost-benefit analyses to evaluate investments such as energy-saving technologies, green building certifications, and retrofit projects.</p> <p>Uni-President has set carbon reduction targets, aiming for a 38% reduction by 2030 compared to 2005, when emissions totaled 236,000 metric tons. In 2024, the Company achieved a total electricity reduction of 8.22 million kWh and a natural gas reduction of 1.839 million cubic meters. The average electricity savings rate across all major plants reached 2.17% in 2024. Compared to 2005, emissions decreased by 66,600 metric tons in 2024, representing a 28% reduction. At NT\$300 per ton, this equates to a total savings of NT\$19.98 million.</p>  |
| 8. Should climate-related targets are in place, information such as their scope of action, GHG emissions, planned timeline, and yearly achieved progress should be stated; for targets achieved through carbon offset and RECs, the source of offset amount and number of RECs should be stated | <p>1. Group Carbon Reduction Target: Reduce carbon emissions intensity (Scope 1 and 2) by 1.0% annually.<br/>Company's Short-Term Carbon Reduction Target: Reduce carbon emissions intensity (Scope 1 and 2) by 1.5% annually.<br/>Medium- to Long-Term Target: Reduce Scope 1 and 2 emissions by 38% by 2030 compared to 2005 levels.<br/>Please refer to Appendix 3.</p> <p>2. Covered Activities:</p> <p>(1) Continuously promote factory energy-saving projects and introduce energy-efficient equipment, including: adoption of magnetic bearing chillers, replacement with high-efficiency motors, conversion of fluorescent tubes to LED lighting, and installation of solar panels on idle rooftops to supply power to offices or stores—continuously expanding green energy use.</p> <p>(2) Planning and utilization of renewable energy, ongoing construction of green energy facilities (including biogas power generation and solar power plants), and continued exploration and planning for the adoption of carbon offset technologies such as nature-based carbon sinks, carbon capture technologies, and carbon trading.</p> <p>3. Implementation Timeline:</p> <p>(1) Short Term: Utilize high-efficiency equipment and processes, including ongoing installation of solar panels and the purchase of green electricity.</p> <p>(2) Long Term: Convert all fuel-based equipment (vehicles, boilers, ovens) to electric power, and gradually increase the use of renewable energy to achieve 100% green energy usage and reach carbon neutrality by 2030.</p> <p>(3) In 2024, electricity savings amounted to 8.22 million kWh (saving NT\$28.52 million), and solar power generation reached 126 thousand kWh (saving NT\$634 thousand), resulting in a total savings of NT\$29.154 million.</p> <p>(4) By 2025, power generation is expected to reach 559,000 kWh, with anticipated benefits of approximately NT\$3.8 million in revenue.</p> |
| 9. GHG inventory and assurance status, and reduction goals, strategies and specific action plans  | To be additionally filled in sections 1-1 and 1-2 below.  |

## 1-1 Greenhouse Gas Inventory and Assurance Status for the Last Two Fiscal Years

### 1-1-1 Greenhouse Gas Inventory Information

Specify the greenhouse gas emissions (metric tons CO<sub>2</sub>e), intensity (metric tons CO<sub>2</sub>e per million NTD), and data coverage scope for the last two years

The parent company should begin conducting the inventory starting from 2021.

The subsidiaries included in the consolidated financial statements should begin conducting the inventory starting from 2024.

The consolidated company has established a greenhouse gas (GHG) inventory mechanism in accordance with the GHG Protocol standards. Starting from 2024, the company will conduct annual regular inventories for both the parent company and the subsidiaries included in the consolidated financial reports. Based on the operational control approach, the most recent two years of greenhouse gas inventory data are as follows:

|   |          | 2023<br>(tons CO <sub>2</sub> e) | 2023 GHG<br>Emission Intensity<br>(tons CO <sub>2</sub> e /<br>million revenue) | 2024<br>(tons CO <sub>2</sub> e) | 2024 GHG<br>Emission Intensity<br>(tons CO <sub>2</sub> e /<br>million revenue) |
|---|----------|----------------------------------|---|----------------------------------|---|
| Parent Company  | Scope 1  | 64,903                           | 3.48  | 62,459                           | 3.32  |
|   | Scope 2  | 104,018                          |   | 106,789                          |   |
|   | Subtotal | 168,921                          |   | 169,248                          |   |
| Consolidated<br>Financial<br>Statements (All<br>Subsidiaries) | Scope 1  |                                  |   | 934,350                          | 4.76  |
|   | Scope 2  |                                  |   | 2,023,510                        |   |
|   | Subtotal |                                  |   | 2,957,860                        |   |
| Total   |          |                                  |   | 3,127,108                        |   |

### 1-1-2 Greenhouse Gas Assurance Information

Explanation of the Assurance Status for the Most Recent Two Fiscal Years as of the Printing Date of the Annual Report, including the scope of assurance, assurance provider, assurance standards, and assurance opinions

Greenhouse Gas Emissions, Intensity, and Data Coverage for the Past Two Years for the Company:

- The 2024 inventory scope includes the Yongkang Plant, Xinshi Plant (including the Ice Cream Factory and Chilled Food Factory), Taichung Plant, Yangmei Plant (including the Ruifang Spring Water Factory), Zhongli Plant (including the Madou Bread Factory), TMR, logistics warehouses, Taipei Branch, Kaohsiung Office, Neihu Office, Wugu Office, Hukou Park (including the Ice Factory), and other facilities. The inventory was completed following the operational control approach as per ISO 14064-1:2018 requirements and verified by SGS.
- The Hukou Park's energy management received ISO 50001:2018 certification in 2024 and obtained SGS certification on January 15, 2025.

| Parent<br>Company | 2023<br>(tons CO <sub>2</sub> e) | 2023 GHG Emission<br>Intensity (tons CO <sub>2</sub> e /<br>million revenue) | 2024<br>(tons CO <sub>2</sub> e) | 2024 GHG Emission<br>Intensity (tons CO <sub>2</sub> e /<br>million revenue) |
|-------------------|----------------------------------|--|----------------------------------|--|
| Scope 1           | 64,903                           | 1.34   | 62,459                           | 1.23   |
| Scope 2           | 104,018                          | 2.14   | 106,789                          | 2.09   |
| Scope 3           | 1,398,218                        | 28.78  | 1,481,601                        | 29.06  |
| Total             | 1,567,140                        | 32.25  | 1,650,849                        | 32.38  |

- The Company Confirms: The total greenhouse gas emissions disclosed for 2024 are 1,650,849 tons of CO<sub>2</sub>e. The verification was conducted by the verification organization Taiwan Inspection and Certification Company (SGS) following ISO 14064-3 standards. The verification opinion for Scope 1 and Scope 2 is reasonable assurance, while Scope 3 is limited assurance.



The total greenhouse gas emissions disclosed for 2023 are 1,567,140 tons of CO<sub>2</sub>e. The verification was conducted by Taiwan Inspection and Certification Company (SGS) following ISO 14064-3 standards. The verification opinion for Scope 1 and Scope 2 is reasonable assurance, while Scope 3 is limited assurance. Some key subsidiaries have completed verification, but all subsidiaries are planned to complete verification by 2027.

2. For details on the company's emissions in Scope 1, Scope 2, and Scope 3, please refer to Appendix 4.

## 1-2 Greenhouse Gas Reduction Targets, Strategies, and Specific Action Plans

Description of the Greenhouse Gas Reduction Baseline Year and its data, reduction targets, strategies, specific action plans, and the achievement status of the reduction targets.

I. Carbon Reduction Goal : All companies included in the consolidated financial statements completed the inventory in 2024 using the consolidated financial report as the boundary, with 2024 as the base year, and will reduce carbon emissions (Scope 1 and 2) intensity by 1.0% annually starting from the base year.

### II. Carbon Reduction Strategies

Short-term: Utilize high-efficiency equipment and processes, including continuous installation of solar photovoltaic systems and the purchase of green electricity.

Long-term: Transition all fuel-powered equipment (vehicles, boilers, ovens) to electricity, gradually expand the use of renewable energy, and achieve full green energy adoption to reach carbon neutrality by 2050.

### III. Specific Action Plans

1. Continued Implementation of Energy-Saving Projects in Factories : Introduce energy-efficient equipment, including adoption of magnetic levitation chillers, replacement of motors with high-efficiency models, replacement of fluorescent tubes with LED lighting, utilization of idle rooftops for solar power generation to supply offices or retail stores and continue expanding the use of green energy.
2. Renewable Energy Planning and Utilization : continue developing green energy infrastructure, including biogas power generation and solar power plants ; monitor and plan for the adoption of ecological carbon sequestration, technological carbon capture, carbon trading, and other carbon offset technologies.



## Appendix 1

| Climate risks and opportunities  | Potential impact to Uni-President  | Time interval             | Financial impact   | Adaptive management strategy   | Management Target   |
|--|--|---------------------------|--|--|---|
| Physical risks<br>Increase of severity of extreme weather events such as typhoons, floods and droughts | Faced with increasing probability of extreme weather events, our supply chain for raw materials may lead to disruption, or we may need to increase the number of days for storage of raw materials and products due to droughts or water scarcity. In addition, extreme weathers may cause damage to our plant equipment, raw materials or products, and road disruptions may result in difficulties in transporting raw materials or power or water outages, which may affect the production. | Short-term<br>(< 3 years) | <ul style="list-style-type: none"> <li>Increasing the number of days for storage of raw materials/ products requires additional rented warehouses</li> <li>Disruptions in the transportation of raw materials or products results in an increase in warehousing costs</li> <li>Equipment damage results in asset value damage</li> <li>Damages in raw materials or products results in an increase in operational costs and decrease in revenue</li> </ul> | <ul style="list-style-type: none"> <li>Production process adjustment, change the order of production according to material shortage and water shortage time</li> <li>For intermittent production of products, the priority is to produce products with a short shelf life of raw materials.</li> <li>Establish a Water Resources Response Team to monitor the water consumption efficiency in the plant</li> <li>Sign a water supply agreement with water suppliers to give priority to supplying water to the plant in the event of water shortage</li> <li>In the event of a Level 1 water shortage, initiate response measures such as switching plants for production or production reduction</li> <li>Rent generators for power outages</li> <li>Avoid flooding areas when selecting plant locations</li> <li>Take out disaster insurance policy for plants to reduce financial impact</li> <li>Plan emergency response mechanisms and regularly conduct risk assessments</li> <li>Purchase raw materials from different production areas to diversify risks</li> </ul> | <ul style="list-style-type: none"> <li>Monitor water conditions and continue to optimize response measures and management mechanisms</li> <li>Continue to optimize the efficiency of water consumption in each plant and introduce water saving projects</li> <li>Diverse tea raw material supply establishment</li> <li>Stable high quality and quantity of domestic and overseas dairy sources</li> <li>Refine source safety management and reduce procurement risks of raw materials</li> <li>Maintain a good relationship with large international suppliers by obtaining quotations and procuring from them</li> <li>Enhance Outsourcing Procurement Capability</li> </ul> |

| Climate risks and opportunities  | Potential impact to Uni-President   | Time interval        | Financial impact  | Adaptive management strategy  | Management Target  |
|--|---|----------------------|---|---|--|
| Transformation Risk<br>Requirements and monitoring of existing products and services | As there is growing emphasis on sustainable products, we may begin to impose related regulations on products, or require reducing plastic used for packaging and product carbon footprint investigation. If our products are not labeled in accordance with related regulations, fines may be imposed due to violation, while the plastic reduction plan for product packaging and carbon management tool introduction will increase our R&D and product carbon management costs. | Mid-term (3~5 years) | <ul style="list-style-type: none"> <li>Fines imposed due to violation of regulations results in an increase in operating expenses</li> <li>Product carbon footprint verification expenditures results in an increase in operating expenses</li> <li>Alternative materials and packaging R&amp;D increase operating costs; at the same time, due to the light weight of products, waste treatment expenses are decreased</li> </ul>                      | <ul style="list-style-type: none"> <li>The Commercialization R&amp;D Institute, FSC and Production Units immediately grasp new product packaging label policies, while making new labeling requirement in advance</li> <li>The “Packaging Label Review Process” has been set up. Each business unit, R&amp;D unit, the Strategic Marketing Group, the Production Plant and the QC Unit of the FSC work together to prevent improper labeling and marketing</li> <li>There is also a “Packaging Materials Technology Team” in place for the research and development of lightweight packaging materials and material substitution</li> </ul> | <ul style="list-style-type: none"> <li>Product labelling is in compliance with regulatory standards</li> <li>Introduction of most suitable, environmental and functional packaging material</li> </ul>   |
| Transformation Risk<br>Climate-related policy  | The government is gradually amending its regulations for greenhouse gas emissions and renewable energy sources in response to the worldwide net-zero transformation. In 2023, Taiwan promulgated the Climate Change Response Act, setting the precedent for the imposition of carbon fees in 2026. It is anticipated that Uni-President will be influenced by the effect of carbon fees, leading to a rise in production costs. In addition,                                      | Mid-term (3~5 years) | <ul style="list-style-type: none"> <li>Paying a carbon fee causes production costs to rise.</li> <li>Payment of violation fees results in an increase in operating expenses</li> <li>Due to renewable energy regulations,               <ol style="list-style-type: none"> <li>depreciation of equipment is increased</li> <li>operating costs increased (procurement of renewable energy power certificates)</li> <li>operating</li> </ol> </li> </ul> | <ul style="list-style-type: none"> <li>Annual Organizational Energy Use and Greenhouse Gas Emissions Inventory and Performance Evaluation</li> <li>Introduction of Product Carbon Footprint</li> <li>Implementation of Energy-saving and Carbon-reduction Projects: In 2024, total energy savings amounted to 8,220.22 thousand kWh, with natural gas reduction of 1,839.45 thousand cubic meters, water savings of 1.42</li> </ul>   | <ul style="list-style-type: none"> <li>The annual average electricity savings rate for each plant from 2020 to 2024 is &gt; 1% (with the average electricity savings rate for 2024 being 2.17%).</li> <li>For Categories 1-2, the carbon emission intensity decreases by 1.5% annually (Carbon emission intensity = Carbon emissions (tons) / Revenue (million NTD)).</li> </ul> |

| Climate risks and opportunities             | Potential impact to Uni-President  | Time interval           | Financial impact  | Adaptive management strategy   | Management Target  |
|---|--|-------------------------|---|--|--|
|   | big energy users are subject to renewable energy regulations, plus the self-government ordinances promulgated by Tainan City, Taichung City, and Taoyuan City as they pursue a lowcarbon city; the ordinances stipulate that big energy users install a certain proportion of renewable energy capacity locally. Having production factories in all three cities, Uni-President expects itself to face increased equipment installation cost and production cost.  |                         | expenses increased (payment of allowance)   | thousand tons, and a reduction of 7,525.4 tons of CO <sub>2</sub> e.<br><br><ul style="list-style-type: none"> <li>Installation of Biogas Power Generation Equipment: In 2024, power generation reached 558,337 kWh, and a total of 3.75 million NTD in revenue was generated from selling the electricity back to Taiwan Power Company (Taipower).</li> <li>Installation of Solar Photovoltaic Equipment: In 2024, solar photovoltaic equipment was installed, generating 8,578 kWh of electricity, which resulted in a reduction of 4.24 tons of CO<sub>2</sub>e.</li> </ul> |  |
| Transformation Risk<br>Stakeholder concerns | <ul style="list-style-type: none"> <li>To increase consumers' awareness of sustainability, NPO and NGO organizations proactively promote carbon reduction, plastic reduction products and related actions to change consumption behaviors of consumers. If we do not make a timely response or launch related products, it may affect our product sales.</li> <li>Faced with the pressure of many sustainability ratings, a poor sustainability rating may affect the willingness as to whether an investor will make an investment, as well as the consumers' sense of brand identity.</li> </ul> | Mid-term<br>(3~5 years) | <ul style="list-style-type: none"> <li>If sustainability performance is poor, it may lower an investor's willingness for investment, further increasing borrowing costs</li> <li>A consumer's purchasing willingness is affected due to sustainability brand image or lack of sustainable products, resulting in a decrease in revenue</li> </ul> | <ul style="list-style-type: none"> <li>Continue to invest in the R&amp;D of new types of bakery, fresh food, and high nutrition products and processes</li> <li>Proactively develop and expand lightweight and optimal packaging materials</li> <li>Carry out surveys on a regular basis to get hold of issues concerned by stakeholders</li> <li>Continue to invest in the research of the possibility of plastic reduction while maintaining the quality of products</li> </ul>  | <ul style="list-style-type: none"> <li>Continue to refine quality products</li> <li>Introduction of most suitable, environmental and functional packaging materials</li> </ul> |

| Climate risks and opportunities                            | Potential impact to Uni-President  | Time interval          | Financial impact  | Adaptive management strategy   | Management Target   |
|--|--|------------------------|---|--|---|
| Transformation Risk<br>Raw materials management resilience | The intensification of climate change and geopolitical risks may affect the timeliness and stability of raw material supply, leading to increased raw material costs or disruptions in the raw material supply chain. Therefore, we need to enhance the diversity of raw material sources and increase the stability of the supply chain to respond to various risk scenarios. | Mid-term (3~5 years)   | <ul style="list-style-type: none"> <li>Unstable supply prices of raw materials result in an increase in operating costs</li> <li>Alternative material selection and R&amp;D results in an increase in operating costs</li> </ul>  | <ul style="list-style-type: none"> <li>Stable management of raw material sources</li> <li>Come up with different formulas to handle short-term shortages of raw materials.</li> <li>Frequently assess the availability of goods to bolster the stability of the supply chain.</li> </ul>   | <ul style="list-style-type: none"> <li>Seek an alternative supplier of raw materials and a mechanism for substitute materials.</li> <li>Stable high quality and quantity of domestic and overseas dairy sources</li> <li>Refine source safety management and reduce procur</li> </ul> |
| Opportunity<br>Improve resource utilization efficiency     | We continue to enhance product yields and reduce food waste through process improvement. At the same time, we promote waste recycling and reduction to improve waste treatment efficiency. By doing this, we increase the opportunities to create new markets while reducing waste treatment costs.  | Short-term (< 3 years) | <ul style="list-style-type: none"> <li>Waste treatment expenses are reduced as a result of the promotion of waste recycling and reduction of the weight of waste</li> <li>Due to the improvement of production efficiency, raw material consumption is reduced, decreasing operating costs</li> </ul> | <ul style="list-style-type: none"> <li>Installing sludge dryers and expanding the possibility of resource utilization of tea residue in the future</li> <li>Evaluate utilization of soybean residue and set up biogas power generation</li> <li>Resale of anaerobic sludge</li> <li>Carry out product process improvement through the technologies to reduce raw material consumption</li> </ul> | <ul style="list-style-type: none"> <li>Waste recycling rate over 95.0%</li> </ul>   |

## Appendix 2

| Risk Category                                 | Risk Description  | Operational situation of risk management adaptation.   |
|---|---|--|
| Environmental and climate change risks (EHS). | <ul style="list-style-type: none"> <li>If a significant environmental regulation violation occurs, it will impact the image of the company and its brand.</li> <li>Extreme weather events may potentially damage factory equipment, raw materials, or products, resulting in financial losses for the Company.</li> </ul> | <ol style="list-style-type: none"> <li>The company follows the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to establish a management framework for corporate climate risks and opportunities. The management strategies, goals, and outcomes for risks and opportunities are reviewed annually and disclosed in the sustainability report.</li> <li>Each plant follows the ISO 14001 Environmental Management System for environmental management and undergoes external verification. Additionally, the company implements internal environmental protection level-three audits to ensure compliance with regulations.</li> <li>The company has implemented the ISO 14064-1 greenhouse gas inventory system and product carbon footprint, set annual carbon reduction goals, and executed energy-saving and carbon reduction programs to reduce emissions and carbon emission intensity year by year.</li> <li>Educational training and relevant information dissemination are conducted to enhance employees' awareness of environmental protection and climate change, strengthening the company's capacity to manage environmental risks and address climate-related risks.</li> <li>Quarterly tracking of air pollution, waste, wastewater, and hazardous materials management indicators is performed to reduce the impact of operations on the environment and climate change.</li> </ol> |

## Appendix 3

| 2024 target  | 2024 Target Achievement Status   | Short-term target (2025)   | Mid-to Long-term Goal (2030)  |
|--|--|--|---|
| <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 2.17%</li> <li>A 4.5% 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>Scope 1 and Scope 2 greenhouse gas emission intensity decreases by 1.5% annually</li> </ul> | Scope 1 and Scope 2 greenhouse gas emissions in year 2030 decreased by 38% compared to year 2005. |
| The waste recycling rate in the production plant is kept at 95% or higher  | The waste recycling rate in the production plant was 95.70%  | The waste recycling rate in the production plant is kept at 95% or higher  | The waste recycling rate in the production plant is kept at 95% or higher                         |
| Annual COD average intensity below 48 mg/L   | COD average intensity was 45.07mg/L  | Annual COD average intensity below 48 mg/L   | Annual COD average intensity below 40 mg/L  |

| 2024 target  | 2024 Target Achievement Status  | Short-term target (2025)  | Mid-to Long-term Goal (2030)   |
|--|---|---|--|
| Continue to enhance raw material utilization rate, with soybeans of 97.5%, tea leaves of 96.00% and fresh milk of 96.82%.  | <p>-Soybeans: 96.07%, not meeting the target. The extraction rate of soybean juice has significantly declined due to the impact of climate variations on soybean growth.</p> <p>-Tea leaves: 95.23%, not meeting the target. As an agricultural product, the extraction rate of tea leaves has decreased compared to last year.</p> <p>-Fresh milk yield: 96.53%, not meeting the target. In 2024, fresh milk production decreased by 5.53%, leading to a decline in yield due to fixed losses in the production process.</p> | Continue to enhance raw material utilization rate, with soybeans of 96.5%, tea leaves of 95.5% and fresh milk of 96.70%.  | Continue to enhance raw material utilization rate                            |
| <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 / 100 million NTD (revenue)</li> </ul> | <ul style="list-style-type: none"> <li>Save the consumption of fresh water by 1.42 thousand tons</li> <li>Water Withdrawal Intensity in 2024: 0.90 million liters / 100 million NTD (revenue)</li> </ul>  | <ul style="list-style-type: none"> <li>Water Withdrawal Intensity &lt; 1.00 million liters / 100 million NTD (revenue)</li> <li>Continuously optimize water resource utilization efficiency across all plants.</li> <li>Actively implement water-saving projects, monitor water conditions, and continuously enhance response management mechanisms.</li> </ul> | Water Withdrawal Intensity < 1.00 million liters / 100 million NTD (revenue) |

## Appendix 4

2024 Uni-President Corporation Greenhouse Gas Emission Categories and Emission Volumes (For data coverage, please refer to page 81 of this annual report)

| Emission Sources          |         | Emissions (tons CO <sub>2</sub> e) |
|---------------------------|---------|------------------------------------|
| Direct Emission Sources   | Scope 1 | 62,459                             |
| Indirect Emission Sources | Scope 2 | 106,789                            |
|                           | Scope 3 | 1,481,601                          |

| Emission Sources     |                                 | Emissions (tons CO <sub>2</sub> e) |
|----------------------|---------------------------------|------------------------------------|
| Scope 1 (Category 1) | Stationary Combustion Emissions | 53,143                             |
|                      | Mobile Combustion Emissions     | 422                                |
|                      | Process Emissions               | 446                                |
|                      | Fugitive Emissions              | 8,449                              |
| Scope 2 (Category 2) | Purchased Electricity           | 103,109                            |
|                      | Purchased Energy                | 3,680                              |

| Emission Sources     |  | Emissions (tons CO <sub>2</sub> e) |
|----------------------|--|------------------------------------|
| Scope 3 (Category 3) | Upstream Transportation and Distribution   | 63,418                             |
|                      | Downstream Transportation and Distribution | 45,055                             |
|                      | Employee Commuting                         | 3,380                              |
|                      | Business Travel                            | 973                                |
| Scope 3 (Category 4) | Purchased Goods                            | 1,035,013                          |
|                      | Disposal of Solid and Liquid Waste         | 2,659                              |
| Scope 3 (Category 5) | Downstream Leased Assets                   | 11,906                             |
|                      | Investments                                | 319,197                            |

### 2.2.8. Ethical Corporate Management

| Evaluation Item   | Implementation Status |    |  | Deviations from the Ethical Corporate Management Best Practices Principles for TWSE listed companies and reasons |
|---|-----------------------|----|--|--|
|   | Yes                   | No | Abstract Illustration  |  |
| 1. Establishment of ethical corporate management policies and programs  |                       |    |  |  |
| (1) Does the company declare its ethical corporate management policies and procedures in its guidelines and external documents, as well as the commitment from its board to implement the policies?   | ✓                     |    | (1) The “UPEC Ethical Corporate Management Best Practice Principles” established on June 24, 2014, were disclosed on our ESG report, MOPS and UPEC website and the Company’s policies, principle and guidelines declare corporate management policies and procedures, and the board’s commitment to implement it.  | None   |
| (2) Does the company establish appropriate precautions against high-potential unethical conduct or listed activities stated in Article 2, Paragraph 7 of the ethical corporate management best-practice principles for TWSE listed companies? | ✓                     |    | (2) The company has established precautions against high-potential unethical conducts or listed activities stated in Paragraph 7 of Article 2 of the Ethical Corporate Management Best Practice Principles for TWSE listed companies, and required the company’s related units to commit to the implementation. Also, due to the highly correlation of the business operation with food safety, the company has treated with greater cautions to prevent the risks to consumers or interested parties’ rights, health and safety directly or indirectly during the process of research and development, procurement, manufacturing, or selling of the products and services. Summaries of precautions and performance in 2024 were as follows: <ul style="list-style-type: none"><li>• Regulatory compliance: The food safety center assigns individuals to collect related information, identify and check inventory through regulatory identifying system, review counter-measures and confirm through auditing. Total activations of regulatory identification were 49 cases in 2024.</li><li>• Food safety control costs: In 2024, the company’s inspection fees, laboratory-related costs such as wages and depreciation of fixed assets and other food safety control costs totaled 342.45 million.</li><li>• R&amp;D and inspection equipment investment: In 2024, R&amp;D and equipment investment from research institutes, food safety center and technology unit totaled 43.26 million.</li></ul> | None   |



| Evaluation Item   | Implementation Status |    |   | Deviations from the Ethical Corporate Management Best Practices Principles for TWSE listed companies and reasons |
|---|-----------------------|----|---|--|
|   | Yes                   | No | Abstract Illustration   |  |
|   |                       |    | <ul style="list-style-type: none"> <li>Food track, retrospective data, and compulsory data: Until 2024, data including production, input and selling process for 479 products were uploaded completely.</li> <li>Assessed internal and foreign suppliers: 173 suppliers have been assessed. The unqualified will be excluded from the eligible suppliers list.</li> <li>Minimized food safety risks: Every production plant has developed its own counters, books and individuals to manage the uses of food additives according to each product characteristic and all were verified by agencies such as the Ministry of Health and Welfare and TQF in 2024.</li> <li>Food safety committee: Committee members consist of directors from food safety Center, purchasing department, R&amp;D, Technical group, customer service center and business sales units. The committee held meeting weekly to report, review and resolve food safety and quality management matters, and held group meeting this year. A total of 40 food safety meetings were held in 2024.</li> <li>ISO22000 / FSSC22000 Food factory: By the end of 2024, all plants were approved by ISO22000 / FSSC22000 food safety management system certification.</li> </ul> | None   |
| (3) Does the company establish policies to prevent unethical conduct with clear statements regarding relevant procedures, guidelines of conduct, punishment for violation, rules of appeal, and the commitment to implement the policies? | ✓                     |    | (3) The Company established “UPEC Procedures and Guidelines of Conduct for Ethical Management” to regulate the procedures, guidelines, and punishment for violation, rules of appeal, and commitment to put them into practice. The Company establishes an exclusively dedicated unit supervised by the Board to be in charge of corporate ethical management and annually report to the board.   | None   |
| <b>2. Fufill ethical management</b>   |                       |    |   |  |
| (1) Does the company evaluate business partners' ethical records and include ethics-related clauses in business contracts?  | ✓                     |    | (1) The Company evaluates business partners' ethical records and includes ethics-related clauses in business contracts. Prohibit bribery and accepting bribes: The Company requires all suppliers, construction companies, advertising and  |  |

| Evaluation Item  | Implementation Status |    |   | Deviations from the Ethical Corporate Management Best Practices Principles for TWSE listed companies and reasons |
|--|-----------------------|----|---|--|
|  | Yes                   | No | Abstract Illustration   |  |
|  |                       |    | <p>design business, information hardware and software companies, and logistics distributors to sign the sun clause (that is, no one shall directly or indirectly offer/accept any form of improper benefits). In 2024, agreements were signed with a total of 4,281 suppliers (including raw materials, maintenance, repair, and operation services) regarding the prohibition of bribery and corruption issues. The signing rate for suppliers required to sign the commitment letter according to regulations was 100%, with over 98% being local manufacturers. Additionally, agreements were signed with 1,044 engineering plants in 2024 regarding the prohibition of bribery and corruption issues, with a signing rate of 100% for engineering plant commitment letters, with over 99% being local manufacturers.</p> <p>The contracts will be reviewed by the legal office if these are violated our ethical spirit.</p>                        | None   |
| (2) Does the company establish an exclusively dedicated unit supervised by the Board to be in charge of corporate ethical management and report to the board on a regular basis? | ✓                     |    | <p>(2) The Company has established a dedicated unit under the board of directors called the “Integrity Management Promotion Team.” According to the responsibilities and scope of each unit, this team is responsible for assisting the board of directors and management in formulating and supervising the implementation of integrity management policies and prevention measures, ensuring the enforcement of integrity management guidelines.</p> <ul style="list-style-type: none"> <li>• The “Integrity Management Promotion Team” submits an annual report to the board of directors on “performance, measures taken, and promotion effectiveness.” The report for the fiscal year 2024 was submitted to the board on March 7th.</li> <li>• Integrity Management Advocacy:<br/>For Directors: An advocacy session is conducted annually during board meetings. In the fiscal year 2024, all directors received advocacy on integrity</li> </ul> | None   |

| Evaluation Item  | Implementation Status |    |  | Deviations from the Ethical Corporate Management Best Practices Principles for TWSE listed companies and reasons |
|--|-----------------------|----|--|--|
|  | Yes                   | No | Abstract Illustration  |  |
|  |                       |    | <p>management issues. For all employees: The Integrity Management Promotion Team disseminates integrity management-related regulations and case studies to all colleagues via email, supplemented by advocacy through monthly newsletters.</p> <ul style="list-style-type: none"> <li>Other achievements in promotion include a summary explanation of the assessment items and operational status as outlined in the table below.</li> </ul>  | None   |
| (3) Does the Company establish policies to prevent conflicts of interest and provide appropriate communication channels for complaints and implement it? | ✓                     |    | <p>(3) The Company establishes “UPEC Ethical Corporate Management Best Practice Principles” and “UPEC Procedures and Guidelines of Conduct for Ethical Management” to state clearly the policies in order to prevent conflicts of interest and provide appropriate communication channels for complaints and actively implement it. In 2015, the Board followed the regulation of “Interest Avoidance” in Paragraph 19 of Ethical Corporate Management Best-practice Principles to make revision on “Regulations Governing Procedure for Board of Directors Meetings” in order to implement the policy of “Interest Avoidance” better. To avoid conflict of interest of directors, managers and other interested parties attending the board of directors, we adopted the following:</p> <ul style="list-style-type: none"> <li>In the Board Meeting notice and Board Meeting report, all provisions of the Director's Avoidance of Conflict of Interest in Article 16 of Rules and Procedures of Board of Directors' Meetings are specified.</li> <li>Prior to the approval and discussion of matters at the Board Meeting, the master of ceremony would routinely read the Director's Avoidance of Conflict of Interest set out in Article 16 of the Rules and Procedure of the Board of Directors Meetings.</li> <li>If there's any matter in Board Meeting related to directors' avoidance of conflict of interest, before the matter is read, the master of ceremonies will again remind the related party to depart from the field.</li> </ul> | None   |

| Evaluation Item   | Implementation Status |    |   | Deviations from the Ethical Corporate Management Best Practices Principles for TWSE listed companies and reasons |
|---|-----------------------|----|---|--|
|   | Yes                   | No | Abstract Illustration   |  |
|   |                       |    | <ul style="list-style-type: none"> <li>In 2024, total 7 Board Meetings were held and all were conducted in accordance with the rules and procedures of the board of directors meeting.</li> </ul>   |  |
| (4) Has the company established effective systems for both accounting and internal control to facilitate ethical corporate management, and are they audited by either internal auditors or CPAs on a regular basis? | ✓                     |    | <p>(4) To implement ethical business practices, our company has established effective internal control systems. Our internal audit personnel regularly inspect compliance with these systems and ensure their effectiveness through self-assessment. This serves as the basis for issuing our internal control system statement, which is then submitted for approval by the board of directors.</p> <p>The “UPEC Procedures and Guidelines of Conduct for Ethical Management” has established measures to prevent unethical behavior, specifically targeting high-risk activities within our business scope as outlined in Article 7, Section 2 of the "Corporate Governance Best Practice Principles for TWSE/GTSM Listed Companies" or other activities that pose a higher risk of unethical behavior. Relevant units are required to implement these preventive measures. Additionally, because our company operates in the consumer goods industry where food safety is of utmost importance, we place particular emphasis on preventing activities that directly or indirectly harm the interests, health, and safety of consumers or other stakeholders as stated in Article 7, Section 2, Clause 7 of the "Corporate Governance Best Practice Principles for TWSE/GTSM Listed Companies". Our audit department develops audit plans based on risk assessments to examine compliance with measures to prevent unethical behavior, such as food safety traceability management and quality management procedures.</p> | None   |

| Evaluation Item   | Implementation Status |    |  | Deviations from the Ethical Corporate Management Best Practices Principles for TWSE listed companies and reasons |
|---|-----------------------|----|--|--|
|   | Yes                   | No | Abstract Illustration  |  |
| (5) Does the company regularly hold internal and external educational trainings on ethical management?  | ✓                     |    | (5) In 2024, the company conducted a total of 59,456 internal and external training sessions related to integrity management, covering topics such as compliance with integrity management regulations, food safety and hygiene management and inspection, accounting systems, and internal controls, amounting to a total of 150,249.5 training hours. Among these, anti-corruption training sessions were attended by 325 participants, totaling 646 training hours.   | None   |
| <b>3. Whistle-blowing system</b>  |                       |    |  |  |
| (1) Has UPEC established a concrete violation reporting and rewards system, set up convenient reporting channels, and appointed suitable personnel to handle these cases? | ✓                     |    | <p>The company has established integrity-related regulations, including a whistleblowing system, which includes:</p> <p>(1) Concrete whistleblowing and reward systems, establishing whistleblowing channels, and assigning appropriate responsible personnel for reported cases.</p> <p>(2) Establish standard operating procedures for investigating reported cases, follow-up procedures after the investigation, and related confidentiality mechanisms. In 2024, a total of two reports were received, both related to product labeling. The Food Safety Committee conducted verification and handling, confirming that the product labeling complied with relevant regulations and did not violate any food safety laws. (3) Taking measures to protect whistleblowers from undue treatment due to their reports. For example, initiatives such as “encouraging colleagues to participate in and uphold product safety measures” have been established and announced, including the whistleblowing mailbox (6487@mail.pec.com.tw) and hotline (06-2536789 ext. 6487), covering the above requirements.</p> | None   |
| (2) Has UPEC established an investigation an SOP for violation reporting, follow-up measures, and relevant mechanisms to ensure confidentiality?                          | ✓                     |    |  |  |
| (3) Does UPEC have any measures in place to protect individuals from possible mistreatment arising from reporting violations?   | ✓                     |    |  |  |

| Evaluation Item  | Implementation Status  |    |  | Deviations from the Ethical Corporate Management Best Practices Principles for TWSE listed companies and reasons |
|--|--|----|--|--|
|  | Yes  | No | Abstract Illustration  |  |
| 4. Strengthening information disclosure  |  |    |  |  |
| Does the company disclose its ethical corporate management policies and results of its implementation on the company's website and MOPS?   | ✓  |    | The Company discloses its ethical corporate management policies and results of its implementation on the company's website and MOPS. | None   |
| 5. If the company has established the ethical corporate management policies based on the Ethical Corporate Management Best-Practice Principles for TWSE listed companies, please describe any discrepancy between the policies and their implementation. | The Company has established “UPEC Ethical Corporate Management Principle” based on the Ethical Corporate Management Best Practice Principles for TWSE/GTSM-Listed Companies. Our subsidiaries are also required to set up their codes to comply with our ethical management principles and implement day-to-day operations. Therefore, there have been no differences. The Company and subsidiaries follow the ethical principle to implement the corporate ethics in internal control system and relevant mechanism.  |    |  |  |
| 6. Other important information to facilitate a better understanding of the company's ethical corporate management practices (e.g., review and amend its policies)  | Ever since its foundation, Uni-President Enterprise Corp. has faithfully followed the management philosophy of “Three Good and One Fairness” and the entrepreneurial spirit of “honest and industrious, innovative and progressive” , and adopted the ” Millenary Love- A Touch of the Millennium Love” as the central focus of the corporation's cultural projects. The company carries out commercial activities adhering to the honest, trustworthy, transparent, and Sunlight principles to preserve the interests of related parties (including investors, consumers, employees, partners, and neighboring communities...etc), and roots the ethical corporate management principle deeply into the corporate ethics and culture in the pursuit of better corporate goodwill and sustainable development. Meanwhile the company responds quickly to the changes of management environment, and amends ethical management principle, operating procedures and practice guidelines to meet the regulation and stakeholders' expectations will be fulfilled. It is our commitment to become Everyone's All-time Favorite Symphony of Food. |    |  |  |

2.3.9 Other significant information that will provide a better understanding of the state of the company's implementation of corporate governance may also be disclosed : Please refer to Page 54.

### 2.3.10 Implementation Status of Internal Control System

#### A. Internal Control Declaration (translated from Chinese)

Please refer to the link of the Market Observation Post System (MOPS):

<https://mops.twse.com.tw/mops/#/web/home>

Home > Individual Company > Corporate Governance > Company Charter / Internal Control > Internal Control System Statement Announcement

**B. If the company has commissioned external auditors to review the company's internal control system, the external auditor's report should be disclosed: Not applicable.**

### 2.3.11 Major resolutions voted on at Shareholder and Board Meetings during the most recent year and as of the date of publication of the Annual Report

#### A. Major resolutions of 2024 General Shareholders Meeting

One general shareholders meeting was convened in the fiscal year 2024 and to the publish date of the annual report. The 2024 General Shareholders Meeting was held on June 27, 2024 and the resolutions were summarized as follows.

##### Proposals

(1) Approval of the financial report for 2023: Including business reports and financial statements.

Result : Resolution passed.

Executions : In accordance with the company law, all related financial information has been submitted to the government agency for review.

(2) Approved the distribution of retained earnings of year 2023.

The available retained earnings for distribution in 2023 were NTD 33,046 million. The distribution of cash dividend was NT\$3.00 per share.

Result : Resolution passed.

Executions : Approved the distribution of retained earnings for 2023 Cash dividend of NT\$ 3.00 per share was distributed on Aug. 9, 2024. The recorded date is set on Sep. 6, 2024.

##### Discussions

(1) Approved the amendments to parts of the Company's "Article of Incorporation".

Result: Resolution passed.

Executions : Effective from the date of resolutions at general shareholders meeting and completed registration of the amendment to the Ministry of Economic Affairs in 15 days in accordance by law.

(2) Approved the deletion of non-competition promise on company's directors in compliance with article 209 of the company law.

Executions: Effective on the resolutions at general shareholders meeting.

## B. Major Resolutions during the Board of Directors Meetings in 2024 and to the Publish Date of the Annual Report

Eight board meetings were convened in fiscal year 2024 and to the publish date of the annual report. The major resolutions were summarized below.

### 2024.03.07 (14th Board Meeting in the Nineteenth Session)

1. Reported the implementation of ethical corporate management policies of 2023.
2. Reported the performance evaluation results of the board of directors and each functional committee of 2023.
3. Reported the quarterly tracking of schedule plans for the GHG inventory and certification of UPEC group.
4. Approved to distribute the remuneration and bonus paid to directors and employees of 2023.
5. Approved the financial statements of year 2023
6. Approved the appointment of CPAs: Tien, Chung-Yu and Wu, Chien-Chih and approved the evaluation of external auditor's independence of year 2024.
7. Approved the audit fees paid to PricewaterhouseCoopers LLP of 2024.
8. Approved the statement of internal control system for year 2023.
9. Approved the amendments to the "Organizational Rules Governing the Remuneration Committee".
10. Approved the business report for year 2023.
11. Approved the distribution of retained earnings for year 2023: cash dividend of NT\$3 per share (proposal will be submitted to general shareholders meeting for approval).
12. Approved the time of 2024 general shareholders meetings on June 27, 2024.
13. Approved the related operating procedures for shareholder proposal right. The period for shareholder to submit their proposals is from April 19, 2024 to April 29, 2024.
14. Approved the proposal of the deletion of non-competition promise on company's directors, juridical person director representatives and an additional independent director in compliance with article 209 of the company law.
15. Approved the amendments to the "Board of Directors Meeting Procedures".
16. Approved to issue unsecured domestic CB in one or more tranches during the fiscal years 2024 to 2025 within a total amount of NT\$1.5 billion, depending on market conditions.
17. Approved the amendments to the "Organizational Rules Governing the Audit Committee".
18. Approved new loans of NTD 7,600 million from China Bills Finance Corporation and First Commercial Bank.
19. Approved loan renewals of NTD 5,200 million, USD 492.63 million and EURO 3 million from seven banks including Land Bank of Taiwan.

### 2024.05.09 (15th Board Meeting in the Nineteenth Session)

1. Reported the communication status with stakeholders of 2023.
2. Reported the quarterly tracking of Greenhouse Gas Inventory and Assurance Schedule Planning for Uni-President Group (including subsidiaries)
3. Approved the consolidated financial statements for the first quarter of year 2024.
4. Approved to donate NTD 100 thousand for Taiwan Institute of Directors.
5. Approved the guarantee loan renewal of NTD 10 million separately to Kai Yu investment Co., Ltd. and Kai Nan investment Co., Ltd. from DBS Bank Limited.
6. Approved the new guarantee loans of USD 50 million/and USD 10 million and NTD 100 million separately to Kai Nan investment Co., Ltd. and Tong Sang Construction Corp. from three banks including Credit Agricole Corporate and Investment Bank (CIB).



7. Approved loan renewals of NTD 8,400 million and USD 22 million from 6 banks including KGI Bank.
8. Approved new loans of NTD 5,000 million from Bank of China Taipei Branch.

#### **2024.06.27 (16th Board Meeting in the Nineteenth Session)**

1. Approved the ex-dividend date for the distribution of earnings for 2023 is August 9, 2024 and cash dividend payment date is September 6, 2024
2. Approved the renewal of D&O Insurance for directors and key managers in 2024.
3. Approved the guarantee new loans of NTD 300 million to Tone Sang Construction Corp. from Yuanta Bank Co., Ltd.
4. Approved the guarantee loan renewal of NTD 1,000 million separately to Kai Yu investment Co., Ltd. and Kai Nan investment Co., Ltd. from CTBC Bank Co. Ltd. and the guarantee loan renewal of NTD 2,080 million to Tone Sang Construction Corp. from six banks including Mega International Commercial Bank Co., Ltd.
5. Approved loan renewals of NTD 30,300 million and USD 109.5 million from ten banks including Bank of Standard Chartered PLC.

#### **2024.08.08 (17th Board Meeting in the Nineteenth Session)**

1. Reported the status of GHG emissions inventory and checklist schedule and controlled on a quarterly basis.
2. Reported the change of Directors in Subsidiaries.
3. Approved the consolidated financial statements for first half year of 2024.
4. Approved a public auction for 33 pieces of land and buildings at the Tong Shang International Art Village in Luzhu.
5. Approved to sponsor the Taiwan Society of Food Science and Technology with TWD 10,000.
6. Approved the Company's 2023 ESG Report and the report on the implementation of Sustainable Development for the years 2023 and 2024.
7. Approved to amend certain provisions of the Company's "Risk Management Policy," adding that the Audit Committee shall oversee risk management and report on the operation of risk management activities to the Board.
8. Approved the proposal of the deletion of non-competition promise on the Company's managers in compliance with article 32 of the company law.
9. Approved renewal of guarantee limits by Kai Yu investment Co., Ltd., Kai Nan investment Co., Ltd. and Uni-President Express Corp. with financial institutions.
10. Approved the renewal of loan limits totaling USD 337 million and TWD 8.5 billion with seven financial institutions including China Construction Bank.
11. Approved the new loan agreements with Yuanta Bank, totaling TWD 5 billion and USD 5 million.
12. Approved the Company's leasing of the rooftops of buildings at the Sinshih Logistics Park of Uni-President Group from Uni-President Express Corp. to obtain the right-of-use assets.
13. Approved the appointment for managerial officers of Yan-Chao Wang and Chun-Fu Chen.

#### **2024.10.23 (18th Board Meeting in the Nineteenth Session)**

1. Approved the subscription of private placement common shares issued by PChome Online Inc. Upon completion of the subscription, the Company will hold a 30% equity stake in PChome Online Inc.

#### **2024.11.12 (19th Board Meeting in the Nineteenth Session)**

1. Approved the consolidated financial statements for the third quarter of 2024.
2. Approved the internal auditing proposal of year 2025.

3. Approved the Amendment to the Company's "Internal Control System (including the Implementation Rules of Internal Audit)."
4. Approved a cash capital injection of NTD 5,000 million into Uni-President Express Corp.
5. Approved the proposal of the deletion of non-competition promise on company's managers in accordance with Article 32 of the Company Act.
6. Approved the donation of NTD 300 million to President Professional Baseball Team Corp. through the dedicated bank account to handle donations to the professional sports or the amateur sports industry from November 2024 to December 2025.
7. Approved the partial amendments to the Company's "Risk Management Policy."
8. Approved the guarantee renewal of NTD 110 million and USD 11 million by Tone Sang Construction Corp. and Kai Yu investment Co., Ltd., with Cathay United Bank and Standard Chartered Bank.
9. Approved a new loan agreement totaling NTD 8,350 million and USD 90 million with three financial institutions, including Mega Bank.
10. Approved the renewal of a USD 5 million loan facility with MUFG Bank Ltd., Hong Kong Branch.

**2024.12.26 (19th Board Meeting in the Nineteenth Session)**

1. Reported the implementation of risk management policy in 2024.
2. Reported the plan and implementation of intellectual property management in 2024.
3. Reported the quarterly tracking of the schedule for the greenhouse gas inventory and assurance planning of Uni-President Group, the competency of third-party organizations and personnel conducting independent assurance/verifications of sustainability information for Uni-President Enterprises, and the establishment of a project team by Uni-President Enterprises for the IFRS Sustainability Disclosure Standards.
4. Approved the business plan of 2025.
5. Approved renewal of the appointment of three legal advisors.
6. Approved the payment of totaling NTD 795 thousand for some membership fee and admission fee of year 2025.
7. Approved to donate NTD 14 million to Millennium Health Foundation in year 2025.
8. Approved the guarantee loan renewal of NTD 500 million and USD 10 million to Tone Sang Construction Corp. from Mega Bills Financial Services Co., Ltd. and Standard Chartered International Commercial Bank.
9. Approved new loan of USD 45 million to Kai Nan investment Co., Ltd. from DBS Bank (Taiwan).
10. Approved guarantee loan renewals of NTD 7,200 million from three banks including Taipei Fubon Bank.

**2025.01.10 (21st Board Meeting in the Nineteenth Session)**

Approved the subscription of 61,694,120 privately placed common shares issued by PChome Online Inc. at a price of NT\$40 per share. Upon completion of the subscription, the Company will hold a 30% equity stake in PChome Online Inc.

**2.3.11 Document or written statement that states different opinions by board members or supervisors against the approved major resolutions by the board meeting in recent fiscal period and to the publish date of the annual report: None.**

## 2.4 Auditing Notes

### 2.4.1 Disclosure of Auditing Fee

Unit: NT\$1,000

| Auditing Firm              | Name  | Period              | Audit Fees | Non-Audit Fees | Total  | Remark   |
|----------------------------|---|---------------------|------------|----------------|--------|----------|
| PRICEWATER<br>HOUSECOOPERS | Tien, Chung-Yu<br>Wu, Chien-Chih<br>Liu, Ying-Hsun<br>Chao, Yung-Chieha | Fiscal<br>Year 2024 | 17,350     | 1,830          | 19,180 | (Note 1) |

Note1: Non-audit fees include TWD 1,330 thousand for assurance of the sustainability report, TWD 300 thousand for review of corporate bonds, and TWD 200 thousand for consulting services.

2.4.2 If there is any change in the appointed independent auditors and the Company's annual auditing expenses decreased simultaneously, information regarding the amount, percentage and reasons for the decrease in auditing expenses shall be disclosed : Not Applicable.

2.4.3 Auditing expenses decreased by 10% in comparison to the previous year, information regarding the amount, percentage and reason for the decrease in auditing expenses shall be disclosed : Not Applicable.

2.5 Changing of auditors: Not Applicable.

2.6 If the Company's Chairman, President, or managers responsible for financial and accounting affairs have held any position in the accounting firm or its affiliates during the past year, all relevant information should be disclosed: None.

## 2.7 Net Change in shareholdings and in shares pledged by directors, supervisors, management, and shareholders holding more than a 10% share in the Company.

Please refer to the link of the Market Observation Post System (MOPS):

<https://mops.twse.com.tw/mops/#!/web/home>

Home > Individual Company > Shareholding Changes / Securities Issuance > Shareholding / Pledge / Transfer of Directors, Supervisors, and Major Shareholders

2.7.1 Shares Trade with Related Party : None.

2.7.2 Shares Pledge with Related Party : None.

## 2.8 Information Disclosing the Relationship between any of the Company's Top Ten Shareholders

As of 08/09/2024 (Last Record Date)

| Taoyüan   | Shareholding |      | Spouse & Minor |      | Shareholding by Nominee Arrangement |   | The relationship between any of the Company's Top Ten Share holders  |          | Remarks |
|---|--------------|------|----------------|------|-------------------------------------|---|--|----------|---------|
|   | Shares       | %    | Shares         | %    | Shares                              | % | Name   | Relation |         |
| Kao Chuan Inv. Co., Ltd.  | 284,330,536  | 5.00 | 0              | 0    | 0                                   | 0 | Shiow-Ling Kao   | Chairman |         |
| Chih-Hsien Lo<br>(Representative of<br>Kao Chuan Inv.<br>Co., Ltd.)       | 4,059,095    | 0.07 | 93,402,447     | 1.64 | 0                                   | 0 | Shiow-Ling Kao<br>(Representative<br>of Kao Chuan<br>Inv. Co., Ltd.) | Spouse   |         |
|   |              |      |                |      |                                     |   | Shiow-Ling Kao   | Spouse   |         |
| Shiow-Ling Kao<br>(Representative of<br>Kao Chuan Inv.<br>Co., Ltd.)      | 93,402,447   | 1.64 | 4,059,095      | 0.07 | 0                                   | 0 | Chih-Hsien Lo<br>(Representative<br>of Kao Chuan<br>Inv. Co., Ltd.)  | Spouse   |         |
| Jui-Tien<br>Huang<br>(Representative of<br>Kao Chuan Inv.<br>Co., Ltd.)   | 274,430      | 0    | 0              | 0    | 0                                   | 0 | NA   | NA       |         |
| Cathay Life<br>Insurance Co.,<br>Ltd.                                     | 248,788,000  | 4.38 | 0              | 0    | 0                                   | 0 | NA   | NA       |         |
| BNP Paribas -<br>Hong Kong<br>Branch                                      | 171,606,194  | 3.02 | 0              | 0    | 0                                   | 0 | NA   | NA       |         |
| Po-Ming Hou   | 147,751,414  | 2.60 | 0              | 0    | 24,188                              | 0 | Po-Yu Hou  | Brother  |         |
| Po-Yu Hou   | 128,917,063  | 2.27 | 0              | 0    | 0                                   | 0 | Po-Ming Hou  | Brother  |         |
| Cathay MSCI<br>Taiwan ESG<br>Sustainability High<br>Dividend Yield<br>ETF | 106,552,000  | 1.88 | 0              | 0    | 0                                   | 0 | NA   | NA       |         |
| Yuanta Taiwan<br>High Dividend Low<br>Volatility ETF                      | 99,691,000   | 1.75 | 0              | 0    | 0                                   | 0 | NA   | NA       |         |
| New Labor<br>Pension Fund   | 98,919,247   | 1.74 | 0              | 0    | 0                                   | 0 | NA   | NA       |         |
| Shiow-Ling Kao  | 93,402,447   | 1.64 | 4,059,095      | 0.07 | 0                                   | 0 | Chih-Hsien Lo<br>(Representative<br>of Kao Chuan<br>Inv. Co., Ltd.)  | Spouse   |         |
| Chunghwa Post<br>Co., Ltd.  | 89,239,579   | 1.57 | 0              | 0    | 0                                   | 0 | NA   | NA       |         |

## 2.9 Total Percentage of Ownership of Investees

As of 12/31/2024

| Investees accounted for under the equity method | Investments by the Company |         | Investments from Directors, Supervisors, Managers, and Directly or Indirectly Controlled Businesses |        | Total Investments |         |
|---|----------------------------|---------|---|--------|-------------------|---------|
|   | Shares                     | %       | Shares  | %      | Shares            | %       |
| President Global Corp.                          | 500,000                    | 100.00% | 0   | 0.00%  | 500,000           | 100.00% |
| President Baseball Team Corp.                   | 30,000                     | 100.00% | 0   | 0.00%  | 30,000            | 100.00% |
| Tone Sang Construction Corp.                    | 134,020,000                | 100.00% | 0   | 0.00%  | 134,020,000       | 100.00% |
| Kai Yu Investment Co., Ltd.                     | 1,319,253,429              | 100.00% | 0   | 0.00%  | 1,319,253,429     | 100.00% |
| Cayman President Holdings Ltd.                  | 56,136,000                 | 100.00% | 0   | 0.00%  | 56,136,000        | 100.00% |
| Presco Netmarketing Inc.                        | 6,500,000                  | 100.00% | 0   | 0.00%  | 6,500,000         | 100.00% |
| Uni-President Dream Parks Corp.                 | 6,100,000                  | 100.00% | 0   | 0.00%  | 6,100,000         | 100.00% |
| Kai Nan Investment Co., Ltd.                    | 186,144,187                | 100.00% | 0   | 0.00%  | 186,144,187       | 100.00% |
| Uni-President Glass Industrial Co., Ltd.        | 36,000,000                 | 100.00% | 0   | 0.00%  | 36,000,000        | 100.00% |
| Uni-President Vendor Corp.                      | 15,000,000                 | 100.00% | 0   | 0.00%  | 15,000,000        | 100.00% |
| Nanlien International Corp.                     | 99,999,184                 | 100.00% | 196   | 0.00%  | 99,999,380        | 100.00% |
| Uni-President Express Corp.                     | 800,000,000                | 100.00% | 0   | 0.00%  | 800,000,000       | 100.00% |
| President Natural Industrial Corp.              | 11,999,000                 | 99.99%  | 1,000   | 0.01%  | 12,000,000        | 100.00% |
| Tung Ho Development Co., Ltd.                   | 143,913,500                | 89.95%  | 16,086,500  | 10.05% | 160,000,000       | 100.00% |
| Presicarre Corp.                                | 521,138,744                | 70.00%  | 223,343,556   | 30.00% | 744,482,300       | 100.00% |
| President International Development Corp        | 917,734,230                | 69.37%  | 121,716,000   | 9.20%  | 1,039,450,230     | 78.57%  |
| Tait Marketing & Distribution Co., Ltd.         | 60,735,047                 | 64.27%  | 1,077,923   | 1.14%  | 61,812,970        | 65.41%  |
| President Entertainment Corp.                   | 98,884,799                 | 61.80%  | 61,115,201  | 38.20% | 160,000,000       | 100.00% |
| Uni-President Organics Corp.                    | 2,833,333                  | 56.67%  | 2,166,667   | 43.33% | 5,000,000         | 100.00% |
| President Nisshin Corp.                         | 6,119,999                  | 51.00%  | 600,001   | 5.00%  | 6,720,000         | 56.00%  |
| Ton Yi Pharmaceutical Corp.                     | 51,000                     | 51.00%  | 10,000  | 10.00% | 61,000            | 61.00%  |
| President Tokyo Corp.                           | 29,986,824                 | 51.00%  | 1,176   | 0.00%  | 29,988,000        | 51.00%  |
| President Packaging Corp.                       | 36,532,084                 | 50.58%  | 1,794   | 0.00%  | 36,533,878        | 50.58%  |
| President Kikkoman Inc.                         | 5,999,999                  | 50.00%  | 1   | 0.00%  | 6,000,000         | 50.00%  |
| Ton Yi Industrial Corp.                         | 719,357,425                | 45.55%  | 58,896,108  | 3.73%  | 778,253,533       | 49.28%  |
| President Chain Store Corp.                     | 471,996,430                | 45.40%  | 11,801,512  | 1.14%  | 483,797,942       | 46.54%  |
| President Fair Development Corp.                | 405,000,000                | 40.50%  | 595,000,000   | 59.50% | 1,000,000,000     | 100.00% |
| President Starbucks Coffee Corp.                | 14,255,116                 | 40.00%  | 21,382,674  | 60.00% | 35,637,790        | 100.00% |

| Investees accounted for under the equity method | Investments by the Company |        | Investments from Directors, Supervisors, Managers, and Directly or Indirectly Controlled Businesses |        | Total Investments |         |
|---|----------------------------|--------|---|--------|-------------------|---------|
|   | Shares                     | %      | Shares  | %      | Shares            | %       |
| TTET Union Corp.                                | 61,594,201                 | 38.50% | 15,435,171  | 9.65%  | 77,029,372        | 48.15%  |
| ScinoPharm Taiwan Ltd.                          | 299,968,639                | 37.94% | 83,241,546  | 10.53% | 383,210,185       | 48.47%  |
| Weilih Food Corp.                               | 6,660,000                  | 33.30% | 0   | 0.00%  | 6,660,000         | 33.30%  |
| Kuang Chuan Dairy Co., Ltd.                     | 31,252,839                 | 31.25% | 0   | 0.00%  | 31,252,839        | 31.25%  |
| Uni-President Development Corp.                 | 108,000,000                | 30.00% | 144,000,000   | 40.00% | 252,000,000       | 70.00%  |
| Uni-President Department Store Corp.            | 12,000,000                 | 30.00% | 28,000,000  | 70.00% | 40,000,000        | 100.00% |
| President Securities Corp.                      | 417,516,621                | 28.68% | 120,476,743   | 8.28%  | 537,993,364       | 36.96%  |
| Retail Support International Corp.              | 5,144,000                  | 20.00% | 11,574,000  | 45.00% | 16,718,000        | 65.00%  |
| President Transnet Corp.                        | 29,570,400                 | 20.00% | 103,496,400   | 70.00% | 133,066,800       | 90.00%  |
| Uni-President Cold Chain Corp.                  | 14,311,658                 | 20.00% | 57,246,635  | 80.00% | 71,558,293        | 100.00% |
| Mech-President Corp.                            | 13,046,358                 | 18.89% | 55,858,816  | 80.87% | 68,905,174        | 99.76%  |
| Grand Bills Corp.                               | 78,209,035                 | 14.46% | 18,359,342  | 3.39%  | 96,568,377        | 17.85%  |
| Prince Housing Development Corp.                | 162,743,264                | 10.03% | 290,834,753   | 17.92% | 453,578,017       | 27.95%  |
| Kuang Chuan Foods Co., Ltd.                     | 1,069,200                  | 3.96%  | 0   | 0.00%  | 1,069,200         | 3.96%   |

3



|     |     |  |
|-----|-----|--|
| 108 | 3.1 | Capital and Shares   |
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# CAPITAL OVERVIEW

## 3.1 Capital and Shares

### 3.1.1 Source of Capital

#### A. Issued Shares

As of 02/28/2025

| Month/<br>Year | Par<br>Value<br>(NTD) | Authorized Capital |                 | Paid-in Capital |                  | Remark   |   |  |
|----------------|-----------------------|--------------------|-----------------|-----------------|------------------|--|---|--|
|                |                       | Shares             | Amount<br>(NTD) | Shares          | Amount<br>(NT\$) | Sources of Capital   | Capital<br>Increased<br>by Assets<br>Other than<br>Cash | Other  |
| 1987.10        | 10                    | 289,951,740        | 2,899,517,400   | 289,951,740     | 2,899,517,400    | Capitalization of Profits:<br>NT\$371,733,000 and<br>Capital Surplus:<br>NT\$49,564,400    | NA  | 1987/10/14(76) Tai Tsai<br>Cheng (1) No.01031  |
| 1988.09        | 10                    | 347,942,100        | 3,479,421,000   | 347,942,100     | 3,479,421,000    | Capitalization of Profits:<br>NT\$492,918,000 and<br>Capital Surplus:<br>NT\$86,985,600    | NA  | 1988/08/14(77) Tai Tsai<br>Cheng (1) No.08806  |
| 1989.10        | 10                    | 416,390,849        | 4,163,908,490   | 416,390,849     | 4,163,908,490    | Capitalization of Profits:<br>NT\$614,899,070 and<br>Capital Surplus:<br>NT\$69,588,420    | NA  | 1989/09/21(78) Tai Tsai<br>Cheng (1) No.01951  |
| 1990.08        | 10                    | 549,636,000        | 5,496,360,000   | 549,636,000     | 5,496,360,000    | Capitalization of Profits:<br>NT\$1,249,173,340 and<br>Capital Surplus:<br>NT\$83,278,170  | NA  | 1990/07/26 (79) Tai Tsai<br>Cheng (1) No.01715 |
| 1991.09        | 10                    | 643,100,000        | 6,431,000,000   | 643,100,000     | 6,431,000,000    | Capitalization of Profits:<br>NT\$879,676,400 and<br>Capital Surplus:<br>NT\$54,963,600    | NA  | 1991/08/23(80) Tai Tsai<br>Cheng (1) No.02399  |
| 1992.10        | 10                    | 771,800,000        | 7,718,000,000   | 771,800,000     | 7,718,000,000    | Capitalization of Profits:<br>NT\$1,222,690,000 and<br>Capital Surplus:<br>NT\$64,310,000  | NA  | 1992/10/15(81) Tai Tsai<br>Cheng (1) No.02665  |
| 1992.11        | 10                    | 821,800,000        | 8,218,000,000   | 821,800,000     | 8,218,000,000    | Cash Offering:<br>NT\$500,000,000  | NA  | 1992/09/04(81) Tai Tsai<br>Cheng (1) No.02290  |
| 1993.08        | 10                    | 986,160,000        | 9,861,600,000   | 986,160,000     | 9,861,600,000    | Capitalization of Profits:<br>NT\$1,479,240,000 and<br>Capital Surplus:<br>NT\$164,360,000 | NA  | 1993/07/09(82) Tai Tsai<br>Cheng (1) No.28647  |
| 1994.07        | 10                    | 1,183,400,000      | 11,834,000,000  | 1,183,400,000   | 11,834,000,000   | Capitalization of Profits:<br>NT\$591,776,000 and<br>Capital Surplus:<br>NT\$1,380,624,000 | NA  | 1994/07/01(83) Tai Tsai<br>Cheng (1) No.29932  |
| 1995.07        | 10                    | 1,538,420,000      | 15,834,200,000  | 1,583,420,000   | 15,384,200,000   | Capitalization of Profits:<br>NT\$2,603,480,000 and<br>Capital Surplus:<br>NT\$946,720,000 | NA  | 1995/06/29(84) Tai Tsai<br>Cheng (1) No.37779  |
| 1996.08        | 10                    | 1,846,104,000      | 18,461,040,000  | 1,846,104,000   | 18,461,040,000   | Capitalization of Profits:<br>NT\$2,846,077,000 and<br>Capital Surplus:<br>NT\$230,763,000 | NA  | 1996/07/06(85) Tai Tsai<br>Cheng (1) No.41130  |
| 1997.08        | 10                    | 2,215,324,800      | 22,153,248,000  | 2,215,324,800   | 22,153,248,000   | Capitalization of Profits:<br>NT\$3,415,292,400 and<br>Capital Surplus:<br>NT\$276,915,600 | NA  | 1997/06/30(86) Tai Tsai<br>Cheng (1) No.51660  |

| Month/<br>Year | Par<br>Value<br>(NTD) | Authorized Capital |                 | Paid-in Capital |                  | Remark   |   |   |
|----------------|-----------------------|--------------------|-----------------|-----------------|------------------|--|---|---|
|                |                       | Shares             | Amount<br>(NTD) | Shares          | Amount<br>(NT\$) | Sources of Capital   | Capital<br>Increased<br>by Assets<br>Other than<br>Cash | Other   |
| 1998.07        | 10                    | 2,658,389,760      | 26,583,897,600  | 2,658,389,760   | 26,583,897,600   | Capitalization of Profits:<br>NT\$4,098,350,880 and<br>Capital Surplus:<br>NT\$332,298,720 | NA  | 1998/06/23(87) Tai Tsai<br>Cheng (1) No.54840   |
| 1999.08        | 10                    | 2,924,228,800      | 29,242,288,000  | 2,924,228,800   | 29,242,288,000   | Capitalization of Profits:<br>NT\$2,525,470,910 and<br>Capital Surplus:<br>NT\$132,919,490 | NA  | 1999/06/23(88) Tai Tsai<br>Cheng (1) No.57435   |
| 2000.08        | 10                    | 3,158,167,110      | 31,581,671,100  | 3,158,167,110   | 31,581,671,100   | Capitalization of Profits:<br>NT\$2,222,413,940 and<br>Capital Surplus:<br>NT\$116,969,160 | NA  | 2000/07/13(89) Tai Tsai<br>Cheng (1) No.60239   |
| 2001.08        | 10                    | 3,347,657,200      | 33,476,572,000  | 3,347,657,200   | 33,476,572,000   | Capitalization of Profits:<br>NT\$1,831,737,550 and<br>Capital Surplus:<br>NT\$63,163,350  | NA  | 2001/06/20 (90) Tai Tsai<br>Cheng (3) No.139435   |
| 2002.04        | 10                    | 3,341,986,200      | 33,419,862,000  | 3,341,986,200   | 33,419,862,000   | Capital Reduction and<br>Cancellation of Treasury<br>Shares: NT\$56,710,000                | NA  | 2002 /01/07 (90) Tai Tsai<br>Cheng (3) No.179198  |
| 2002.08        | 10                    | 3,442,245,800      | 34,422,458,000  | 3,442,245,800   | 34,422,458,000   | Capitalization of Profits:<br>NT\$1,002,596,000  | NA  | 2002/07/11 Tai Tsai Cheng 3<br>Tzu No. 0910138403<br>2002/09/13 Jin So Sun Tzu<br>No.09101374790  |
| 2003.03        | 10                    | 3,424,386,800      | 34,243,868,000  | 3,424,386,800   | 34,243,868,000   | Capital Reduction and<br>Cancellation of Treasury<br>Shares: NT\$<br>178,590,000           | NA  | 2003/03/31 Jin So Sun Tzu<br>No.09201091780   |
| 2003.10        | 10                    | 3,424,386,800      | 34,243,868,000  | 3,395,097,800   | 33,950,978,000   | Capital Reduction and<br>Cancellation of Treasury<br>Shares: NT\$<br>292,890,000           | NA  | 2003/05/09 Tai Tsai Cheng 3<br>Tzu No.0920121101<br>2003/07/08 Tai Tsai Cheng 3<br>Tzu No.0920131839<br>2003/10/20 Jin So Sun Tzu<br>No.09201293960 |
| 2004.03        | 10                    | 3,424,386,800      | 34,243,868,000  | 3,375,384,800   | 33,753,848,000   | Capital Reduction and<br>Cancellation of Treasury<br>Shares: NT\$<br>197,130,000           | NA  | 2003/12/19 Tai Tsai Cheng 3<br>Tzu No.092010160217<br>2004/03/22 Jin So Sun Tzu<br>No.09301045320   |
| 2005.12        | 10                    | 3,424,386,800      | 34,243,868,000  | 3,354,125,800   | 33,541,258,000   | Capital Reduction and<br>Cancellation of Treasury<br>Shares: NT\$<br>212,590,000           | NA  | 2005/11/21 Jin Kuan Cheng<br>3 Tzu No.09401522992<br>2006/01/05 Jin So Sun Tzu<br>No.09501001530  |
| 2007.08        | 10                    | 4,800,000,000      | 48,000,000,000  | 3,555,373,348   | 35,553,733,480   | Capitalization of Profits:<br>NT\$2,012,475,480  | NA  | 2007/07/16 Jin Kuan Cheng1<br>Tzu No.0960036627<br>2007/09/12 Jin So Sun Tzu<br>No.09601220080  |
| 2008.08        | 10                    | 4,800,000,000      | 48,000,000,000  | 3,733,142,015   | 37,331,420,150   | Capitalization of Profits:<br>NT\$1,777,686,670  | NA  | 2008/07/09 Jin Kuan Cheng1<br>Tzu No.0970034224<br>2008/09/17 Jin So Sun Tzu<br>No.09701237960  |
| 2009.08        | 10                    | 4,800,000,000      | 48,000,000,000  | 3,897,400,264   | 38,974,002,640   | Capitalization of Profits:<br>NT\$1,642,582,490  | NA  | 2009/07/09 Jin Kuan Cheng1<br>Tzu No.098034094<br>2009/09/14 Jin So Sun Tzu<br>No.09801201120   |

| Month/<br>Year | Par<br>Value<br>(NTD) | Authorized Capital |                 | Paid-in Capital |                  | Remark  |   |  |
|----------------|-----------------------|--------------------|-----------------|-----------------|------------------|---|---|--|
|                |                       | Shares             | Amount<br>(NTD) | Shares          | Amount<br>(NT\$) | Sources of Capital                              | Capital<br>Increased<br>by Assets<br>Other than<br>Cash | Other  |
| 2010.08        | 10                    | 4,800,000,000      | 48,000,000,000  | 4,287,140,290   | 42,871,402,900   | Capitalization of Profits:<br>NT\$3,897,400,260 | NA  | 2010/07/05 Jin Kuan Cheng1<br>Tzu No.0990034474<br>2010/09/03 Jin So Sun Tzu<br>No.09901201530   |
| 2011.08        | 10                    | 4,800,000,000      | 48,000,000,000  | 4,544,368,707   | 45,443,687,070   | Capitalization of Profits:<br>NT\$2,572,284,170 | NA  | 2011/07/06 Jin Kuan Cheng1<br>Tzu No.1000031177<br>2011/09/02 Jin So Sun Tzu<br>No.10001204390   |
| 2012.08        | 10                    | 6,000,000,000      | 60,000,000,000  | 4,862,474,516   | 48,624,745,160   | Capitalization of Profits:<br>NT\$3,181,058,090 | NA  | 2012/07/05 Jin Kuan Cheng1<br>Tzu No. 1010029784<br>2012/08/31 Jin So Sun Tzu<br>No. 10101179020 |
| 2013.08        | 10                    | 6,000,000,000      | 60,000,000,000  | 5,154,222,987   | 51,542,229,870   | Capitalization of Profits:<br>NT\$2,917,484,710 | NA  | 2013/07/08 Jin Kuan Cheng1<br>Tzu No. 1020026306<br>2013/08/29 Jin So Sun Tzu<br>No. 10201177110 |
| 2014.08        | 10                    | 6,000,000,000      | 60,000,000,000  | 5,463,476,366   | 54,634,763,660   | Capitalization of Profits:<br>NT\$3,092,533,790 | NA  | 2014/07/07 Jin Kuan Cheng1<br>Tzu No. 1030025539<br>2014/08/25 Jin So Sun Tzu<br>No. 10301176800 |
| 2015.08        | 10                    | 6,000,000,000      | 60,000,000,000  | 5,682,015,421   | 56,820,154,210   | Capitalization of Profits:<br>NT\$2,185,390,550 | NA  | 2015/07/13 Jin Kuan Cheng1<br>Tzu No. 1040026046<br>2015/09/02 Jin So Sun Tzu<br>No. 10401181620 |

## B. Type of Stock

As of 02/28/2025

| Share Type   | Authorized Capital |                  |               | Remark                     |
|--------------|--------------------|------------------|---------------|----------------------------|
|              | Issued Shares      | Un-issued Shares | Total Shares  |                            |
| Common Stock | 5,682,015,421      | 317,984,579      | 6,000,000,000 | Listed on TSE in Dec. 1987 |

## C. Shelf Registration : None.

### 3.1.2 List of Major Shareholders

As of 08/09/2024

| Shareholder's Name  | Shareholding |            |
|---|--------------|------------|
|   | Shares       | Percentage |
| Kao Chuan Inv. Co., Ltd.                                      | 284,330,536  | 5.00%      |
| Cathay Life Insurance Co., Ltd.                               | 248,788,000  | 4.38%      |
| BNP Paribas - Hong Kong Branch                                | 171,606,194  | 3.02%      |
| Po-Ming Hou   | 147,751,414  | 2.60%      |
| Po-Yu Hou   | 128,917,063  | 2.27%      |
| Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF | 106,552,000  | 1.88%      |
| Yuanta Taiwan High Dividend Low Volatility ETF                | 99,691,000   | 1.75%      |
| New Labor Pension Fund  | 98,919,247   | 1.74%      |
| Shiow-Ling Kao  | 93,402,447   | 1.64%      |
| Chunghwa Post Co., Ltd.                                       | 89,239,579   | 1.57%      |

### 3.1.3 Dividend Policy and Implementation Status

#### A. Dividend Policy

The Company is operating amidst capricious environments and amidst the business cycle of steady growth. When proposing the ratio of distribution of earnings, the board of directors shall take into account the capital expenditure anticipated by the Company and the Company's capital needs with consideration of the indispensability of taking the earnings to back up the capital needs to resolve the amount of earnings to be reserved or to be allocated and the amounts of bonus to be allocated to shareholders in cash. The Company's earnings, if any, of the year shall be applied to pay the business income tax, make up for the cumulative losses of previous years, and the remaining amount, if any, shall be used for an appropriation of 10% legal reserve, unless the legal reserve is already equal to the paid-in capital. The accumulated distributable earnings comprise the distributable earnings for the period, including the appropriated or reversed special reserve, as well as the accumulated unappropriated earnings of previous years. The shareholder dividend shall be for an amount equivalent to at least 50% (inclusive) of the distributable earnings for the period. The cash dividend ratio shall not be less than 30% of the total dividend distribution of the year, which is to be proposed by the board of directors and resolved in the shareholder meeting before implementation.

#### B. Proposed Distribution of Dividend

The proposal for distribution of 2024 profits was passed at the Meeting of the Board of Directors. This proposal, a cash dividend of NTD 3.00 per share, will be discussed at annual shareholders' meeting.

### 3.1.4 Impacts of Stock Dividends on Operation Results and EPS : Not Applicable.

### 3.1.5 Employee Bonus and Directors' Remuneration

#### A. Information of Employee Bonus and Directors' Remuneration in the Articles of Incorporation

A ratio of profit of the current year distributable, after covering accumulated losses, shall be distributed as employees' compensation and directors' remuneration. The ratio shall not be lower than 2% for employees' compensation and shall not be higher than 2% for directors' remuneration shall not be higher than 2%.

#### B. Estimate Foundation of Employee Bonus and Directors' Remuneration

The basis of estimates is based on a certain percentage of 2024 net income after taking into account the legal reserve and other factors, as prescribed under the Company's Articles of Incorporation.

#### C. Profit Distribution of Year 2024 Approved in Board of Directors Meeting for Employee Bonus and Directors' Remuneration

(1) Recommended Distribution of Employee Bonus and Directors' Remuneration: (NT\$ thousands)

|                          |                    |
|--------------------------|--------------------|
| Employee Bonus – in Cash | \$1,761,093        |
| Directors' Remuneration  | <u>328,777</u>     |
| Total                    | <u>\$2,089,870</u> |

The remuneration for employees and directors approved by the board is consistent with the amount of \$2,089,870 recognized in the financial statements for the year 2024.

(2) Ratio of Recommended Employee Stock Bonus to Capitalization of Earnings : NA.

#### D. Information of 2023 Earnings Set Aside to Employee Bonus and Directors' Remuneration:

Distribution of 2023 Earnings (NT\$ thousands)

|                         |                    |
|-------------------------|--------------------|
| Employee Bonus-in Cash  | \$1,612,642        |
| Directors' Remuneration | <u>293,384</u>     |
| Total                   | <u>\$1,906,026</u> |

The actual distribution of employee bonus and directors' remuneration is consistent with the recognition figures in the financial statements for the fiscal year 2023.

### 3.1.6 Buyback of Treasury Stock: None.

## 3.2 Issuance of Corporate Bonds

| Issuance   |  | 1 <sup>st</sup> domestic unsecured corporate bond for 2018                                 |
|--|--|--|
| Issuing Date   |  | 2018/5/16  |
| Denomination   |  | NT\$ 1 million   |
| Issuance and Transaction Location                                  |  | GreTai Securities Market   |
| Offering Price   |  | Par  |
| Total Amount   |  | NT\$ 7.5 billion;  |
| Coupon Rate  |  | 5-year bond: 0.85%; 7-year bond: 0.98%   |
| Maturity   |  | 5-year bond: 2023/5/16; 7-year bond:2025/5/16  |
| Guarantor  |  | None   |
| Trustee  |  | Trust Department of Taipei Fubon Bank  |
| Underwriter  |  | Entrust underwriter to issue to public and Capital Securities Corp. as a lead underwriter. |
| Legal Counsel  |  | True Honesty International Law Offices   |
| Auditor  |  | PricewaterhouseCoopers   |
| Repayment  |  | Bullet   |
| Outstanding (As of 2025/02/28)                                     |  | NTD 2.5 billion  |
| Redemption or Early Repayment Clause                               |  | None   |
| Covenants  |  | None   |
| Credit Rating  |  | Taiwan Ratings Corp.<br>Date:2023.6.27<br>Rating: twAA (Issuer rating)                     |
| Other Rights of Bondholders  | Conversion Right   | None   |
|  | Amount of Converted or Exchanged Common Shares, ADRs or Other Securities | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |  | None   |
| Custodian  |  | None   |

| Issuance   |  | 2 <sup>nd</sup> domestic unsecured corporate bond for 2018   |
|--|--|--|
| Issuing Date   |  | 2018/11/12   |
| Denomination   |  | NT\$ 1 million   |
| Issuance and Transaction Location                                  |  | GreTai Securities Market   |
| Offering Price   |  | Par  |
| Total Amount   |  | NT\$ 2.25 billion;   |
| Coupon Rate  |  | 0.90%  |
| Maturity   |  | 7-year bond: 2025/11/12  |
| Guarantor  |  | None   |
| Trustee  |  | Trust Department of Taipei Fubon Bank  |
| Underwriter  |  | Entrust underwriter to issue to public and KGI Securities as a lead underwriter.                                   |
| Legal Counsel  |  | True Honesty International Law Offices   |
| Auditor  |  | PricewaterhouseCoopers   |
| Repayment  |  | The Company will redeem the bond in 50% of the face value, respectively, at the end of the sixth and seventh year. |
| Outstanding (As of 2025/02/28)                                     |  | NTD 1.125 billion  |
| Redemption or Early Repayment Clause                               |  | None   |
| Covenants  |  | None   |
| Credit Rating  |  | Taiwan Ratings Corp.<br>Date:2017.06.30<br>Rating: twAA (Issuer rating)  |
| Other Rights of Bondholders  | Conversion Right   | None   |
|  | Amount of Converted or Exchanged Common Shares, ADRs or Other Securities | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |  | None   |
| Custodian  |  | None   |



| Issuance   |  | 1 <sup>st</sup> domestic unsecured corporate bond for 2019                                 |
|--|--|--|
| Issuing Date   |  | 2019/05/15   |
| Denomination   |  | NT\$ 1 million   |
| Issuance and Transaction Location                                  |  | GreTai Securities Market   |
| Offering Price   |  | Par  |
| Total Amount   |  | Total Amount NTD 7 billion   |
| Coupon Rate  |  | 5-year bond: 0.75%; 7-year bond: 0.83%   |
| Maturity   |  | 5-year bond: 2024/05/15<br>7-year bond: 2026/05/15   |
| Guarantor  |  | None   |
| Trustee  |  | Trust Department of Taipei Fubon Bank  |
| Underwriter  |  | Entrust underwriter to issue to public and Capital Securities Corp. as a lead underwriter. |
| Legal Counsel  |  | True Honesty International Law Offices   |
| Auditor  |  | PricewaterhouseCoopers   |
| Repayment  |  | Bullet   |
| Outstanding (As of 2025/02/28)                                     |  | NTD 3 billion  |
| Redemption or Early Repayment Clause                               |  | None   |
| Covenants  |  | None   |
| Credit Rating  |  | Taiwan Ratings Corp.<br>Date:2018.7.31<br>Rating: twAA                                     |
| Other Rights of Bondholders  | Conversion Right   | None   |
|  | Amount of Converted or Exchanged Common Shares, ADRs or Other Securities | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |  | None   |
| Custodian  |  | None   |

| Issuance   |  | 2 <sup>nd</sup> domestic unsecured corporate bond for 2019                                   |
|--|--|--|
| Issuing Date   |  | 2019/9/25  |
| Denomination   |  | NT\$ 1 million   |
| Issuance and Transaction Location                                  |  | GreTai Securities Market   |
| Offering Price   |  | Par  |
| Total Amount   |  | NTD 4.0 billion  |
| Coupon Rate  |  | 5-year bond: 0.69%; 7-year bond: 0.73%   |
| Maturity   |  | 5-year bond: 2024/09/25<br>7-year bond: 2026/09/25   |
| Guarantor  |  | None   |
| Trustee  |  | Trust Department of Taipei Fubon Bank  |
| Underwriter  |  | Entrust underwriter to issue to public and Fubon Securities Co., Ltd. as a lead underwriter. |
| Legal Counsel  |  | True Honesty International Law Offices   |
| Auditor  |  | PricewaterhouseCoopers   |
| Repayment  |  | Bullet   |
| Outstanding (As of 2025/02/28)                                     |  | NTD 2.0 billion  |
| Redemption or Early Repayment Clause                               |  | None   |
| Covenants  |  | None   |
| Credit Rating  |  | Taiwan Ratings Corp.<br>Date:2019.7.18<br>Rating: twAA                                       |
| Other Rights of Bondholders  | Conversion Right   | None   |
|  | Amount of Converted or Exchanged Common Shares, ADRs or Other Securities | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |  | None   |
| Custodian  |  | None   |

| Issuance   |  | 1 <sup>st</sup> domestic unsecured corporate bond for 2020                                   |
|--|--|--|
| Issuing Date   |  | 2020/04/22   |
| Denomination   |  | NT\$ 1 million   |
| Issuance and Transaction Location                                  |  | GreTai Securities Market   |
| Offering Price   |  | Par  |
| Total Amount   |  | Total Amount NTD 8.55 billion  |
| Coupon Rate  |  | 5-year bond: 0.56%; 7-year bond: 0.59%   |
| Maturity   |  | 5-year bond: 2025/04/22<br>7-year bond: 2027/04/22   |
| Guarantor  |  | None   |
| Trustee  |  | Trust Department of Taipei Fubon Bank  |
| Underwriter  |  | Entrust underwriter to issue to public and Fubon Securities Co., Ltd. as a lead underwriter. |
| Legal Counsel  |  | True Honesty International Law Offices   |
| Auditor  |  | PricewaterhouseCoopers   |
| Repayment  |  | Bullet   |
| Outstanding (As of 2025/02/28)                                     |  | NTD 8.55 billion   |
| Redemption or Early Repayment Clause                               |  | None   |
| Covenants  |  | None   |
| Credit Rating  |  | Taiwan Ratings Corp.<br>Date:2019.7.18<br>Rating: twAA                                       |
| Other Rights of Bondholders  | Conversion Right   | None   |
|  | Amount of Converted or Exchanged Common Shares, ADRs or Other Securities | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |  | None   |
| Custodian  |  | None   |

| Issuance   |  | 2 <sup>nd</sup> domestic unsecured corporate bond for 2020   |
|--|--|--|
| Issuing Date   |  | 2020/10/14   |
| Denomination   |  | NT\$ 1 million   |
| Issuance and Transaction Location                                  |  | GreTai Securities Market   |
| Offering Price   |  | Par  |
| Total Amount   |  | NTD 3.0 billion  |
| Coupon Rate  |  | 5-year bond: 0.50%; 7-year bond: 0.58%   |
| Maturity   |  | 5-year bond: 2025/10/14<br>7-year bond: 2027/10/14   |
| Guarantor  |  | None   |
| Trustee  |  | Trust Department of Taipei Fubon Bank  |
| Underwriter  |  | Entrust underwriter to issue to public and Fubon Securities Co., Ltd. as a lead underwriter.   |
| Legal Counsel  |  | True Honesty International Law Offices   |
| Auditor  |  | PricewaterhouseCoopers   |
| Repayment  |  | 5-year bond: Bullet<br>7-year bond: The Company will redeem the bond in 50% of the face value, respectively, at the end of the sixth and seventh year. |
| Outstanding (As of 2025/02/28)                                     |  | NTD 3.0 billion  |
| Redemption or Early Repayment Clause                               |  | None   |
| Covenants  |  | None   |
| Credit Rating  |  | Taiwan Ratings Corp.<br>Date:2020.7.23<br>Rating: twAA   |
| Other Rights of Bondholders  | Conversion Right   | None   |
|  | Amount of Converted or Exchanged Common Shares, ADRs or Other Securities | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |  | None   |
| Custodian  |  | None   |

| Issuance   |  | 3 <sup>rd</sup> domestic unsecured corporate bond for 2020   |
|--|--|--|
| Issuing Date   |  | 2020/12/29   |
| Denomination   |  | NT\$ 1 million   |
| Issuance and Transaction Location                                  |  | GreTai Securities Market   |
| Offering Price   |  | Par  |
| Total Amount   |  | NTD 3.0 billion  |
| Coupon Rate  |  | 7-year bond: 0.43%   |
| Maturity   |  | 2027/12/29   |
| Guarantor  |  | None   |
| Trustee  |  | Trust Department of Taipei Fubon Bank  |
| Underwriter  |  | Entrust underwriter to issue to public and Taishin International Bank as a lead underwriter.                       |
| Legal Counsel  |  | True Honesty International Law Offices   |
| Auditor  |  | PricewaterhouseCoopers   |
| Repayment  |  | The Company will redeem the bond in 50% of the face value, respectively, at the end of the sixth and seventh year. |
| Outstanding (As of 2025/02/28)                                     |  | NTD 3.0 billion  |
| Redemption or Early Repayment Clause                               |  | None   |
| Covenants  |  | None   |
| Credit Rating  |  | Taiwan Ratings Corp.<br>Date:2020.7.23<br>Rating: twAA   |
| Other Rights of Bondholders  | Conversion Right   | None   |
|  | Amount of Converted or Exchanged Common Shares, ADRs or Other Securities | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |  | None   |
| Custodian  |  | None   |

| Issuance   |  | 1 <sup>st</sup> domestic unsecured corporate bond for 2021                          |
|--|--|---|
| Issuing Date   |  | 2021/06/02  |
| Denomination   |  | NT\$ 1 million  |
| Issuance and Transaction Location                                  |  | GreTai Securities Market  |
| Offering Price   |  | Par   |
| Total Amount   |  | NTD 5.95 billion  |
| Coupon Rate  |  | 5-year bond: 0.45%; 7-year bond: 0.53%  |
| Maturity   |  | 5-year bond: 2026/06/02<br>7-year bond: 2028/06/02                                  |
| Guarantor  |  | None  |
| Trustee  |  | Trust Department of Taipei Fubon Bank   |
| Underwriter  |  | Entrust underwriter to issue to public and Yuanta Securities as a lead underwriter. |
| Legal Counsel  |  | True Honesty International Law Offices  |
| Auditor  |  | PricewaterhouseCoopers  |
| Repayment  |  | Bullet  |
| Outstanding (As of 2025/02/28)                                     |  | NTD 5.95 billion  |
| Redemption or Early Repayment Clause                               |  | None  |
| Covenants  |  | None  |
| Credit Rating  |  | Taiwan Ratings Corp.<br>Date:2020.7.23<br>Rating: twAA                              |
| Other Rights of Bondholders  | Conversion Right   | None  |
|  | Amount of Converted or Exchanged Common Shares, ADRs or Other Securities | None  |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |  | None  |
| Custodian  |  | None  |

| Issuance   |  | 2 <sup>st</sup> domestic unsecured corporate bond for 2021   |
|--|--|--|
| Issuing Date   |  | 2021/09/28   |
| Denomination   |  | NT\$ 1 million   |
| Issuance and Transaction Location                                  |  | GreTai Securities Market   |
| Offering Price   |  | Par  |
| Total Amount   |  | NTD 4.0 billion  |
| Coupon Rate  |  | 7-year bond: 0.52%; 10-year bond: 0.56%  |
| Maturity   |  | 7-year bond: 2028/09/28<br>10-year bond: 2031/09/28  |
| Guarantor  |  | None   |
| Trustee  |  | Trust Department of Taipei Fubon Bank  |
| Underwriter  |  | Entrust underwriter to issue to public and E.SUN BANK as a lead underwriter.   |
| Legal Counsel  |  | True Honesty International Law Offices   |
| Auditor  |  | PricewaterhouseCoopers   |
| Repayment  |  | the Company will redeem 50% of the principal at one year before maturity and redeem the rest 50% at maturity for each tenor. |
| Outstanding (As of 2025/02/28)                                     |  | NTD 4.0 billion  |
| Redemption or Early Repayment Clause                               |  | None   |
| Covenants  |  | None   |
| Credit Rating  |  | Taiwan Ratings Corp.<br>Date:2021.06.30<br>Rating: twAA  |
| Other Rights of Bondholders  | Conversion Right   | None   |
|  | Amount of Converted or Exchanged Common Shares, ADRs or Other Securities | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |  | None   |
| Custodian  |  | None   |

| Issuance   |      | 1 <sup>st</sup> domestic unsecured corporate bond for 2022                          |
|--|------|---|
| Issuing Date   |      | 2022/09/14  |
| Denomination   |      | NT\$ 1 million  |
| Issuance and Transaction Location                                  |      | GreTai Securities Market  |
| Offering Price   |      | Par   |
| Total Amount   |      | NTD 4.0 billion   |
| Coupon Rate  |      | 5-year bond: 1.5%; 7-year bond:1.6%   |
| Maturity   |      | 5-year bond: 2027/09/14<br>7-year bond: 2029/09/14                                  |
| Guarantor  |      | None  |
| Trustee  |      | Trust Department of Taipei Fubon Bank   |
| Underwriter  |      | Entrust underwriter to issue to public and Taipei Fubon Bank as a lead underwriter. |
| Legal Counsel  |      | True Honesty International Law Offices  |
| Auditor  |      | PricewaterhouseCoopers  |
| Repayment  |      | Bullet  |
| Outstanding (As of 2025/02/28)                                     |      | NTD 4.0 billion   |
| Redemption or Early Repayment Clause                               |      | None  |
| Covenants  |      | None  |
| Credit Rating  |      | Taiwan Ratings Corp.<br>Date:2022.06.22<br>Rating: twAA                             |
| Other Rights of Bondholders  | None | None  |
|  | None | None  |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |      | None  |
| Custodian  |      | None  |



| Issuance   |      | 1 <sup>st</sup> domestic unsecured corporate bond for 2023   |
|--|------|--|
| Issuing Date   |      | 2023/04/18   |
| Denomination   |      | NT\$ 1 million   |
| Issuance and Transaction Location                                  |      | GreTai Securities Market   |
| Offering Price   |      | Par  |
| Total Amount   |      | NTD 7.3 billion  |
| Coupon Rate  |      | 5-year bond: 1.53%; 7-year bond:1.62%  |
| Maturity   |      | 5-year bond: 2028/04/18<br>7-year bond: 2030/04/18   |
| Guarantor  |      | None   |
| Trustee  |      | Trust Department of Taipei Fubon Bank  |
| Underwriter  |      | Entrust underwriter to issue to public and President Securities Corporation as a lead underwriter. |
| Legal Counsel  |      | True Honesty International Law Offices   |
| Auditor  |      | PricewaterhouseCoopers   |
| Repayment  |      | Bullet   |
| Outstanding (As of 2025/02/28)                                     |      | NTD 7.3 billion  |
| Redemption or Early Repayment Clause                               |      | None   |
| Covenants  |      | None   |
| Credit Rating  |      | Taiwan Ratings Corp.<br>Date:2022.06.22<br>Rating: twAA  |
| Other Rights of Bondholders  | None | None   |
|  | None | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |      | None   |
| Custodian  |      | None   |

| Issuance   |      | 2 <sup>nd</sup> domestic unsecured corporate bond for 2023   |
|--|------|--|
| Issuing Date   |      | 2023/07/20   |
| Denomination   |      | NT\$ 1 million   |
| Issuance and Transaction Location                                  |      | GreTai Securities Market   |
| Offering Price   |      | Par  |
| Total Amount   |      | NTD 6.0 billion  |
| Coupon Rate  |      | 5-year bond: 1.55%   |
| Maturity   |      | 2028/07/20   |
| Guarantor  |      | None   |
| Trustee  |      | Trust Department of Taipei Fubon Bank  |
| Underwriter  |      | Entrust underwriter to issue to public and Yuanta Securities as a lead underwriter.  |
| Legal Counsel  |      | True Honesty International Law Offices   |
| Auditor  |      | PricewaterhouseCoopers   |
| Repayment  |      | the Company will redeem 50% of the principal at one year before maturity and redeem the rest 50% at maturity for each tenor. |
| Outstanding (As of 2025/02/28)                                     |      | NTD 6.0 billion  |
| Redemption or Early Repayment Clause                               |      | None   |
| Covenants  |      | None   |
| Credit Rating  |      | Taiwan Ratings Corp.<br>Date:2023.06.27<br>Rating: twAA  |
| Other Rights of  | None | None   |
| Bondholders  | None | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |      | None   |
| Custodian  |      | None   |

| Issuance   |      | 3 <sup>rd</sup> domestic unsecured corporate bond for 2023                              |
|--|------|---|
| Issuing Date   |      | 2023/10/18  |
| Denomination   |      | NT\$ 1 million  |
| Issuance and Transaction Location                                  |      | GreTai Securities Market  |
| Offering Price   |      | Par   |
| Total Amount   |      | NTD 5.7 billion   |
| Coupon Rate  |      | 5-year bond: 1.55%; 10-year bond:1.75%  |
| Maturity   |      | 5-year bond: 2027/10/18<br>10-year bond: 2033/10/18                                     |
| Guarantor  |      | None  |
| Trustee  |      | Trust Department of Taipei Fubon Bank   |
| Underwriter  |      | Entrust underwriter to issue to public and MasterLink Securities as a lead underwriter. |
| Legal Counsel  |      | True Honesty International Law Offices  |
| Auditor  |      | PricewaterhouseCoopers  |
| Repayment  |      | Bullet  |
| Outstanding (As of 2025/02/28)                                     |      | NTD 5.7 billion   |
| Redemption or Early Repayment Clause                               |      | None  |
| Covenants  |      | None  |
| Credit Rating  |      | Taiwan Ratings Corp.<br>Date:2023.06.27<br>Rating: twAA                                 |
| Other Rights of  | None | None  |
| Bondholders  | None | None  |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |      | None  |
| Custodian  |      | None  |

| Issuance   |      | 1 <sup>st</sup> domestic unsecured corporate bond for 2024                           |
|--|------|--|
| Issuing Date   |      | 2024/04/16   |
| Denomination   |      | NT\$ 1 million   |
| Issuance and Transaction Location                                  |      | GreTai Securities Market   |
| Offering Price   |      | Par  |
| Total Amount   |      | NTD 5.45 billion   |
| Coupon Rate  |      | 5-year bond: 1.6%; 10-year bond:1.72%  |
| Maturity   |      | 5-year bond: 2029/04/16<br>10-year bond: 2034/04/16                                  |
| Guarantor  |      | None   |
| Trustee  |      | Trust Department of Taipei Fubon Bank  |
| Underwriter  |      | Entrust underwriter to issue to public and Cathay United Bank as a lead underwriter. |
| Legal Counsel  |      | True Honesty International Law Offices   |
| Auditor  |      | PricewaterhouseCoopers   |
| Repayment  |      | Bullet   |
| Outstanding (As of 2025/02/28)                                     |      | NTD 5.45 billion   |
| Redemption or Early Repayment Clause                               |      | None   |
| Covenants  |      | None   |
| Credit Rating  |      | Taiwan Ratings Corp.<br>Date:2023.06.27<br>Rating: twAA                              |
| Other Rights of Bondholders  | None | None   |
|  | None | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |      | None   |
| Custodian  |      | None   |

| Issuance   |      | 2 <sup>nd</sup> domestic unsecured corporate bond for 2024                           |
|--|------|--|
| Issuing Date   |      | 2024/10/23   |
| Denomination   |      | NT\$ 1 million   |
| Issuance and Transaction Location                                  |      | GreTai Securities Market   |
| Offering Price   |      | Par  |
| Total Amount   |      | NTD 3.5 billion  |
| Coupon Rate  |      | 5-year bond: 1.84%   |
| Maturity   |      | 5-year bond: 2029/10/23  |
| Guarantor  |      | None   |
| Trustee  |      | Trust Department of Taipei Fubon Bank  |
| Underwriter  |      | Entrust underwriter to issue to public and Cathay United Bank as a lead underwriter. |
| Legal Counsel  |      | True Honesty International Law Offices   |
| Auditor  |      | PricewaterhouseCoopers   |
| Repayment  |      | Bullet   |
| Outstanding (As of 2025/02/28)                                     |      | NTD 3.5 billion  |
| Redemption or Early Repayment Clause                               |      | None   |
| Covenants  |      | None   |
| Credit Rating  |      | Taiwan Ratings Corp.<br>Date:2024.06.25<br>Rating: twAA                              |
| Other Rights of  | None | None   |
| Bondholders  | None | None   |
| Dilution Effect and Other Adverse Effects on Existing Shareholders |      | None   |
| Custodian  |      | None   |

#### 4.2.1 Information on Shelf Offering of Corporation Bond: None.

3.3 Issuance of preferred shares : None.

3.4 Issuance of global depository receipts : None.

3.5 Issuance of employee stock option plan : None.

3.6 Issuance of new shares to merge with or acquire other companies :  
None.

### 3.7 Status of capital utilization plan

Any incomplete share issuance or private placement or any completed share issuance or private placement over the past three years from which benefits have not yet been reported as of Feb. 28, 2025: None.



4



|     |   |
|-----|---|
| 132 | 4.1 Business Activities                     |
| 141 | 4.2 Markets and Sales Overview              |
| 157 | 4.3 Human Resources                         |
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| 165 | 4.6 Cyber Security Management               |
| 168 | 4.7 Important Contracts                     |

# OPERATION HIGHLIGHTS

## 4.1 Business Activities

### 4.1.1 Business Scope

#### A. Major Business of UPEC

| Group                  | Range of Business   | Division  | % of overall business |
|------------------------|---|---|-----------------------|
| Provisions Group       | Manufacturing and marketing of foodstuff, animal feeds, aquatic feeds and flour   | Animal Feed Division                                    | 4.21                  |
|                        |   | Aquatic Business Division                               | 1.33                  |
|                        |   | Flour Division  | 2.56                  |
| Food-For -Life Group   | Manufacturing and marketing of instant noodle, rice noodle, and edible oils   | Food-For-Life Division                                  | 12.39                 |
|                        |   | Edible Oil Division                                     | 0.17                  |
| Dairy & Beverage Group | Manufacturing and marketing of soft drinks, tea drink, dairy products, coffee drink and chilled beverage                        | Beverage Division                                       | 0.76                  |
|                        |   | Tea Beverage Division                                   | 15.08                 |
|                        |   | Water Business Division                                 | 2.73                  |
|                        |   | Dairy Product Division I                                | 18.83                 |
|                        |   | Dairy Product Division II                               | 11.61                 |
|                        |   | Coffee Beverage Division                                | 1.70                  |
|                        |   | Coffee Business Service Division                        | 5.58                  |
|                        |   | Agency Team   | 0.64                  |
| General Foods Group    | Manufacturing and marketing of meat products, canned pickles & seasoning products, frozen prepared foods and ice cream products | Meat Division   | 1.62                  |
|                        |   | Frozen Prepared Foods Division                          | 1.26                  |
|                        |   | Sauce & Seasoning Division                              | 1.70                  |
|                        |   | Ice Cream Division                                      | 0.75                  |
|                        |   | International Division                                  | 0.07                  |
| Baking Business Group  | Manufacturing and marketing of bakery products.   | Bread Division, Cake Division and Frozen Paste Division | 8.13                  |
|                        |   | PL Baking Business Team                                 | 2.13                  |
| Technical Group        | Development and production of private label products  | PL Business Development Division                        | 3.63                  |
| Others                 |   |   | 3.12                  |

## B. Information of the Group Segments

| Segment                      | Product Category   | % of the Group Revenue |
|------------------------------|--|------------------------|
| Foods                        | Edible oils, instant noodle, noodle, dairy products, tea beverage, coffee drink, baking products, ice cream products, seasoning products, frozen prepared foods, meat products, health products, sauce & seasoning | 24.78                  |
| Chain stores                 | Convenience store  | 30.77                  |
| Circulation                  | Selling of drugs and cosmetics, Delivering and selling of food and merchandise, Hyphenmarket   | 26.88                  |
| Packaging and Containers     | Tinplate and cans, PET bottles, containers, glass products   | 4.18                   |
| Feeds                        | Manufacturing and marketing animal feeds, aquatic feeds and flour  | 2.71                   |
| Pharmaceuticals              | Research, manufacturing and sales of pharmaceuticals   | 0.52                   |
| Leisure Business Development | Professional baseball team, shopping mall, hotel and restaurant  | 0.59                   |
| Distribution                 | Delivery of room-temperature and low-temperature foods and goods   | 0.22                   |
| General investments          | Professional investments, etc.   | 0.00                   |
| Others                       |  | 9.35                   |

## C. New products Development:

Please refer to Page 136.

### 4.1.2 Industry Overview

#### 1. Current and future development of food industry

In 2024, due to the combined influence of climate, politics, inflation and other factors, the global supply chain was highly unstable, making the overall food industry environment in Taiwan even more complicated. According to Industry and Technology Intelligence Service (ITIS), there are about 8,025 food manufacturers in Taiwan, mainly small- and medium-sized, but production value is mostly generated by large-sized OTC companies.

Taiwan's top three food export categories are frozen foods, miscellaneous foods, and non-alcoholic beverages, which are mainly sold to the United States and Japan. Top three food import categories are frozen food, alcoholic beverages, miscellaneous foods, and dairy products, mainly from the United States, the United Kingdom, Thailand, Japan and New Zealand.

Industry trend highlights include: (1) promoting net-zero carbon emissions and environmental sustainability; (2) strengthening the integration of resources with domestic and foreign partners; (3) reinforcing operational strength and resilience; (4) keeping abreast with the changes of international condition and exploring new opportunities.

#### 2. Upstream, midstream, and downstream

The food industry is a domestic-demand industry that is subject to market scope, resource constraints, temperature conditions, shelf life, human resources, and other factors. Yet, it has low entry barriers that easily allow new competitors to join the industry and make it highly competitive. As government

regulations become more stringent, consumer demand for food safety increases, and supply of labor falls, the management of food safety, supply chain and eco-chain will be more difficult and operating costs will be higher.

Therefore, manufacturers must enhance market flexibility through safety control, product upgrades, value-added services, and supply chain integration to reduce cost impact and strengthen competitive advantages. Besides relying on government to stabilize raw material prices, companies have to establish comprehensive food safety inspection mechanism, form strategic alliances with their peers and clients, seize market potential, assist retailers to develop private label brands, and strengthen vertical and horizontal integration.

### 3. Product development trend and competition

#### (1) Product development

The main form of product development is brand new product, with features of less additives, organic, healthy nutrition, local ingredients, packaging renovation and flavor creativities. Series of extended products is the second form of product development, with visual renovation, seasonal limited, co-branded marketing, convenience and sustainability as key elements of innovation. With changes in demographics and dietary habits, markets for fresh and frozen products keep on expanding, and physical channels are gradually transforming, with the rise of complex stores.

#### (2) Product competition

- ① Noodles and flour: Include “noodles” and “instant noodle products”. In recent years, manufacturers and caterers have been actively entering the market and launching new products. Also the stabilized epidemic has increased demand for business use, making the industry more competitive. Industry trends are strengthening supply chain, meeting consumer needs through continuous invention, and developing localized exporting strategies.
- ② Edible oil: Majorities are “vegetable oil” and are relied on imports. Integration of virtual platform and physical channels strengthens the connection with consumers and enhances consumer experience, but on the other hand, government regulations are more stringent. Industry trends are strengthening supply chain, highlighting product features and alternative values, constructing product usage scenarios, and focusing on clean ingredients and market diversification.
- ③ Baked goods: The overall industry is driven by end-use channels, mainly are bakeries and convenient stores. The industry is facing challenges of transforming, but market demand has recovered and future is promising. Trends in the industry are stabilizing the volume and price of raw materials in the supply chain, improving taste and health, leveraging technology to improve added value of products, and enhancing local brand identity and international visibility.
- ④ Snack foods: Majorities of manufacturers are small and medium-sized companies. The industries of “baked/steamed food”, “dehydrated food”, “confectionery/chocolate” and “ice products” are well-developed, with consistent innovation and dynamic sales models. The industry trends are delivering products to meet lifestyles, leveraging digital tools to improve competitiveness, and exploring new sales channels to enlarge customer base.
- ⑤ Condiments: Major categories are soy sauce, salt, monosodium glutamate and other condiments. In line with consumers’ pursuit of health, products will appeal to consumers with cleaner, safer and convenient image. Industry trends include stressing raw material values and substitution, increasing product diversities and convenience, and developing multiple industries and field applications.

- ⑥ Frozen foods: “Frozen prepared food” and “frozen aquatic products” are the top two selling categories. Although market is mature, there are still rooms for growth from sales channels and logistics, innovation and transformation, and cooperation with cross-industry and cross-regional alliances. Industry trends include bringing new pleasures into consumers’ lives, accelerating the sustainable clean environment, enhancing cross-industry collaboration, and improving supply chain stability to meet market changes.
- ⑦ Fresh food: The industry is mature with sales network of “convenient store” densely paved nationwide. The industry trend is youth and diversity. The e-commerce platform, shop expansion and openings of specialty shops bring greater convenience and interesting experiences in consumers’ lives. Industry trends include innovating visual and taste experiences, creating topics and highlights, enhancing consumer adhesion through digital optimization, and starting green sustainable initiatives.
- ⑧ Plant-based meat: The industry has solid technology and product development experience, with products featuring high protein, high fiber, low fat and low carbon. Manufacturers are investing resources on product diversification and value, and the industry is promising. Trends in the industry include satisfying different consumer scenarios, accelerating investment and resource integration, refining user experiences and establishing sustainable supply chains.
- ⑩ Dairy products: Imports are dominated by milk powder and cheese, while local fresh milk is in short supply. To reflect farmers’ costs, base milk price has been increasing starting from June 2022. By leveraging digital tools, manufactures can improve their source management, marketing and development of diverse products. However they are still facing challenges of substitution from plant milk. Trends include enhancing nutritional supplement, deepening network and fulfilling environmental sustainability.
- ⑩ Non-alcoholic beverages: Top three categories in order are tea drinks, coffee drinks, and fruit and vegetable juices. The overall market is highly competitive, with not only competition from within the industry, but also from outside the industry, where freshly brewed beverages from tea stalls and cafes are sharing the market. Manufacturers create new consumer experience through product innovation and co-branding, and some companies are also heading overseas. Industry trends include pursuing tasty and healthy products, increasing consumers’ communication, and using digital to optimize personal experience.
- ⑪ Nutritional supplements: The main categories are “food”, “dietary supplement” and “health food”. At present, there are only a few products with health certification, and the top three functional appeals are blood lipid regulation, gastrointestinal function improvement, and liver protection. Industry trends include satisfying consumers’ health and nutrition needs, strengthening supply chain stability, meeting precise personalized health opportunities and expanding into oversea markets.
- ⑫ Feeds: The industry is divided into “livestock feed” and “pet food”. The prices of raw materials for livestock feed are susceptible to fluctuation in international condition, while pet food is predominately imported but domestic products are on the rise. Trends include stabilizing material supply, expanding operating scale, improving production technologies, grasping business potentials of pet food and constructing growth momentum.

### 4.1.3 Research and Development

#### A. Research and Development Expenses by Commercialization R&D Institute (CRI) in Past Two Years

| Year                          | 2023    | 2024    | 2025(As of Feb.28) |
|-------------------------------|---------|---------|--------------------|
| Total Expenses (thousand NTD) | 435,567 | 442,130 | 74,544             |

#### B. Achievements of Research and Development by CRI in Past Two Years

| Year                  | 2023 | 2024 |
|-----------------------|------|------|
| New Products Launched | 68   | 71   |
| Research Reports      | 149  | 163  |
| Patents Approved      | 15   | 18   |

#### C. Achievements of Research and Development in Recent Years

##### Section 1: Innovation and Improvement

##### 1.1 Health-conscious products

In response to the growing health concerns, we have developed 23 health foods. We offer products such as Cha-Li-Won Japanese sugar-free green tea for regulating blood lipids, AB drinking yogurt for improving gastrointestinal function; LP33 drinking yogurt for allergy modulation, and two dual-action products (Health 3D and Health 3D Red Yeast Rice + Chromium Double-Effect Tablets) for blood lipid and sugar regulation. Our product line also includes high-fiber oat milk, unsweetened high-fiber soy milk, Pure Tea unsweetened green tea, and Rich oolong tea, which support blood lipid regulation or body fat inhibition.

##### 1.2 Demographic changes and personalized food products

To address Taiwan's evolving demographics, we have invested in developing health-conscious, light, and personalized foods. Our product lines include Reisui milk toast, Gold toast, single serving fried dumplings, Proker chicken breasts, plant meat dumplings, hot pot series, and retort pouch. For consumers seeking nutritional support, we offer AB+ yogurt, BODYTALK high-fiber, low-fat and high-calcium milk, and Sunfiber oat milk. Furthermore, 26 of our products have received Silver Age-friendly Food certification, catering to the elderly population.

##### 1.3 Plant-based product trends

We have responded to the global trend of plant milk by expanding our soy milk product line and launching sesame soy milk, and also inventing plant-based products, such as sugar-free soy milk, high-fiber oat milk, almond tea, and others.

##### 1.4 Nutritional and health needs

To meet Taiwan's health and nutritional needs, we offer LP33 probiotic capsule B1 PLUS and POWERMATE malt drink supplement for busy office workers. Our Nutritional Health Center also provides "Yubei Lutein+DHA algae oil capsules" and 3D health supplements targeting high blood lipids, pressure, and sugar. These dual-patented products have received numerous accolades, including the SNQ National Quality Mark, Customer Satisfaction Gold Award, Monde Selection Award, and International Invention Exhibition gold medals.

##### 1.5 Quality certifications and international recognition

We continuously improve and refine our well-received products to better meet the tastes of consumers and make them healthier. Our products have received numerous certifications and awards for their quality and taste, including:

- Clean Label Certification: Awarded to products like Sunshine toast, Uni-President bread, Good noodle, and Uni-President Sunshine unsweetened soy milk.
- iTi International Taste & Quality Institute Superior Taste Award: Reisui fresh milk, Reisui fresh milk toast, Cha-Li-Won tea, Dr. Milker fresh milk, and Dr. Milker latte coffee have all received this award.
- Monde Selection - World Quality Selection: Reisui fresh milk won the gold medal, while Imperial sausage, Proker meat products, and POWERMATE malt beverage received silver medals.
- IIAC ICT Italian Coffee Tasting Gold Award: Awarded to Cophi coffee beans.

## **Section 2: Technology Development for Market-Leading Products**

The Company's product line covers dairy products, beverages, instant noodles, meat products, frozen prepared foods, ice products, desserts, baked goods, flour, edible oil, sauces, and others. Over the years, we have committed to innovating new products and technologies and launching numerous revolutionary market-leading products.

- The exclusive patented brewed non-fried noodles have the same texture as cooked noodles with no need for cooking.
- Cha-Li-Won tea continues upgrading by applying "Natural Enzyme", "Single Cell Tea Extraction", and "Low-Temperature Extraction" technologies to create tastes as good as freshly brewed.
- We are the one and only manufacturer in Taiwan market using extreme low-temperature "Membrane Filtration Technology" to retain full milk nutrient in our low-temp fresh milk, preserve watermelon juice flavor in our watermelon milk, and ensure food hygiene and safety at the same time.
- Pure Tea lemon tea and grapefruit tea are developed by exclusive patented "Ice & Freshly Extraction Technology" to extract fresh fruit tea flavor.
- Premium Chinese tea and Japanese sencha are produced by unique "Fragrant Sealing Technology" to deliver the genuine flavor of fine tea.
- Sunshine toasts are produced by "Low-temperature Aging" and "Multi-pressing" technologies for a sweet, springy, soft, and elastic texture.
- Gold toasts made with high-quality Japanese wheat flour and "Low-temperature Aging, Tangzhong Starter Technology" provides a high-quality toast with a chewy and fluffy texture.
- Amelie's Bagels are produced with market-leading "Specializing Boiling Technology" to overcome the obstacle of rapid aging, and become the American-style bagels that are popular among Taiwanese.
- Chiffon steamed cakes are produced under the exclusive "Six Temperature Control, Slow Steam Mature Technology" to create the softness and fluffiness, and to transform the handcrafted goods into mass production.

## **Section 3: Food Material Technology for Quality Improvement**

Our R&D team ensures material quality by selecting top-tier international suppliers and establishing stringent specifications. A secondary supplier database mitigates supply risks and strengthens our negotiating position. Our specialized team enhances ingredient and material handling expertise. Furthermore, we minimize additive use and prioritize safer, eco-friendly packaging.

## **Section 4: Source Management for Quality Assurance**

We manage materials from origin to finished product, investing in ingredient research and supplier safety. We analyze material hazards to ensure regulatory compliance for all ingredients and additives. For key

agricultural products like milk and tea, we implement specific quality controls at the source. A robust detection system safeguards all ingredients and prevents adulteration, contamination, and off-flavors.

#### D. R&D Plans and Expected Investments

1. The following projects will be assigned and implemented, and the total investment is expected to be NT\$457 million. Our 2025 investments will be focus on:
  - Developing next-generation health foods with scientifically validated health benefits.
  - Conducting human trials to confirm the effectiveness and safety of these products.
  - Identifying new probiotics with health benefits and testing their effectiveness and safety in fermented dairy products.
  - Establishing methods to prevent protein denaturation and reduce precipitation in acidic conditions to meet the demand for high-protein beverages.
  - To meet the growth trend of sugar-free tea, we develop sugar-free black tea, green tea, and oolong tea with our extraction technology to offer a rich and fragrant tea flavor.
  - Aiming at the high-priced fruit tea market, our fruit tea is developed with non-thermal processing technology to deliver a rich taste flavor close to tea stalls.
  - Research on spicy flavor and taste functions and develop products that are tasty and popular among young people.
  - Develop low salt, less sugar, and low-calorie products.
  - Develop high-value functional flour products.
  - Deepening research on freezing and refrigeration technologies for refined pastries and new products development.
  - Upgrade sparkling water by testing water quality, production processes, GV value, and mixing suitability.
  - Technology development and flavor cultivation for smoothie beverages.
2. The use of raw materials is in line with the company's ESG policy on environmental sustainability, for instance, Starbucks tea leaves are provided by suppliers conforming to ethical sourcing regulations and introducing rainforest certification, and Cophi coffee beans provide rainforest-certified coffee beans.
3. Strengthen source management of food materials to guarantee product quality and safety, for instance, construct tea production traceability system, tea source identification technology, fresh milk pasture management, and liquid egg supply chain management.
4. Establish technologies to detect adulteration, counterfeit, and anomaly flavors of food ingredients.
5. Apply optimal, environmental, and functional packaging materials, such as r-PET eco-friendly packaging materials used in edible oil and PH9.0 bottled water.
6. Continuous R&D investment; enhance intellectual property performance; increase patent applications. Transfer technology among the Group that allows intangible intellectual property rights to be converted into substantial revenue.

#### E. Key Factors for Future R&D Success

Driven by the goal of value creation, our R&D team, supported by strategic direction and technical expertise, innovates and delivers high-quality products that meet market demands. Whether it is for product design or technical research, team leaders follow the rigid management procedure to evaluate, execute and assess the performance of the project plan, and cooperate with other teams to accomplish the goal.



## 4.1.4 Long-term and Short-term Development

### A. Long-term Development Plan

According to a joint analysis report by PWC, Rabobank, and Temasek Holdings, the population in Asia is projected to reach 4.5 billion by 2030, with food and beverage consumption reaching \$8 trillion, making it the largest food and beverage consumption market globally. As Asian market becomes more vital in the global economy, we actively cultivate in Asia region. Moreover, we continued to apply the “one core and four pillars” strategic management model, which centered in “Lifestyle brand management” along with the 4 pillars: “manufacturing and R&D, experiment and retail operation, trade & distribution, and alliance and integration”, ultimately to “maximize the corporate value” in the long run.

#### (1) Lifestyle brand management

In addition to extend current brands with the advantageous market position, we also attempt to deep-root mega-brands, observe consumer purchasing behaviors and trends through big data analysis, strengthen product structure and increase revenue as output from marketing. Also, we aim to strengthen brand core values and consumer identification in order to promote and propel the mega-brands' market competitive position.

#### (2) Manufacturing and R&D

We apply manufacturing and R&D skills to assist in branding development, and build fleet-alike manufacturing facilities, meanwhile, continuously and constantly introduce new technology and improve fundamental product qualities for higher added value.

#### (3) Customer Experience and Retail Operation

We have several customer experience sites located in China, Taiwan, the Philippines, and continued to reinforce partnership with regional channels for promoting the product diversity and meeting demand for convenience. Moreover, we are also committed to enhance distributional efficiency, spot business potentials, and explore new channels and markets. By integrating the high value-added distribution, procurement, manufacturing, marketing and retail network, we will have greater chance to be one of the strategic suppliers or agents of key retail chains and well-known global brands.

#### (4) Trade and Distribution

We have established sales sites in Taiwan, China, Korea, Indonesia, Vietnam, Thailand and the Philippines. These sites are not only part of our marketing network, but will formulate a purchasing platform for global procurement.

#### (5) Alliance and Integration

We aim to gain and sustain dominance in major product categories, also establish a market position with a competitive advantage in the greater Asia.

### B. Short-term Development Plan

We pursue “premium growth”, internally, we strengthen our management; externally, we conduct active expansion strategies, proactively explore new territories, leverage economies of scale, expand regionally, improve organizational and marketing capabilities. Also, we form strategic alliance with global giants to sustain our leading position. Keys to management include:

- (1) Increase brand value: Penetrate mega-brands and SKUs to create higher value and pursue industrial dominance for greater market share.

- (2) Improve profitability: Build solid fundamental skills, and adjust to the optimum production efficiency and added value of product mix with well-distributed marketing resources.
- (3) Engage in market mechanism: Gain pricing power in the market, stabilize costs, and enhance management and sensitivity to the interested parties.
- (4) Demonstrate discipline and execution: Meet management integrity and fulfill global operational discipline and strategies.
- (5) Participate in social responsibility: Contribution to corporate governance, food safety, employee welfare, and work safety/environmental protection.

## 4.2 Market and Sales Overview

### 4.2.1 Analysis of Major Product

#### 4.2.1.1 Major Product Categories in Taiwan

##### Animal Feed

##### 1. Major Products and Sales Regions

- (1) Major products are chicken feed, pig feed, cattle feed and pet food.
- (2) Sales region: Taiwan

##### 2. Market Demand and Supply

The animal feed industry will face both risks and turnaround in the future. Ever since Taiwan opened up agricultural imports under WTO agreement, domestic animal feed market has been affected. Imported raw materials brought fluctuations in feed prices and poultry and livestock products were affected by imported meat products and economic cycles, resulting in uncertainty in the market prices of poultry and livestock meat products. Domestic epidemic issues such as bird flu and foot-and-mouth disease continue to affect the consumption of livestock and poultry products. Also the fluctuated global grain prices and volatile NTD currency make costs hard to control. Nevertheless, there are still opportunities for expansion. The economic growth and changes of household structure continues to increase pet food sales while cattle feed and high added value total mixed ration (TMR) sales also show growing potentials.

##### 3. Advantages and Disadvantages, and Strategies

##### (1) Competitive Advantages

Our cattle feed business along with TMR technology keeps on expanding. Our professional R&D team is capable of developing distinctive products to meet consumer needs. Brand Petlife still tops the market as we continue to enhance its quality and preserve its professional image.

##### (2) Disadvantages and Strategies

Major raw materials such as maize and soybean rely on imports and profits are affected by global price fluctuation. Procurement team will effectively control procurement costs, carefully select high-quality customers, and strictly control customer accounts and billing period to reduce payment risks.

##### Flour

##### 1. Major Products and Sales Regions

- (1) Major product is flour.
- (2) In addition to supplying company's instant noodle and bakery production, flour is sold nationwide..

##### 2. Market Demand and Supply

The estimated market value of the baking industry in 2024 is NT\$82.37 billion (according to the Ministry of Finance Statistics), reflecting a year-on-year growth of 6.26%. The growth in market value has outpaced production volume, indicating an increasing consumer demand for high-quality baked goods. The demand for convenient, personalized packaging and ready-to-eat products has led to a rise in the frequency of bread purchases at convenient stores, which in turns has driven the growth of upstream automated/semi-automated bakeries, central kitchens, and fresh food production facilities.

##### 3. Advantages and Disadvantages, and Strategies

##### (1) Competitive Advantages

We have a professional flour development and milling team that analyses wheat from the world's largest growing regions, builds databases and develops applications, and matches highly technical flour blending processes to reduce batch differences in agricultural products, improve flour quality and stability, and bring the characteristics of different varieties of wheat to the fullest extent in accordance with the needs of end-products. In addition, we have a team of international baking technicians with practical experience and domestic and international awards, who can provide customers technical services of flour formula and production.

## (2) Disadvantages and Strategies

Market saturation, oversupply and fierce price competition are our challenges. To overcome these barriers, we are committed to developing differentiated raw materials and high-skilled special powders to optimize sales structure and enhance added value of production. In addition, we implement technology-led marketing and retain high-quality customers with professional technical services and stable product quality.

## Instant Noodle

### 1. Major Products and Sales Regions

(1) Major products are instant noodle, snack noodle, noodle, fresh pasta, meat sauce, cup soup, and chicken essence. Leading brands are Tung-I, Imperial, One More Cup, Ke-Shiue-Mian, A-Q, UNI Crispy Noodles, WAKUWAKU, Hau Jin Dau, Tung-I Instant Mixed Rice Noodles, DA BU TIE, SIANG KOU Dry Noodles and Heart Roasted Chicken Essence.

(2) Sales regions: Mainly domestic, some exports to Hong Kong, Australia, Korea, Japan, Malaysia, Singapore and other countries.

### 2. Market Demand and Supply

The market for instant noodle has grown due to the ease of storage, convenience, and variety of ready-to-eat options. Taking the convenient stores as an example, our products account for over 40% of market share. To meet the change of lifestyle and increasing demand for take-away food, the company continues to expand B2B noodle market. Since the company sets high standard for food safety specifications, we could provide B2B customers a wide range of safe and high-quality products. Along with the increasing concern on food safety and quality awareness, B2B noodle business will be the new driving force for operational growth.

### 3. Advantages and Disadvantages, and Strategies

#### (1) Competitive Advantages

Each brand has its unique appeal and positioning that meets different consumer groups' needs. Through consistent brand cultivation and investment, our core brands are market leaders in their respective categories. Products become more visible with the channels being densely and widely paved, while impact of cost fluctuations of raw material is reduced through the effective Group's integration of resource procurement.

Additionally, advancements in our R&D and manufacturing processes have led to the development of a new generation of spicy flavors, and brewed non-fried noodles. These innovations break the traditional limitations of instant noodle flavors, allowing consumers to enjoy the taste and texture of freshly cooked noodles with a simple preparation.

#### (2) Disadvantages and Strategies

Global climate change affects crop yields and results fluctuations of raw material prices. New food safety laws and regulations have increased operating costs and risks. Ready-to eat foods in

convenient stores grow continually and hinder instant noodle market. Therefore, we consistently improve our supply chain management, increase product value-added, enter B2B noodle market, and lay out new sales categories.

## Dairy Products

### 1. Major Products and Sales Regions

(1) Major products include (a) Fresh milk related business: domestic fresh milk (Reisui, Reisui Extreme, Dr. Milker.), imported fresh milk (Australia Pure Source, New Zealand NuZilk, Hokkaido Dairy), B2B milk (for City Café, Starbucks), B2B whipped cream. (b) Milk beverages and plant milk: flavored milk, functional flavored milk, drinking yogurt/ lactic acid drink/yogurt (AB, LP33, and etc.), soymilk, oatmilk, puddings, and probiotic health foods.

(2) Sales region: Taiwan.

### 2. Market Demand and Supply

In 2024, the company maintained No.1 market position in the categories of fresh milk, B2B milk, drinking yogurt, soy beverages, and puddings, with diverse categories and specifications. Our future growth will be driven by maintaining high growth momentum, enlarging our leading edge, and ensuring sound development of our product categories.

### 3. Advantages and Disadvantages, and Strategies

#### (1) Competitive Advantages

The company has the most economically efficient refrigerated supply chain with the highest quality and stability in the Taiwan market. Dairy branding is a key pillar of the company's value-added business, as it continues to improve its product strength and pricing power. All our dairy brands are at top three places in every dairy category.

#### (2) Disadvantages and Strategies

In response to the impact of 2025 Taiwan-New Zealand Trade Agreement, the company continues to develop an operational model that keeps the brand and organization up to date and enhance competitiveness. In the midst of market reshuffling, the company focuses on adjusting the structure of dairy source utilization and increases the proportion of milk source domestically in order to enlarge its market leadership and brand penetration. The company will continue to leverage the high fiber series to ensure a strong presence in high-quality plant-based protein, and prepare for the next generation of premium soy milk.

## Tea Beverages

### 1. Major Products and Sales Regions

(1) Major brands are Cha-Li-Won, Mine-Shine, Pure Tea, Literature Tea Collection, Beaux Arts, Num Yu, and Pu Yum covering green tea, black tea, oolong tea, milk tea, herbal tea, fruit tea and B2B tea.

(2) Sales region: Mainly in Taiwan, few exports to Southeast Asian regions.

### 2. Market Demand and Supply

According to the sales report from 7-11 in 2024, Mine-Shine ranked the top at share of 14.10%, following by Pure Tea with share of 11.99% at second, and Cha-Li-Won at third place with share of 11.85%.

### 3. Advantages and Disadvantages, and Strategies

#### (1) Competitive Advantages

The company has leading manufacturing technology and strict quality control. We ally strategically with OEM partners to increase production efficiency. We input sufficient brand marketing resources to

build brand value in the new generation. Also we invest on R&D and explore multiple supply sources to minimize the impact of growing raw material costs.

(2) Disadvantages and Strategies

The continuous rise in raw material and distribution operation costs has squeezed profit margins, thereby impacting the momentum of brand building. Uncertainty in the economic environment has led to price competition from both distribution channels and competing brands. Additionally, the ongoing expansion of tea stands has accelerated shifts in consumer taste preferences. To deal with the market difficulties, we mitigate the risks of supply chain disruptions and irreplaceability by diversifying supply sources and continuously enhancing our R&D capabilities. We aim to increase sales revenue to generate higher total gross profit and maintain our market position, thereby widening the gap with competitors. Additionally, we continue to cultivate emerging channels such as e-commerce and group buying while expanding into more diverse consumption scenarios to maintain consumer engagement and explore potential business opportunities. Furthermore, we enhance our internal R&D capabilities to optimize our product mix by developing products that are in demand by consumers.

## Coffee Drinks

### 1. Major Products and Sales Regions

(1) Major products are RTD coffee drinks and coffee beans. Major brands are La gauche de La Seine, Café Plaza, HIS Café, Dr. Coffee, L'uxpresso, and Cophi.

(2) Sales region: Taiwan

### 2. Market Demand and Supply

The overall ready-to-drink coffee market remained flat compared to the previous year. In Taiwan's overall coffee consumption market, latte remains the most popular choice among consumers. However, unsweetened black coffee is also gaining increasing favor. This trend, which started with freshly brewed coffee, is gradually becoming evident in the ready-to-drink coffee segment as well. According to data from the Customs Administration of the Ministry of Finance, Taiwan's total coffee bean imports reached a record high of 45,089 metric tons in 2025, marking a 57.98% increase over the past decade. This indicates stable growth in Taiwan's coffee market.

### 3. Advantages and Disadvantages, and Strategies

#### (1) Competitive Advantages

We own an exclusive R&D team that composed of professionals who obtained several international certificates on coffee bean quality identification. We also establish a complete educational training system on coffee. Our multiple brands with diverse packaging and pricing strategies satisfy different consumer needs. Our company has a comprehensive food safety supply chain system in place, effectively eliminating external environmental impacts on food safety. Our company is the largest coffee bean supplier in Taiwan's freshly brewed coffee market, accounting for over a quarter of the country's total green coffee bean imports. With this import advantage, we have established a stable supply chain and possess strong bargaining power.

#### (2) Disadvantages and Strategies

Facing rising raw material costs, our company is upgrading product offerings to align with the trend of ready-to-drink coffee beverages while enhancing pricing capabilities. By improving cost-performance value (CP value), we aim to address market competition and the increasing systemic costs.

As coffee beans are imported and sourced mainly from a few key regions, they are often affected by uncontrollable fluctuations. To mitigate this risk, we have established partnerships with major domestic

and international green coffee bean suppliers to ensure a stable supply.

In the B2B market, our company is a latecomer in the business-use coffee bean sector. To strengthen our position, we leverage the group's internal resources, providing a comprehensive supply of food ingredients—including dairy products, baking ingredients, frozen desserts, seasoning materials, and foodservice paper containers—offering customers a one-stop service. Additionally, we utilize the business networks across different departments within the group to expand B2B market presence, increase customer engagement, and enhance media exposure.

### **Bottled Water**

#### **1. Major Products and Sales Regions**

(1) Major products are bottled water, sports drink and carbonated drinks. Well-known brands are PH 9.0, Uni-Water, medical stone mineral water, H2O pure water, Uni Fit and X-POWER.

(2) Sales region: Taiwan.

#### **2. Market Demand and Supply**

In 2024, overall market values of bottled water in Taiwan increased by 2.5%. Our bottled water sales dominate the market with shares of 27.53%. Bottled water is a sustainable category and current market is relatively mature. Even there's no expectation for explosive growth in near future, the sales still show a trend of steady growth.

#### **3. Advantages and Disadvantages, and Strategies**

##### **(1) Competitive Advantages**

Our products are self-produced and by OEM to achieve best operating scale. We stay focused on operation and allocate resource effectively to increase competitiveness.

##### **(2) Disadvantages and Strategies**

Climate change has led to insufficient water source stability, changes in consumer habits, and intense competition. In response to these adverse factors, we adopt a dual model of in-house production and outsourcing, which ensures steady supply for medium- to long-term growth. Additionally, we have adjusted our sales modules and built long-term brand value marketing to reduce the risk of falling into the vicious cycle of excessive promotions.

### **Baking Products**

#### **1. Major Products and Sales Regions**

(1) Major products are toast, bread, pastries, buns, cakes, desserts, bagels, frozen dough and others.

Main sales channels are convenient stores, restaurants, bakeries, supermarkets, cafe, hypermarkets, e-commerce platforms, schools, militaries and special sales channels.

(2) Sales region: Taiwan

#### **2. Market Demand and Supply**

The reduction in household size and trend of eating out have changed the way consumers eat and drink, and made people's eating style be more convenient, immediacy and diverse. Companies are actively developing a variety of fresh food products; packaged bread and toast have become light meal options. As the leader in the packaged-bread industry, the company operates with the latest equipment and conforms to high-level food safety standards in supervising the procedure of production with the objective to satisfy consumer's expectation for high-quality bakery products.

Taiwan's confectionery market continues to evolve towards sophistication, and classic products with innovation are constantly being introduced. In addition, in the bagel category, apart from the bagel

specialty shop chains, restaurant chains, and breakfast markets, CVS channels have also added a variety of flavored bagel products. The domestic frozen dough market is mainly for business use. We joint ventured with Uni-President Chain Store Corp. and Semeur to provide freshly baked bread in a shop-in-shop format in the CVS.

### 3. Advantages and Disadvantages, and Strategies

#### (1) Competitive Advantages

Internally we have strong R&D, production and marketing team, and dense network; externally we seek out suppliers to help strengthen our capabilities. We create a perfect logistic system that allows us to leverage information system and temperature control to distribute food under strict food safety control.

#### (2) Disadvantages and Strategies

The baking industry continues to flourish in recent years. To meet with consumers' increasing demand of diversified product tastes, many companies expand production capacity to provide greater product lines to attract consumers, such that make market more competitive. Being the leading packaged bread company, in order to solid our market position, not only we continue to strengthen our product structure, we also actively establish brand advantages to ensure its irreplaceability, providing more added values to consumers, and becoming the best bakery product brand in consumers' minds.

## Frozen Prepared Food

### 1. Major Products and Sales Regions

(1) Major products are dough products (frozen dumplings, microwave dumplings, fried dumplings, scallion pancakes, meat balls, and etc.)

(2) Sales region: Taiwan

### 2. Market Demand and Supply

The domestic retail dumpling market showed an upward trend in sales volume in 2024. This was driven by the continuous typhoon season, which increased consumer demand and promoted growth in physical retail sales for the category. Additionally, online shopping and e-commerce have started to become a part of consumers' daily lives. As online consumption continues to arise, a transformation and shift in the market landscape is emerging. Offline retail consumption and online purchasing are becoming the two major consumption behavior patterns. To solidify the leading brand position and expand operational scale, the company intensifies the development of non-dough-based frozen foods and allocates resources on online shopping and direct sales channels (e.g., group buying), and aims to reach the goal of full channel operations

In 2025, we will continue to alleviate external systemic risks (inflation), price competition and raw material fluctuations with quality products and differentiated marketing strategies, as well as invest in advertising and marketing resources to strengthen consumers' recognition and brand loyalty of our products.

### 3. Advantages and Disadvantages, and Strategies

#### (1) Competitive and Advantages

We can outperform others with supports from our professional research team, inclusive marketing and distribution network, and solid team-merchandising platform.

#### (2) Disadvantages and Strategies

The slow growth of dumpling market volume and upward trend of global material price have influenced the operation. However we will actively invest in the development of online shopping and direct sales channels (group buying) and upgrade existing products to meet the trend of the market.



We will rationalize the cost through diverse raw materials, and enhance the value of products with differentiation and higher qualities to avoid the price competition.

### Ice Products

#### 1. Major Products and Sales Regions

(1) Major products are B2C ice products, B2B ice products and ice cube. Main channel for consuming ice products is 7-11. B2B ice products are mainly used in tea stalls and growing steadily. The ice cube business has achieved stable sales with channel development.

(2) Sales region: Taiwan

#### 2. Market Demand and Supply

As the global temperature warms up, the demand for ice products and ice cubes rises, and the time to consume ice products increases, even in winter. We focus operations on high value products to maximize profitability. We develop innovative products, renew business model, and enhance product qualities to meet social perceptions and consumer expectations of food safety by going above and beyond regulations.

#### 3. Advantages and Disadvantages, and Strategies

##### (1) Competitive Advantages

The simplicity of operation and optimal resource allocation allow us to react and response quickly to market changes. We invest research and development resources to create vertically innovative products with low substitutability and high differentiation to reduce competition

##### (2) Disadvantages and Strategies

Although high food safety standard increases investment in operating costs, technology can create high-differentiated products that prevent the company from competition and sustain long-term profitability.

### Soy Sauce & Seasoning

#### 1. Major Products and Sales Regions

(1) Major products are soy sauce and seasonings, and brands are Four Season and Kikkoman.

(2) Sales region: Taiwan

#### 2. Market Demand and Supply

As the number of household decreases and the society ages, consumers' demand for soy sauce and condiments is moving towards smaller sizes and health appeals, and consumers are looking forward to more convenient and simpler condiments to choose from. With the globalization of food, consumer demand for condiments is becoming more diversified and sophisticated, and many international products have been attracted to enter the Taiwan market, making competition even fiercer. With the sales volume of Taiwan's soy sauce market increasing in the catering and food delivery service industries, the market structure has shifted towards commercial catering and processing channels.

#### 3. Advantages and Disadvantages, and Strategies

##### (1) Competitive Advantages

Our extensive retail network increases our product accessibility and our consistent research and development ensures a long-lasting operation.

##### (2) Disadvantages and Strategies

The growth trend of dining out has impacted the market value of household soy sauce, making competition more intense. Additionally, the globalization of food has attracted international products

into the Taiwanese market. In response, we will continue to invest in marketing and channel management to expand our leading brand position, and develop popular flavor preferred by consumers.

## Meat Products

### 1. Major Products and Sales Regions

(1) Major products are Chinese-style processed meat (sausages under the brand Imperial) and Western-style processed meat products (hot dog, ham and bacon and under the brand Proker). Main sales channels are traditional, specialty, CVS and other channels. In addition, a designated takeout team is responsible for B2B development.

(2) Sales Region: Taiwan

### 2. Market Demand and Supply

The amount of meat consumed by people has increased significantly, hitting record highs repeatedly. According to protein intake projections, meat intake has surpass grain intake in 2022, with livestock and poultry leading the way, followed by pork, and then fish and beef. With the lifting of the pandemic restrictions, the trend of dining out has increased. Ready-to-eat products and the business-to-business market are the main directions for future development.

### 3. Advantages and Disadvantages, and Strategies

#### (1) Competitive Advantages

We have absolute advantages over others as our research and development abilities are skillful enough to create higher quality and better taste products, and our products are accessible nationwide with the inclusive distribution and selling network. Imperial and Proker brand products are being operated under the guideline of “safety, tasty, and convenience” and are certified with national CAS, TQF, and ISO22000 standard (ISO and HACCP).

#### (2) Disadvantages and Strategies

Pork prices are susceptible to epidemics and international market, making us difficult to control costs. Also, health concerns on consuming processed pork products are affecting consumption and increasing food safety awareness that bring up the internal inspection costs. In the future, we will develop high quality processed products using raw materials that meet food safety inspection standards.

## Nutritional Supplements

### 1. Major Products and Sales Regions

(1) Major products are “Metamin Health 3D red yeast bitter melon tablet”, “Metamin Health 3D red yeast chromium plus”, “Yubei lutein DHA Algae Oil”, and “Powermate cocoa malted milk”.

(2) Sales region: Taiwan

### 2. Market Demand and Supply

With the rising global awareness of health, the market demand for functional and health foods has grown rapidly. In recent years, Taiwan’s health food industry has actively integrated and expanded both domestically and internationally, including upstream raw material supply, midstream production and processing, and downstream marketing channels. According to statistics from the Ministry of Economic Affairs, Taiwan’s health food market reached NT\$170.3 billion in 2022, and it is expected to continue growing.

### 3. Advantages and Disadvantages, and Strategies

#### (1) Competitive Advantages

- a. “Metamin Health 3D red yeast chromium plus “ has been awarded the National Health Food Dual-Effect Certification for blood lipids and blood sugar. In 2023, human trials confirmed its effectiveness in regulating blood lipids.
- b. “Metamin Health 3D Tablet Food” has been recognized with the SNQ National Quality Certification for 17 consecutive years and was the sole recipient of the 2024 Nutrition & Health Food Innovation Award Gold Medal.
- c. “Yubei lutein DHA Algae Oil “ was proven through human trials in 2023 to effectively support visual clarity and cognitive agility.

#### (2) Disadvantages and Strategies

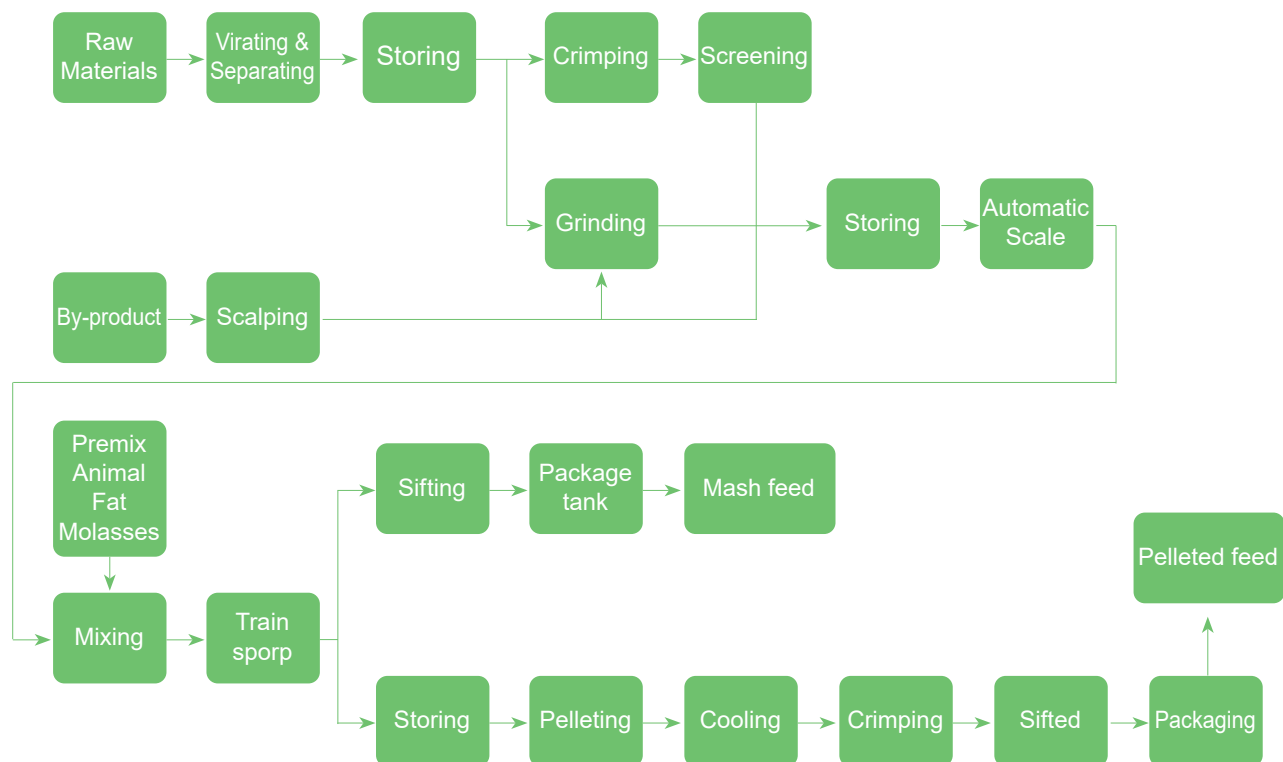
Health supplement products in terms of concepts, ingredients, and formulas have many similar options. According to the 2023 Food Industry Yearbook, the market size for lutein products has reached 1.9 billion, while red yeast rice products have surpassed 2 billion. The competition is intense, requiring continuous investment in research and development to create differentiation and avoid falling into price competition. The health food market operates on “trust-based competition,” meaning brands must continuously invest in marketing resources and strengthen certifications of health benefits to highlight the uniqueness and differentiation of their products.

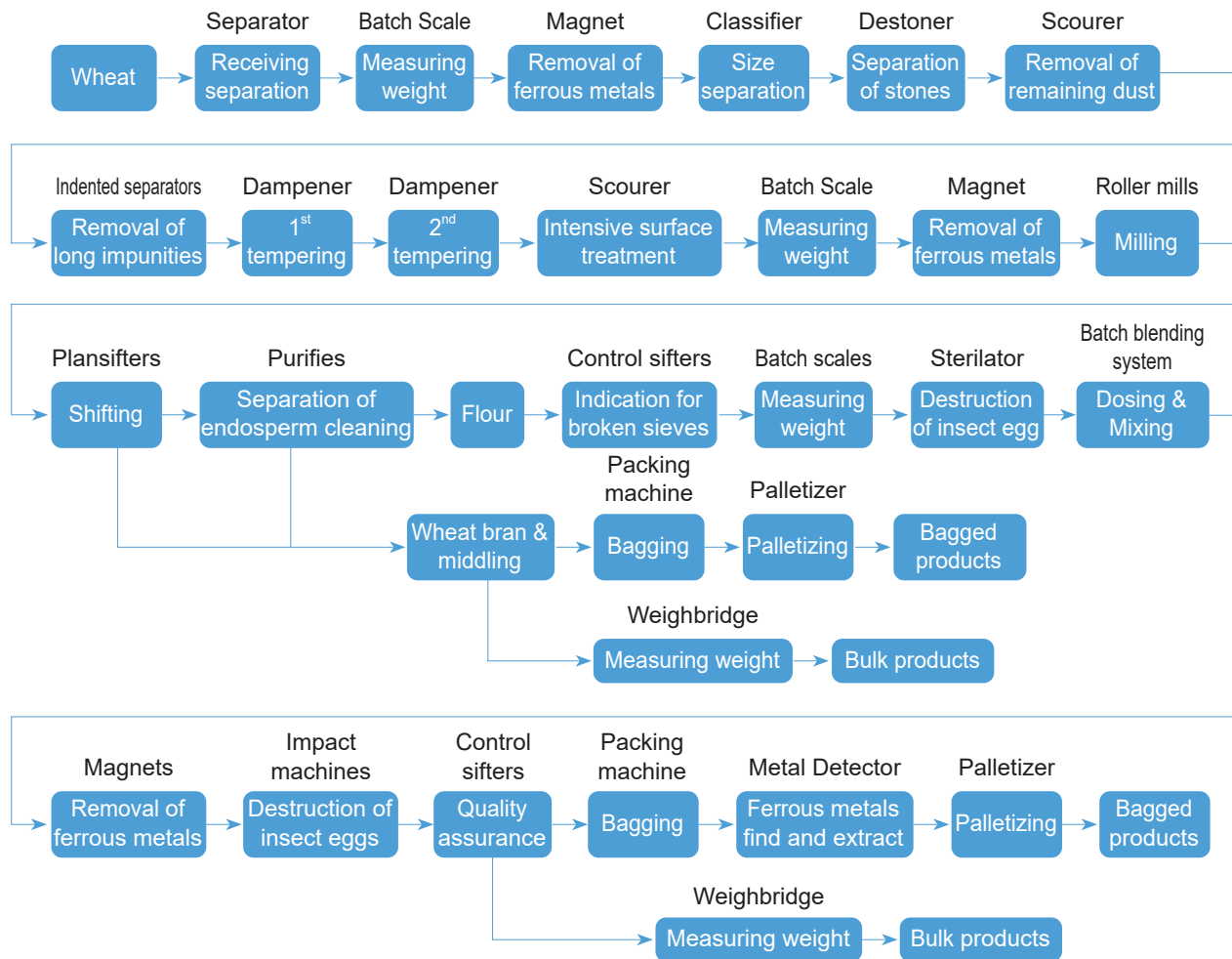
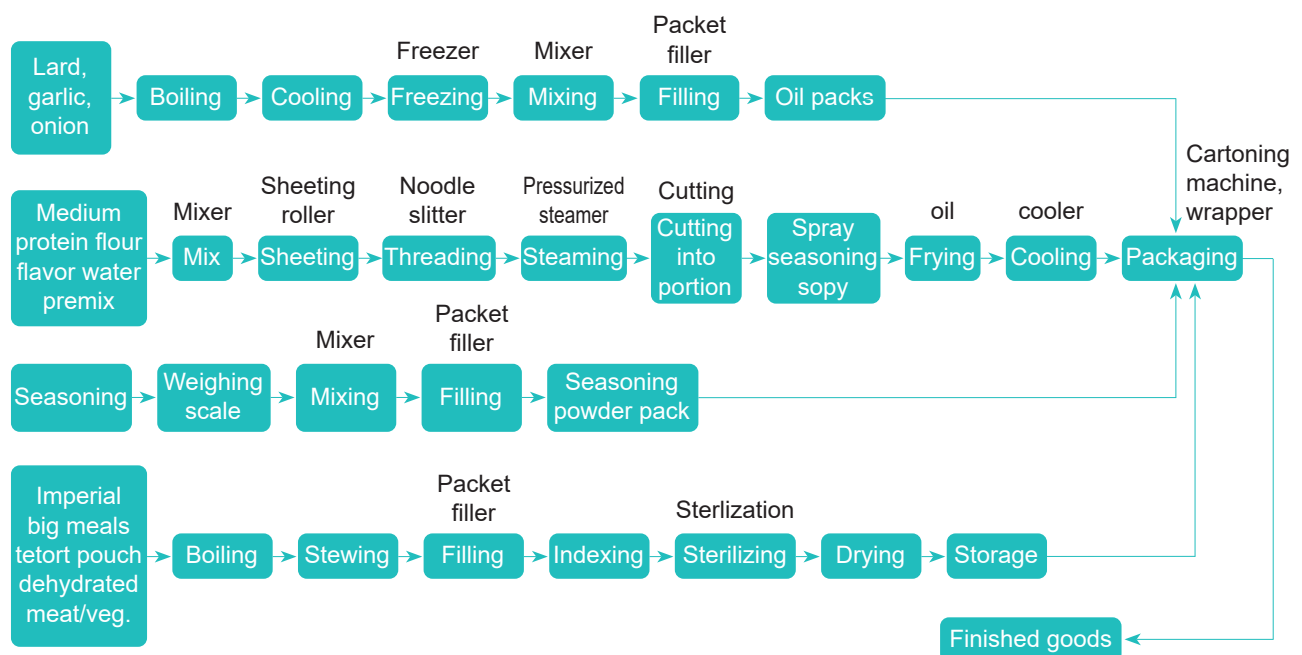
#### 4.2.1.2 Major Product Categories in Mainland China

Please refer to the Investor Relations section of Uni-President China Holdings Ltd.’s official website.

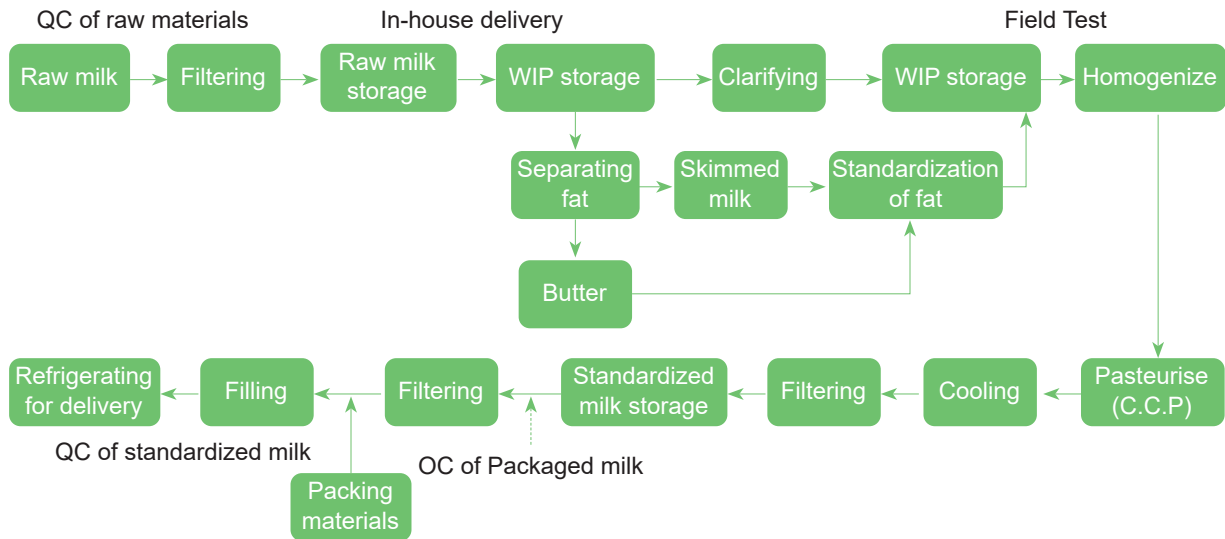
## 4.2.2 Production Process of Main Products

### (1) Animal Feed

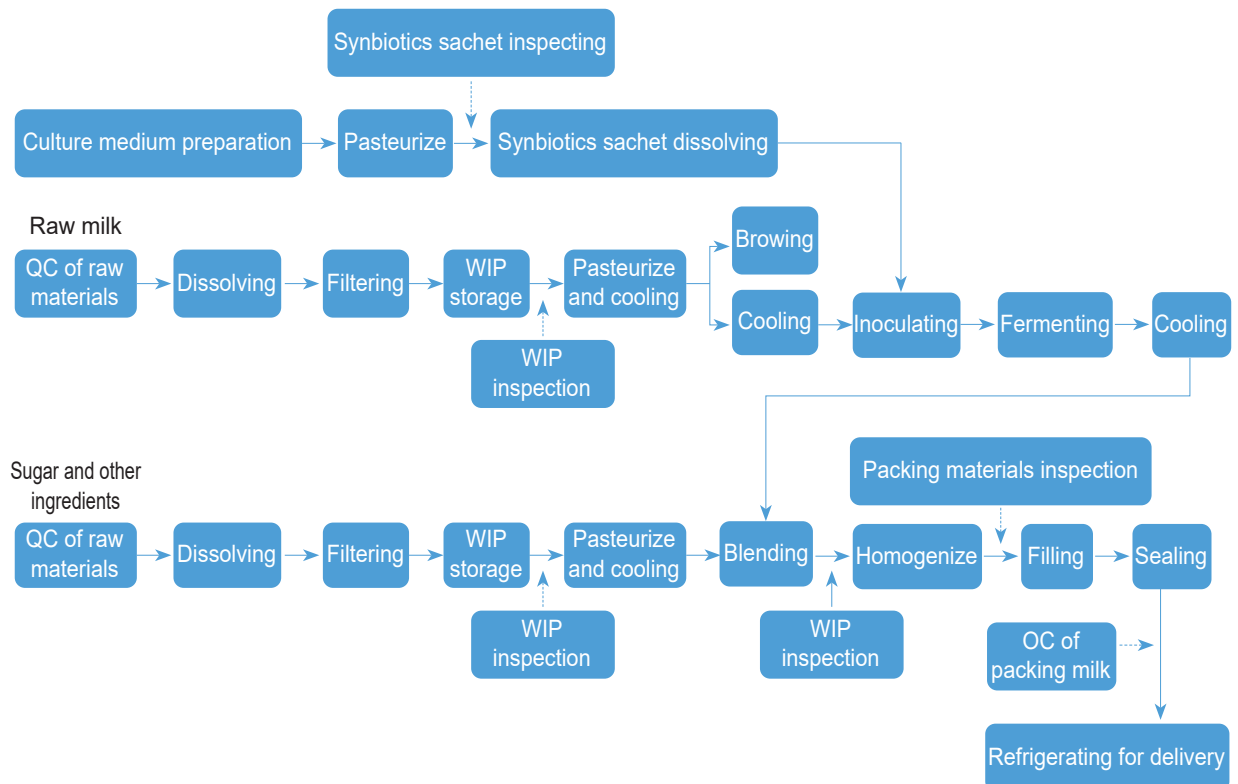


**(2) Flour****(3) Instant Noodle**

#### (4) Fresh Milk



#### (5) Fermented milk



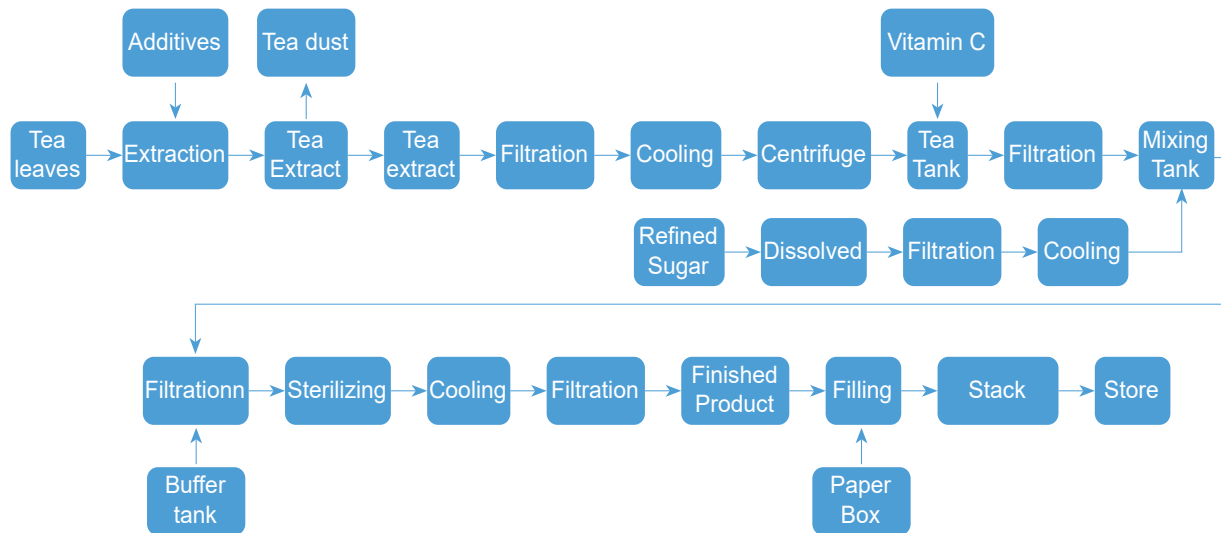
```
graph LR; A[Sugar ingredient reception] --> B[Sugar syrup dissolving & filtration]; B --> C[Storage]; D[Raw material reception] --> E[Raw material treatment]; E --> F[Raw juice storage]; G[Fructose reception] --> H[Mixing]; C --> H; F --> H; H --> I[UHT-sterilization]; I --> J[Aseptic filling]; J --> K[Straw application]; K --> L[Tray packing]; L --> M[Film shrink packing]; M --> N[Delivery];
```

The flowchart illustrates the production process for a beverage. It begins with three parallel reception steps: 'Sugar ingredient reception', 'Raw material reception', and 'Fructose reception'. 'Sugar ingredient reception' leads to 'Sugar syrup dissolving & filtration', which then goes to 'Storage'. 'Raw material reception' leads to 'Raw material treatment', which then goes to 'Raw juice storage'. 'Fructose reception' leads directly to 'Mixing'. The 'Storage' and 'Raw juice storage' steps also feed into the 'Mixing' step. From 'Mixing', the process continues through 'UHT-sterilization', 'Aseptic filling', and 'Straw application'. Finally, the product undergoes 'Tray packing', 'Film shrink packing', and 'Delivery'.

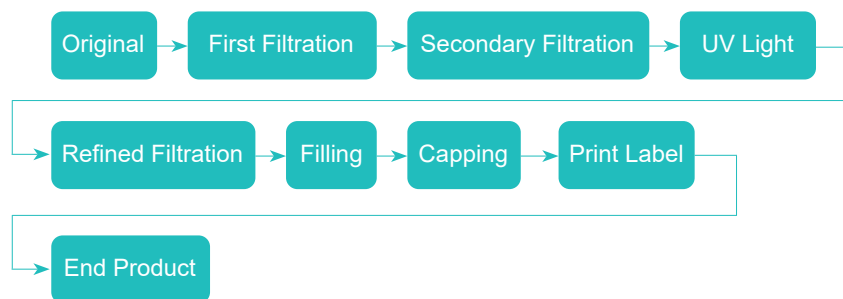
```

graph LR
    SoftWater[Soft water] --> ST1[Storage Tank]
    ST1 --> FRO[Filtering RO]
    FRO --> ST2[Storage Tank]
    ST2 --> ST3[Storage Tank]
    ST3 --> HW1[Hot water tank]
    HW1 --> HW2[Hot water tank]
    HW2 --> Heating[Heating]
    Heating --> Extracting[Extracting]
    Extracting --> TeaResidue[Tea Residue]
    Extracting --> Filtering1[Filtering]
    Filtering1 --> Cooling1[Cooling]
    Cooling1 --> BufferTank[Buffer Tank]
    BufferTank --> Clarifying[Clarifying]
    Clarifying --> ST4[Storage Tank]
    ST4 --> Filtering2[Filtering]
    Filtering2 --> Mixing[Mixing]
    Mixing --> Premix[Premix]
    Premix --> Sugar[Sugar]
    Sugar --> ST5[Storage Tank]
    ST5 --> Cooling2[Cooling]
    Cooling2 --> D301tank[D301 tank]
    D301tank --> PeraceticAcid[Peracetic Acid]
    PeraceticAcid --> Steritizing[Steritizing]
    Steritizing --> AsepticTank[Aseptic Tank]
    AsepticTank --> Filling[Filling]
    Filling --> Capping[Capping]
    Capping --> Coding[Coding]
    Coding --> Inspecting1[Inspecting]
    Inspecting1 --> Labeling[Labeling]
    Labeling --> Inspecting2[Inspecting]
    Inspecting2 --> ShrinkableFilm[Shrinkable Film]
    ShrinkableFilm --> Multipacking[Multipacking]
    Multipacking --> Casing[Casing]
    Casing --> FinishingStock[Finishing stock]
    FinishingStock --> Cartons[Cartons]
    Cartons --> Casing
    Caps[Caps] --> SterilizingCaps[Sterilizing]
    SterilizingCaps --> RinsingCaps[Rinsing]
    RinsingCaps --> Capping
    Preforms[Preforms] --> Blowing[Blowing]
    Blowing --> SterilizingPreforms[Sterilizing]
    SterilizingPreforms --> Filling
    ConcentratedWater[Concentrated Water] --> WellWaterPoll[Well water poll]
    WellWaterPoll --> ST2
    WasteWater[Waste Water] --> RinsingMain[Rinsing]
    RinsingMain --> Filling
    RinsingMain --> SterilizingMain[Sterilizing]
    SterilizingMain --> Filling
    SterilizingMain --> RinsingCaps
    FRO --> SterilizingMain
    
```

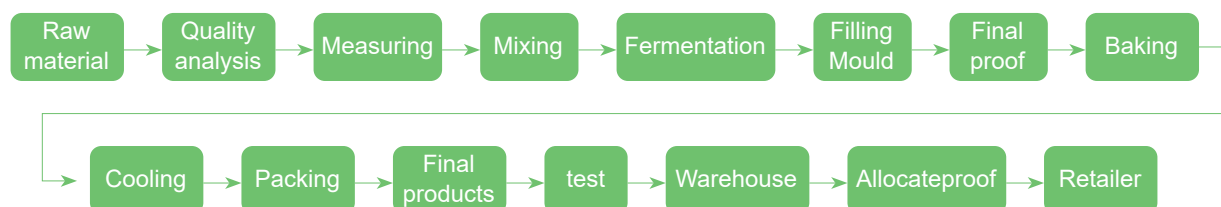
## (8) TP Chilled Tea



## (9) Packaged Water



## (10) Bread





### 4.2.3 Supply Status of Main Materials

| Product        | Raw Material  | Source                               | Supply Status |
|----------------|---------------|--------------------------------------|---------------|
| Dairy Products | Raw milk      | Domestic                             | Stable        |
|                | Milk powder   | Oceania                              |               |
|                | Soy/non-GMO   | U.S.A., Canada                       |               |
| Beverage       | Coffee powder | Asia, Latin America , Africa         | Stable        |
|                | Sugar         | Domestic, Thailand, Malaysia         |               |
|                | Tea leaves    | Domestic, Southeast Asia, South Asia |               |
| Instant Noodle | Wheat flour   | Self-Produced                        | Stable        |
|                | Beef shank    | New Zealand, Australia, Paraguay     |               |
|                | Palm oil      | Malaysia                             |               |
| Wheat Flour    | Wheat         | U.S.A., Australia                    | Stable        |
| Meat Products  | Pork          | Domestic                             | Stable        |
| Feed           | Corn          | U.S.A., Brazil, Argentina            | Stable        |

#### 4.2.4 Information on major suppliers/clients who have accounted for at least 10% of sales/procurement in either of the past two years:

**A. List of suppliers that have accounted for at least 10% of procurement over the past two years: NA**

**B. List of clients that have accounted for at least 10% of sales over the past two years:**

Unit : NT\$ thousands

| Rank | 2024                           |            |                             |                           | 2023                           |            |                             |                           |
|------|--------------------------------|------------|-----------------------------|---------------------------|--------------------------------|------------|-----------------------------|---------------------------|
|      | Company Name                   | Amount     | Percent of Annual Net Sales | Affiliation to the Issuer | Company Name                   | Amount     | Percent of Annual Net Sales | Affiliation to the Issuer |
| 1    | Uni-President Cold-Chain Corp. | 10,884,796 | 21.35                       | Subsidiary                | Uni-President Cold-Chain Corp. | 10,012,945 | 20.61                       | Subsidiary                |
| 2    | Tung Ang Enterprises Corp.     | 6,706,713  | 13.16                       | Subsidiary                | Tung Ang Enterprises Corp.     | 6,353,501  | 13.08                       | Subsidiary                |
|      | Others                         | 33,383,992 | 65.49                       |                           | Others                         | 32,225,418 | 66.31                       |                           |
|      | Net Sales                      | 50,975,501 | 100.00                      |                           | Net Sales                      | 48,591,864 | 100.00                      |                           |

## 4.3. Human Resources

### 4.3.1 An Analysis of UPEC Employees

| Year                                      | 2023   | 2024   | As of Feb 28, 2025 |
|---|--------|--------|--------------------|
| Number of Employees                       | 5,713  | 5,734  | 5,710              |
| Average of Age                            | 44.53  | 44.64  | 44.71              |
| Average Years of Service                  | 18.38  | 18.36  | 18.39              |
| Level of Education (%)                    |        |        |                    |
| Ph. D.                                    | 0.18%  | 0.16%  | 0.16%              |
| MS / MA                                   | 13.60% | 14.09% | 14.29%             |
| College                                   | 32.19% | 32.75% | 32.73%             |
| Junior college                            | 11.48% | 11.23% | 11.23%             |
| below high school/vocational school level | 42.55% | 41.77% | 41.59%             |

Note : Total staffs (Group) of 2023 : 114,401 ; Total staffs(Group) of 2024 : 116,074

### 5.3.2 Employee Training

Capable staffs are the keystone of corporate growth. Throughout its history, this company has adhered strongly to the educational concepts of lifelong education, career development, and full-staff education in order to raise the level of trained staff in the company, cultivate future managers, shape a positive corporate culture, and create even greater performance for the company as a whole. Staff cultivation is a long-term, systematic, specialist task, and as such we have developed a strategic roadmap that is cohesive with the company's developmental direction based on our vision, mission, and strategy. We have also drafted a systematic plan for education that addresses the need for the development of core competencies, occupational skills, management skills, and physical, intellectual, and emotional growth, with this plan to be implemented according to the particular needs of employee position. At the same time, we strive to create an environment in which all staff members can exercise their particular talents, with outstanding administrative or executive staff being assigned to important positions within the company at home or abroad to help them develop their potential and integrate their personal career development with the goals of the company to create win-win situations.

To facilitate this staff training and cultivation, on June 1, 1982, the company established its Occupational Training Section, which was tasked with promoting and implementing education and training efforts. On November 13, 1996, upon receipt of government licensure (license number: Laozhixu No. 115) the Company formally established the Uni-President Enterprises Corporation Affiliated Education and Training Center, which employs eight occupational training specialists and is responsible for drafting education and training strategy, training key staff and management at all levels, and establishing mechanisms for and providing guidance in the promotion and implementation of education and training efforts. In addition, some 203 staff members across departments (including 74 members of departmental senior management) have been made responsible for planning and holding occupational skills courses. All courses held by the Company are standardized and computer-based, and have received ISO 9001:2015 certification.

The overall performance of employee training in 2024 is stated as below:

| In-House Training<br>(Number of hours) | Outside Training<br>(Number of hours) | Training Expense (NT\$<br>thousands) |
|--|---------------------------------------|--------------------------------------|
| 136,393.5                              | 13,856.0                              | 19,421                               |

Since the Education and Training Center became fully operational in 1996, it has been acknowledged by several professional organizations, including the Bureau of Employment and Vocational Training of the Council of Labor Affairs, the Chinese National Federation of Industries (CNFI), and the General Chamber of Commerce of the Republic of China (ROCCOC), as an outstanding training unit—In 1997, the CNFI presented the center with an award for excellence in HR education and training; in 1999, the ROCCOC recognized the center as an outstanding occupational training unit; in 2001, Bureau of Employment and Vocational Training assessment classified the center as providing excellent service as an enterprise vocational training liaison net; and in 2002, the Bureau again recognized the center for its excellence in occupational skills training. Between 2009 and 2011, the center received the Training Quality System Silver Medal from the Bureau. It received a TTQS Gold Medal since 2016, it moved up the extra step and received a TTQS Gold Medal. This recognition of the efforts we have put into developing and training our staff has been a tremendous motivator to Uni-President Enterprises, and we will continue to take seriously our belief that skilled employees are the most important asset to any company, actively seeking to further cultivate our staff and cement these keystones of our corporate development.

### 4.3.3 The Regulations for Employee's Behavior and Morality

#### A. Value of Integrity and Morale

Uni-President has always been appreciative for customers' support and faith and intending to payback to customers, employees, and stockholders whenever possible. In addition, the BOD meeting approved "UPEC Ethical Corporate Management Best Practice Principles" and "UPEC Procedures and Guidelines of Conduct for Ethical Management" since June, 2014. The Company also established an exclusively dedicated unit supervised by the Board to be in charge of corporate ethical management and report to the board on a regular basis. Uni-President is committed in making contribution to the society and building up a sense of duty of high business morality. Our recruitment values more on the employees' integrity and morality than his capabilities.

#### B. Employee codes of conduct include the followings:

1. Food safety, occupational safety, environmental safety, information security, and financial safety are the most important "five safety" requirements for the company, and all levels of management and all colleagues must work together to achieve them.
2. Management staffs at all levels shall be strictly disciplined and require colleagues to comply with government regulations, and set examples to meet all corporate policies.
3. The company is committed to creating a friendly working environment for equal gender rights. We strictly prohibit sexual harassment or inappropriate language or behavior related to sex (gender); and prohibit employees from engaging in illegal behavior that endangers colleagues and the company.
4. All levels of associates shall handle the confidential document in great care, not reveal to others, and away from "insider trading" regulated by Stock Trading Committee.
5. When the company releases important issues or being interviewed by media, spokesman shall abide

- by the corporate rule, or require assistance from public affairs department.
6. External social activities are subjected to actual needs, and prohibited to conduct in inappropriate place. Drunk driving is a serious violation of discipline and is strictly prohibited by the company.
  7. All employees shall follow “UPEC Ethical Corporate Management Best Practice Principles” and “UPEC Procedures and Guidelines of Conduct for Ethical Management” .
  8. Expatriates other than the legal representative are prohibited to uphold individual shares for other companies.
  9. Associates shall not involve in profit-making activities (such as stock, futures trading and direct) at work hours and avoid violation of the company’s interest.
  10. Practitioners shall comply with the company’s prescribed “Working rules”.

**C. The subsidiaries of our Company implement internal control systems and related supervisory measures in accordance with the spirit of the Company’s employee service code.**

## 4.4 Expenditure of Environmental Protection

Since our company's establishment, while pursuing business development, we have also been planning and implementing environmental protection measures. Apart from establishing an environmental management system (ISO14001) and carrying out environmental management inspections, we have invested a large amount of capital in environmental protection equipment. We have also set up dedicated units to operate, maintain and improve various pollution prevention and control equipment for wastewater, waste and exhaust gas. To mitigate global warming, our company actively promotes energy conservation and carbon reduction to reduce greenhouse gas emissions. We also conduct internal verification of greenhouse gas emissions and external verification of product carbon footprints to ensure our compliance with environmental regulations.

### 4.4.1 Losses from Environmental Pollution in Recent Two Years

| The disposition dates  | Disposition reference numbers                        | The articles of law violated                              | The content of the dispositions           | An estimate of possible expenses that could be incurred currently   | In the future and measures being or to be taken   |
|------------------------|--|---|---|---|---|
| 2024/11/19             | Disposal Reference No.: Fu-Huan-Ji-Zi No. 1130321102 | Article 7, Paragraph 1 of the Water Pollution Control Act | Not in compliance with effluent standards | On August 22, 2024, the Environmental Protection Bureau dispatched personnel to collect samples at the wastewater discharge outlet (D01). The test results showed a suspended solids concentration of 37 mg/L, which does not comply with the effluent standard of 30 mg/L. | A. The well flushing drainage from the newly installed well was mistakenly discharged into the effluent pool, resulting in an excessive concentration of suspended solids.<br>B. Improvement measures:<br>The well flushing drainage operation will use a single discharge pipe to directly discharge into the wastewater raw water tank, preventing the mixing of flushing sludge water into the dedicated pipeline. |
| Amount of compensation | NTD 168,000  |   |   |   |   |

#### 4.4.2 The relevant operational cost of environmental protection

|  | Item   |
|--|--|
| Planned purchase of pollution control facility or other facilities for building up a healthy environment | (1) Investment in environment protection equipment                                 |
|  | (2) Maintenance fees for the prevention equipment and wastewater treatment systems |
|  | (3) Air pollution fee and water pollution fee                                      |
|  | (4) Costs of operational maintenance and, waste removal                            |
|  | (5) Cost on storage vessels, recycling and transportation                          |
| Expense  | NT\$ 520,419,000   |

#### 4.4.3 Reaction to the RoHS (Restriction of Hazardous Substances) Regulation

The Company's all products don't contain any material listed on the RoHS list. There's no effects caused to the Company's operation.

## 4.5 Labor Relation

### 4.5.1 The implementation of a complete set of employee welfare, education, training, retirement, as well as the conducts, rights and obligations established between the employer and worker

#### A. Labor Relation Operation

Over fifty years of operation, Uni-President has believed in harmonious labor- employer relation as well as agreed on a mutual benefit for employer and workers.

The Company would like to practice the followings:

##### 1. Improve the rationalization of personnel system

To strongly support the organization unification, rational disposition of human resources, attraction and retention of talents with good pay, promotion scheme and cultivation of international talents for higher personnel productivity.

##### 2. Carry out employee career enrichment plan

To assist employee in planning his career life, and to carry out the plan in the course of working experiences, work requirements, educational training and performance evaluation, making sure the worker's expectation is in line with organizational needs.

##### 3. Provide better employee welfare

To make food, clothes, accommodations, transportation, education and entertainment easier to reach in workers' daily lives, including the supplies of dormitories, delicious but inexpensive meals, health check-ups, and employee fringe. We hope to create a safe and nice working environment for the employees and to offer them the best welfare we can.

##### 4. Better communication with labor union

The Company would maintain good communications within all channels in order to reach a common consensus and effectively build up workers' commitments to work. For example, we arrange regular meetings for workers and employers, so the employer can understand worker's needs and try to satisfy them as possible. On the other hand, representatives of labor unions are invited to attend business meetings and this provides opportunity for workers to be fully understood about corporate operation as well as express their opinions.

##### 5. Concrete measures to improve employee welfare compared to previous year.

The Company has given the employee raise for five consecutive years. (In 2014, UPEC was listed as the component of Taiwan HC 100 Index) and established various regulations to provide full protection of employees' benefits in accordance with the Occupational Safety and Health Act.

#### B. The Retirement Program

In compliance with labor standards act and labor pension act, the company designed employee retirement system to provide relevant issues about retirement, including the qualification of applicants involving employees who have worked over 15 years and reached age 55, over 10 years and reached age 60, and over 25 years, and contribution at minimum 6% of employees' monthly salary into the pension account based on employees' insurance level, as well as organization of pension supervisory



committee to oversee the contribution and disbursement of the pension (in 2024, five meetings were held, 134 employees were retired under the old system with disbursement of NT\$426,329,668). To meet the pension for employees under the old system of labor standards act, the company allocates retirement funds on a monthly basis and deposits them into a dedicated account at Taiwan Bank under the name of the Labor Retirement Reserve Supervisory Committee, while for pension applicable to employees under the new system of labor pension act, the company contributes 6% of the stated amount with respect to the labor pension level into employee's individual pension account at Bureau of Labor Insurance.

The company allocates retirement funds on a monthly basis and deposits them into a dedicated account at Taiwan Bank under the name of the Labor Retirement Reserve Supervisory Committee.

### C. Protection of Workplace and Labor Safety

Our company's Yongkang Main Plant, Sinshih Main Plant, Yangmei Main Plant, Zhongli Main Plant, Taichung Main Plant, and Hukou Plant have all obtained ISO 45001 and CNS 45001 certification for occupational health and safety management systems. The certification validity periods for each plant/park are as follows:

Yongkang Main Plant: 2022/12/30 – 2025/12/29

Sinshih Main Plant: 2023/1/9 – 2026/1/8

Taichung Main Plant: 2022/12/30 – 2025/12/29

Yangmei Main Plant: 2022/12/16 – 2025/12/15

Zhongli Main Plant: 2023/1/22 – 2026/1/21

Hukou Plant: 2023/2/17 – 2026/2/16

Compliance with regulatory requirements is regularly reviewed to ensure that the occupational health and safety management systems implemented at each business unit align with legal provisions. This ensures a safe and healthy working environment for all employees, safeguarding their well-being.

Our company adheres to the Occupational Safety and Health Act and relevant regulations to formulate and implement safety and health policies, fostering a healthy and happy workplace. Our core principles include compliance with legal requirements, widespread safety awareness, enhanced communication and consultation, emphasis on risk management, prevention of injuries and illnesses, and continuous performance improvement. Utilizing the ISO 45001 and CNS 45001 occupational health and safety management systems, we integrate company-wide safety and health initiatives, propose effective countermeasures, continuously improve and promote workplace safety and health education, and allocate resources to enhance the intrinsic safety of machinery and equipment. We also strengthen occupational disease prevention and raise awareness of workplace hazards, aiming to establish a zero-accident workplace.

In 2024, our company's disability injury frequency rate was 0.43, the severity rate was 24, and the comprehensive injury index was 0.10. There were five occupational injuries (accounting for 0.08% of the total workforce in 2024), falling short of the target of zero incidents. To ensure employee safety and health, we are implementing improvement measures, including equipment modification management and risk assessment operations, on-site observation and verification, company-wide safety training, promotion of occupational injury case studies, and enhancing the intrinsic safety of equipment to ensure workplace safety.

To protect employees from hazardous substances in the workplace and provide a healthy and comfortable working environment, we conduct two occupational environment monitoring sessions annually to assess employees' actual exposure levels. Based on the results, necessary improvements are made to ensure employee safety and health.

Our company has established a comprehensive safety and health inspection system to enhance employee safety awareness, promote self-management, and prevent occupational accidents to achieve management goals. We conduct three-tier audits on occupational safety and health regulations, occupational safety and health management plans, hazardous chemical labeling and general rules, workplace environmental facilities, machinery, equipment, and tool management; electrical equipment management, fire safety equipment management, and other safety-related matters on a regular basis. Audit findings and areas for improvement are tracked and addressed, and deficiencies are reviewed in company-wide and plant/park-level occupational safety and health committee meetings.

#### 4.5.2 Estimated Losses from Labor Relation Conflicts during the Past Two years and the Future and our planned reaction: None.

## 4.6 Information Security Management

### (1) Information Security Management Strategy and Framework

**Information Security Governance Organization:** The Company established the “Information Security Task Force” in 2012, with the IT department manager serving as the convener. This task force is responsible for making decisions related to information security policies and establishing the security management framework.

On March 31, 2022, the company officially appointed a Chief Information Security Officer (CISO), a dedicated information security supervisor, and two information security personnel.

**Corporate Information Security Organizational Structure:** The company’s “Information Security Task Force” consists of the following functional groups:

- (a) Information Security Operations Group – Responsible for the planning and implementation of information security management initiatives.
- (b) Information Security Audit Group – Responsible for planning, executing, and tracking improvements related to information security audits.
- (c) Incident Response Group – Responsible for business continuity planning, conducting drills, and executing emergency response procedures in case of disasters.

The “Information Security Task Force” continuously undertakes the following responsibilities:

- (a) Allocating appropriate human resources and equipment to plan, monitor, and execute information security maintenance operations.
- (b) Starting from 2024, the Risk Control Task Force will be led by the highest-ranking executive of the responsible department, with an additional reporting obligation to the Audit Committee (where the IT department is a member of the Risk Control Task Force).

### (2) Information Security Policy

**Corporate Information Security Management Strategy :** The company established an information security management framework in 2012, developing a four-tiered information security management documentation system as the foundation for its current information security operations. This framework complies with the ISO/IEC 27001:2013 Information Security Management Standards and has been certified by a notarized third-party. The certification began on April 16, 2013, and still remains valid.

To strengthen information security defenses, the company has formulated and officially announced its Information Security Policy, established an Information Security Management System (ISMS) based on ISO 27001, and set up the Information Security Task Force. The company continuously implements information security risk assessments and management processes to ensure the confidentiality, integrity, and availability of corporate information assets, as well as the protection of personal data.

### (3) Information Security Risk Management Framework

The company regularly conducts information security risk management in accordance with its information security risk assessment and management procedures. This process involves identifying and analyzing information security risks, assessing their severity levels, and implementing risk treatment and mitigation measures if risks exceed acceptable thresholds. To ensure the achievement of information security objectives and drive continuous improvement, the company adheres to the Plan-Do-Check-Act (PDCA) management cycle.

Plan — Information Security Risk Management

- (a) Business information security risk assessment

(b) Information security risk management and countermeasure formulation

(c) Follow information security international standard (ISO 27001)

Do — Multi-layer information security protection

(a) information assets management

(b) access control

(c) physical and environment security management

(d) network security management

(e) information security incident management

Check — Monitoring the effectiveness of information security management

(a) Continuous monitoring of information security

(b) Quantification of Information Security Indicators

(c) Information Security Vulnerability Scanning

(d) Information Security Internal Audit

(e) Passed international information security audit certification

Act — Review and continuous improvement

(a) Review and improvement of information security measures

(b) Information security education, training and promotion

#### **(4) Specific Management Measures**

(a) Disaster Recovery (DR) Drills – Conducting regular DR exercises to ensure business continuity and system resilience. Successfully passed the information security international audit and maintained the certification.

(b) External Web Vulnerability Scanning – Performing routine scans to identify and mitigate security vulnerabilities on external-facing websites.

(c) Host Vulnerability Scanning – Assessing and addressing potential security weaknesses in critical hosts.

(d) Account Privilege Review – Conducting periodic audits of user accounts and access permissions to prevent unauthorized access.

(e) Endpoint Protection – Implementing security measures to safeguard endpoints from cyber threats.

(f) Internal Server Farm Firewall Activation – Enhancing server security by enabling firewall protection within the internal network.

(g) Firewall Antivirus & Intrusion Prevention System (IPS) Updates – Ensuring timely updates to firewall antivirus signatures and IPS rules.

(h) Deployment of Managed Detection and Response (MDR) on Critical System Hosts and Administrator Workstations – Strengthening threat detection and response capabilities.

(i) Real-Time Antivirus Software Updates – Ensuring real-time antivirus software updates based on vendor-released patches.

(j) Regularly updating Fortinet Network Firewall Firmware – Ensuring firewall devices run the latest firmware versions for optimal security. .

#### **(5) Resources Invested in Information Security Management**

(a) Information Security Case Sharing and Awareness Enhancement – Conducted six information security training sessions, twelve security awareness campaigns, and displayed daily security reminders on employees' login screens.

(b) Software Inventory Audit – Performed annually to ensure the legal use of licensed software and

prevent malicious software threats.

- (c) Endpoint Protection – Conducted weekly virus definition updates and weekly Microsoft operating system updates.
- (d) Disaster Recovery (DR) Drills – Performed at least once every six months for backup data restoration testing and once annually for core system disaster recovery exercises.
- (e) Host Vulnerability Scanning – Conducted twice a year to identify and remediate security vulnerabilities.
- (f) 3W Intranet Portal (Uni-President Employee Portal) Announcements – Issued periodic alerts and educational notices based on the latest security incidents to enhance employee awareness.
- (g) Key Information Security Meetings – Held two Risk and Audit Committee meetings and four Information Security Task Force meetings annually.
- (h) Dedicated Information Security Team – Comprising four members: one Chief Information Security Officer (CISO), one dedicated information security manager, and two information security specialists.

#### **(6) Implementation Results of Corporate Information Security Measures in 2024**

- (a) The ISO 27001 certification remains valid following periodic on-site audits conducted by external entities in 2024.
- (b) Preparatory work for the transition to ISO 27001:2022 is underway, with certification expected to be completed in 2025.
- (c) A total of 25 new or revised Information Security Management System (ISMS) security policies have been implemented.
- (d) A total of 3,955 hours of information security training was conducted in 2024, with 1,764 participants.

#### **(7) Major information security Incidents**

In 2024, the company conducted an Information Security Risk Assessment, which concluded that no major security incidents posed operational risks.

## 4.7 Important Contracts

As Dec.31, 2024

| Agreement                        | Counter party                          | Period                | Major Contents                                  | Restriction  |
|----------------------------------|--|-----------------------|---|--|
| Contract Manufacturing Agreement | Taiwan Hon Chuan Enterprise Co., Ltd.  | 2024.01.01~2033.12.31 | PET beverage contract manufacturing             | <ol style="list-style-type: none"> <li>When there are changes in costs of water, electricity, fuel, wages, or other factors, both parties agree to reconcile the OEM expense accordingly.</li> <li>UPEC guarantees an annual PET order of 6 million cases and forms a ten-year partnership with Hon Chuan company after mass production. Hon Chuan will serve as UPEC's exclusive OEM factory. If UPEC does not meet the order of average annual quantity, Hon Chuan can seek approval from UPEC to OEM for other companies' brands. However UPEC's order must be given top priority, making sure there's no shortage. Hon Chuan's OEM volumes are included in the sum of UPEC's annual volume.</li> </ol> |
| Contract Manufacturing Agreement | Sun Ford Mfg. Inc.                     | 2024.01.01~2025.12.31 | Pudding Contract Manufacturing                  | <ol style="list-style-type: none"> <li>The use of trademark is restricted on the packing label of OEM product.</li> <li>Protect the trade secrets.</li> </ol>  |
| Contract Manufacturing Agreement | AGV PRODUCTS CORP.                     | 2024.07.01~2025.12.31 | Ambient Temperature Milk Contract Manufacturing | <ol style="list-style-type: none"> <li>The use of trademark is restricted on the packing label of OEM product.</li> <li>Protect the trade secrets.</li> </ol>  |
| Contract Manufacturing Agreement | TTET Union Corp.                       | 2024.01.01~2025.12.31 | Oil Product Contract Manufacturing              | <ol style="list-style-type: none"> <li>The use of trademark is restricted on the packing label of OEM product.</li> <li>Protect the trade secrets.</li> </ol>  |
| Cooperation Agreement            | Nissin Food Products Co., Ltd.         | 2025.01.01~2025.12.31 | Technical Cooperation Agreement                 | Authorization  |
| Term Loan                        | Yuanta Commercial Bank Co., Ltd.       | 2024.11.13~2027.11.12 | Facility amount NT\$ 5,000 million              | None   |
| Term Loan                        | Bank of Taiwan                         | 2024.12.20~2026.12.20 | Facility amount NT\$ 1,500 million              | None   |
| Term Loan                        | Bank of Taiwan                         | 2024.12.20~2027.12.20 | Facility amount NT\$ 5,000 million              | None   |
| Term Loan                        | Bank of China                          | 2025.02.18~2027.02.18 | Facility amount NT\$ 3,000 million              | None   |
| Term Loan                        | Bank of China                          | 2024.11.27~2027.11.26 | Facility amount NT\$ 2,000 million              | None   |
| Term Loan                        | Bank of Communications                 | 2024.08.14~2026.08.14 | Facility amount NT\$ 4,500 million              | None   |
| Term Loan                        | The Bank of Tokyo-Mitsubishi UFJ, Ltd. | 2024.05.31~2026.05.31 | Facility amount NT\$ 2,000 million              | None   |
| Term Loan                        | Land Bank of Taiwan                    | 2023.05.15~2026.05.15 | Facility amount NT\$ 3,000 million              | None   |

| Agreement | Counter party   | Period                    | Major Contents                        | Restriction |
|-----------|---|---------------------------|---------------------------------------|-------------|
| Term Loan | Hua Nan Commercial Bank Ltd.                          | 2023.09.06~<br>2026.09.06 | Facility amount NT\$<br>3,000 million | None        |
| Term Loan | The Hongkong and Shanghai Banking Corporation Limited | 2023.10.12~<br>2025.10.12 | Facility amount USD 45<br>million     | None        |
| Term Loan | Chang Hwa Bank  | 2023.06.27~<br>2026.06.27 | Facility amount NT\$<br>2,000 million | None        |
| Term Loan | Taiwan Cooperative Bank, Ltd.                         | 2023.08.28~<br>2026.08.28 | Facility amount NT\$<br>2,000 million | None        |
| Term Loan | Ta Ching Bills Finance Corporation                    | 2023.05.02~<br>2026.03.31 | FRCP amount NT\$<br>2,000 million     | None        |
| Term Loan | Chung Hwa Bills Finance Corporation                   | 2024.05.14~<br>2027.05.31 | FRCP amount NT\$<br>3,000 million     | None        |

5



|     |                                    |
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# REVIEW OF FINANCIAL CONDITIONS, OPERATING RESULTS, AND RISK MANAGEMENT

## 5.1. Financial position analysis

### A. Financial position analysis (Parent Company Only)

Unit: NT\$ thousands

| Item                              | Year | 2024                 | 2023                 | Difference          |             |
|-----------------------------------|------|----------------------|----------------------|---------------------|-------------|
|                                   |      |                      |                      | Amount              | %           |
| Current Assets                    |      | \$10,598,277         | \$9,538,649          | \$1,059,628         | 11.11       |
| Funds and Investments             |      | 224,735,928          | 211,808,451          | 12,927,477          | 6.10        |
| Fixed Assets                      |      | 30,915,635           | 30,192,002           | 723,633             | 2.40        |
| Intangible Assets                 |      | 142,421              | 164,421              | (22,000)            | (13.38)     |
| Other Assets                      |      | 1,589,851            | 1,202,689            | 387,162             | 32.19       |
| <b>Total Assets</b>               |      | <b>267,982,112</b>   | <b>252,906,212</b>   | <b>15,075,900</b>   | <b>5.96</b> |
| Current Liabilities               |      | 30,937,978           | 28,595,101           | 2,342,877           | 8.19        |
| Long-term Liabilities             |      | 89,094,692           | 85,724,577           | 3,370,115           | 3.93        |
| Other Liabilities                 |      | 12,749,091           | 13,698,802           | (949,711)           | (6.93)      |
| <b>Total Liabilities</b>          |      | <b>132,781,761</b>   | <b>128,018,480</b>   | <b>4,763,281</b>    | <b>3.72</b> |
| Capital                           |      | 56,820,154           | 56,820,154           | 0                   | 0.00        |
| Capital Reserve                   |      | 2,804,549            | 2,780,734            | 23,815              | 0.86        |
| Retained Earnings                 |      | 76,035,175           | 71,076,430           | 4,958,745           | 6.98        |
| Other Equity                      |      | (459,527)            | (5,789,586)          | 5,330,059           | (92.06)     |
| <b>Total Stockholders' Equity</b> |      | <b>\$135,200,351</b> | <b>\$124,887,732</b> | <b>\$10,312,619</b> | <b>8.26</b> |

#### A. Explanation for variance (if the variation is 20 % or more):

- Increase in Other Assets: Mainly due to the increase in net defined benefit assets.
- Increase in Other Equity: Due to the appreciation of the US dollar, the foreign currency translation adjustment has increased.

**B. Effect of said changes on the Company:** The aforementioned changes did not affect the Company significantly.

**C. Future response plans: Not applicable.**

## B. Financial position analysis (Consolidated)

Unit: NT\$ thousands

| Item \ Year                       | 2024                 | 2023                 | Difference          |             |
|-----------------------------------|----------------------|----------------------|---------------------|-------------|
|                                   |                      |                      | Amount              | %           |
| Current Assets                    | \$237,275,177        | \$222,853,635        | \$14,421,542        | 6.47        |
| Funds and Investments             | 67,056,831           | 64,456,377           | 2,600,454           | 4.03        |
| Fixed Assets                      | 206,968,521          | 187,726,393          | 19,242,128          | 10.25       |
| Intangible Assets                 | 46,772,103           | 47,354,037           | (581,934)           | (1.23)      |
| Other Assets                      | 151,878,514          | 143,488,876          | 8,389,638           | 5.85        |
| <b>Total Assets</b>               | <b>709,951,146</b>   | <b>665,879,318</b>   | <b>44,071,828</b>   | <b>6.62</b> |
| Current Liabilities               | 242,798,727          | 229,538,964          | 13,259,763          | 5.78        |
| Long-term Liabilities             | 108,584,731          | 97,111,967           | 11,472,764          | 11.81       |
| Other Liabilities                 | 149,049,094          | 144,014,059          | 5,035,035           | 3.50        |
| <b>Total Liabilities</b>          | <b>500,432,552</b>   | <b>470,664,990</b>   | <b>29,767,562</b>   | <b>6.32</b> |
| Capital                           | 56,820,154           | 56,820,154           | -                   | 0.00        |
| Capital Reserve                   | 2,804,549            | 2,780,734            | 23,815              | 0.86        |
| Retained Earnings                 | 76,035,175           | 71,076,430           | 4,958,745           | 6.98        |
| Other Equity interest             | (459,527)            | (5,789,586)          | 5,330,059           | (92.06)     |
| Non-controlling interest          | 74,318,243           | 70,326,596           | 3,991,647           | 5.68        |
| <b>Total Stockholders' Equity</b> | <b>\$209,518,594</b> | <b>\$195,214,328</b> | <b>\$14,304,266</b> | <b>7.33</b> |

### A. Explanation for variance (if the variation is 20 % or more):

- Increase in Other Equity: Due to the appreciation of the US dollar, the foreign currency translation adjustment has increased.

**B. Effect of said changes on the Company:** The aforementioned changes did not affect the Company significantly.

**C. Future response plans: Not applicable.**

## 5.2 Financial performance analysis

### A. Financial performance analysis (Parent Company Only)

Unit: NT\$ thousands

| Item \ Year                    | 2024         | 2023         | Difference  |         |
|--------------------------------|--------------|--------------|-------------|---------|
|                                |              |              | Amount      | %       |
| Net Sales                      | \$50,975,501 | \$48,591,864 | \$2,383,637 | 4.91    |
| Cost of Sales                  | (37,596,018) | (36,454,401) | 1,141,617   | 3.13    |
| Gross Profit                   | 13,379,483   | 12,137,461   | 1,242,022   | 10.23   |
| Operating Expenses             | (10,929,721) | (10,443,703) | 486,018     | 4.65    |
| Operating Income               | 2,449,762    | 1,693,760    | 756,002     | 44.63   |
| Non-operating Income and Gains | 19,670,306   | 27,701,024   | (8,030,718) | (28.99) |
| Income before income tax       | 22,120,068   | 29,394,784   | (7,274,716) | (24.75) |
| Income tax benefit (expense)   | (1,446,782)  | (11,058,306) | (9,611,524) | (86.92) |
| Net income                     | \$20,673,286 | \$18,336,478 | \$2,336,808 | 12.74   |

#### A. Explanation for variance (if the variation is 20 % or more):

- Increase in Operating Profit: Due to the launch of new products and marketing strategies driving revenue growth, resulting in an increase in operating profit.
- Decrease in Non-operating Income and Expenses, and Decrease in Pre-tax Net Income from Continuing Operations: Last year, in accordance with International Financial Reporting Standards, the equity method investment with a change in holding status was re-measured at fair value, recognizing a gain.
- Decrease in Income Tax Expense: Last year, the decrease was due to the recognition of deferred income tax from controlled foreign corporations.

#### B. Estimated Sales Quantities :

The target volumes by product categories in 2025 are as follows: foodstuff 268 kilotons, instant noodle 24.10 million packs, beverage 55,049 thousand cartons, dairy products 353million tons, soy sauce 30 thousand cartons, bread 274 million packs and others such as frozen food, meat products and ice cream products 69 thousand cartoons.

#### C. Effect of said changes on the Company: The aforementioned changes did not affect the Company significantly.

#### D. Future response plans: Not applicable.

## B. Financial performance analysis (consolidated)

Unit: NT\$ thousands

| Item                              | Year | 2024          | 2023          | Difference   |         |
|-----------------------------------|------|---------------|---------------|--------------|---------|
|                                   |      |               |               | Amount       | %       |
| Net Sales                         |      | \$657,636,534 | \$581,102,935 | \$76,533,599 | 13.17   |
| Cost of Sales                     |      | (442,507,068) | (393,289,237) | 49,217,831   | 12.51   |
| Gross Profit                      |      | 215,129,466   | 187,813,698   | 27,315,768   | 14.54   |
| Operating Expenses                |      | (181,302,693) | (159,172,864) | 22,129,829   | 13.90   |
| Operating Income                  |      | 33,826,773    | 28,640,834    | 5,185,939    | 18.11   |
| Non-operating Expenses and Losses |      | 8,400,399     | 20,050,112    | (11,649,713) | (58.10) |
| Income before income tax          |      | 42,227,172    | 48,690,946    | (6,463,774)  | (13.28) |
| Income tax benefit (expense)      |      | (9,894,897)   | (18,404,797)  | (8,509,900)  | (46.24) |
| Net income                        |      | \$32,332,275  | \$30,286,149  | \$2,046,126  | 6.76    |

### A. Explanation for variance (if the variation is 20 % or more)

- Decrease in Non-operating Income and Expenses, and Loss: Mainly due to the recognition of gains from re-measuring equity method investments at fair value due to a change in status, as required by International Financial Reporting Standards, in the same period last year. This situation did not occur in the current period.

**B. Effect of said changes on the Company:** The aforementioned changes did not affect the Company significantly.

**C. Future response plans:** Not applicable.

## 5.3 Analysis of Cash Flow

### 5.3.1 Cash Flow Analysis for the Current Year

Unit: NT\$ thousands

| Cash and Cash Equivalents, Beginning of Year<br>(1) | Net Cash Flow from Operating Activities<br>(2) | Cash Outflow<br>(3) | Cash Surplus (Deficit)<br>(1)+(2)-(3) | Leverage of Cash Deficit |                 |
|---|--|---------------------|---------------------------------------|--------------------------|-----------------|
|   |  |                     |                                       | Investment Plans         | Financing Plans |
| 55,269  | 18,632,939                                     | 18,590,471          | 97,737                                | NA                       | NA              |

#### a. Operating activities:

The net cash inflow from operating activities in 2024 increased compared to 2023, primarily due to a higher amount of dividends received during the period.

#### b. Investment activities:

The net cash outflow from investing activities in 2024 decreased compared to 2023, primarily due to a reduction in cash payments for investments in subsidiaries accounted for using the equity method during the period.

#### c. Financing activities:

The net cash outflow from financing activities in 2024 increased compared to 2023, primarily due to a decrease in corporate bond issuance and an increase in repayments of long-term borrowings during the period.

### 5.3.2 Remedy for Cash Deficit and Liquidity Analysis : Not applicable to UPEC.

### 5.3.3 Cash Flow Analysis for the Coming Year

#### a. Operating activities:

Cash inflows come from profits generated by our core business and cash dividends from our invested companies.

#### b. Investment activities:

The Company would carry out corporate investments and capital expenditures in accordance with our business strategy.

#### c. Financing activities:

The Company would distribute cash dividends, redeem matured corporate bonds, borrow bank loans and issue unsecured corporate bonds.

## 5.4 Major Capital Expenditure

### 5.4.1 Major Capital Expenditure and its Source of Capital

Unit: NT\$ thousands

| Project  | Actual or Planned Source of Capital | Actual or Planned Date of Completion | Total Capital | Actual or Expected Capital Expenditure |         |         |         |
|--|-------------------------------------|--------------------------------------|---------------|--|---------|---------|---------|
|  |                                     |                                      |               | Before 2023 (inclu.)                   | 2024    | 2025    | 2026    |
| Yongkang Dormitory Structural Reinforcement Project  | Retained earnings                   | 2025.12                              | 87,000        |  | 25,869  | 61,131  |         |
| Land, in Tree Valley Park, Xinhshih District, Tainan   | Retained earnings                   | 2025.12                              | 1,897,785     | 1,895,585                              |         | 2,200   |         |
| Jatai DC freezer   | Retained earnings                   | 2025.12                              | 138,099       | 13,249                                 | 61,999  | 62,851  |         |
| Jatai fresh food warehouse   | Retained earnings                   | 2025.12                              | 211,745       | 20,360                                 | 95,062  | 96,323  |         |
| President International Tower Renovation - Building  | Retained earnings                   | 2025.06                              | 279,229       |  | 73,054  | 206,175 |         |
| President International Tower Renovation - Mechanical, Electrical, and Fire Protection Engineering | Retained earnings                   | 2025.06                              | 441,027       |  | 380,979 | 60,048  |         |
| Solar photovoltaic installation - Sinshi Logistics Park.   | Retained earnings                   | 2025.12                              | 104,499       |  | 8,476   | 96,023  |         |
| TBA9 Filling Machine (Including Downstream Equipment)  | Retained earnings                   | 2026.01                              | 168,740       |  |         | 51,822  | 116,918 |
| 375 A3/CF Filling and Packaging Line   | Retained earnings                   | 2026.01                              | 97,880        |  |         | 30,364  | 67,516  |
| UPN140 Filling Machine Upgrade   | Retained earnings                   | 2025.07                              | 80,450        |  | 15      | 80,435  |         |
| TR18 Filling Machine   | Retained earnings                   | 2026.01                              | 98,000        |  |         | 88,200  | 9,800   |
| 86 Cup Line Filling Machine Replacement Project  | Retained earnings                   | 2026.04                              | 84,099        |  |         | 33,640  | 50,459  |
| TR Filling Machine - For Contract Manufacturing at Hongquan Company                                | Retained earnings                   | 2025.12                              | 90,000        |  |         | 90,000  |         |

### 5.4.2 Expected Benefits

#### A. Estimated Increase of Production, Sales, and Gross Profits

Unit: NT\$ thousands

| Year   | Item  | Quantity of Production | Quantity of Sales    | Amount of Sales | Gross Profit |
|--------|---|------------------------|----------------------|-----------------|--------------|
| Yearly | TBA9 Filling Machine (Including Downstream Equipment)               | 9,677 thousand packs   | 9,580 thousand packs | 1,292,260       | 410,212      |
| Yearly | 375 A3/CF Filling and Packaging Line                                | 1,387 thousand packs   | 1,360 thousand packs | 246,180         | 89,358       |
| Yearly | UPN140 Filling Machine Upgrade                                      | 1,177 thousand packs   | 1,177 thousand packs | 1,161,890       | 249,785      |
| Yearly | TR18 Filling Machine  | 1,645thousand packs    | 1,645 thousand packs | 458,293         | 158,779      |
| Yearly | 86 Cup Line Filling Machine Replacement Project                     | 160 thousand packs     | 160 thousand packs   | 29,720          | 7,976        |
| Yearly | TR Filling Machine - For Contract Manufacturing at Hongquan Company | 2,800 thousand packs   | 2,800 thousand packs | 785,300         | 252,600      |

#### B. Other Benefits (e.g. Product Quality, Anti-Pollution, Cost Reduction and etc.)

- (1) Yongkang Dormitory Structural Reinforcement Project provide accommodation for expatriate and remote employees, and reinforce the building structure to ensure employee safety while meeting the regulatory seismic coefficient requirements.
- (2) Land, in Tree Valley Park, Xinshih District, Tainan: In response to the construction needs of UPEC group's warehousing and logistics parks.
- (3) Jatai DC freezer and fresh food warehouse: Based on the overall efficiency of the group's operations, the company has expanded the unused space in the Jatai factory to build freezer and fresh food warehouses, which are then rented out to Uni-President Cold-Chain Corp.for mutual benefit.
- (3) President International Tower Renovation – Building & Mechanical, Electrical, and Fire Protection Engineering: Improve the mall's building structure and mechanical, electrical, and fire protection engineering to support Uni-President Department Store Corp's plan for the new department store - Dream Plaza, which will help enhance the group's economic benefits.
- (4) Solar photovoltaic installation - Xinshi Logistics Park: Estimated annual carbon reduction of 1,259 tons, enhancing the UPEC group's ESG corporate image.



## 5.5. Latest investment policy, major causes of profits and losses, and improvement plans for upcoming year

### (1) Investment Policy and Operating Profits

The Company's investment policy will focus on establishing a lifestyle business platform for digital economy related industries. Through brand management, eco-system development, and optimal consumption experience, the company will refined itself with integrity, brand management, and corporate taste. Development of Asian market is the focus of the Group's strategy. We will continue to improve internal organization, behavioral and disciplinary management, and accelerate the layout of Asian distribution and lifestyle platform, in order to grasp sustainable growth momentum and strive to become one of the representative lifestyle enterprises in the Asian market.

Net income of the Company was NT\$206.73 billion in 2024, an increase of NT\$23.37 billion compared to NT\$183.36 billion in the same period of 2023. The earnings per share (EPS) were NT\$3.64, an increase of NT\$0.41 compared to NT\$3.23 in the same period last year. This growth is mainly attributed to the steady profitability of Uni-President China Holdings Ltd. (Cayman), President Chain Store Corp. and Ton Yi industrial Corp.

The net profit of Uni-President China Holdings Ltd. (Cayman) in 2024 reached a record high of RMB 1.849 billion, an increase of RMB 182 million or 10.9% compared to 2023. This growth was primarily driven by the simultaneous increase in sales of food and beverage products, the stabilization of raw material prices, and improved capacity utilization, which enhanced overall operational efficiency.

In 2024, President Chain Store Corp. reported a net profit of TWD 11.539 billion in 2024, an increase of TWD 925 million or 8.7% compared to 2023. This was mainly due to profit growth from operations such as 7-ELEVEN Taiwan, Philippine Seven Corp., and President Drugstore Business Corp.

Ton Yi industrial Corp. reported a net profit of TWD 1.533 billion in 2024, an increase of TWD 852 million or 125.0% compared to 2023. This growth was primarily attributed to the recovery in iron product sales and the continued expansion of the beverage packaging business, contributing to the increase in net profit for the period.

### (2) Investment Plans for Coming Year: NA.

## 5.6 Analysis of Risk Management

### 5.6.1 Effects of changes of interest rate, foreign exchange and inflation on corporate finance and our reaction

#### (1) Interest rate

| Item                                | Year 2024(TWD in thousand ; %) |
|-------------------------------------|--------------------------------|
| Interest Expenses                   | 1,346,709                      |
| Interest Expenses to Net Sales      | 2.64%                          |
| Interest Expenses to Pre-Tax Income | 6.09%                          |

In 2024, the global economy maintained growth, albeit at a slow pace, with significant variations across regions. The Federal Reserve began its rate-cutting cycle in 2024, reducing the federal funds rate target range from approximately 5.25%~5.50% at the beginning of the year to 4.25%~4.50% through four rate cuts. Looking back at Taiwan's Central Bank's interest rate decisions in 2024, there was a 12.5 basis point rate hike in the first quarter, followed by maintaining the rate at 2% from the second quarter onward, with policy tools adjusted according to economic conditions. Our company closely monitors interest rate trends, issuing long-term fixed-rate corporate bonds at appropriate times to lock in funding costs while flexibly utilizing short-term financing instruments to ensure financial flexibility. Looking ahead, the Federal Reserve emphasizes continuing to observe economic data before making further rate adjustments, while Trump's proposed tariff policies may intensify inflationary pressures and trigger market volatility. Our company will flexibly utilize various financing strategies to ensure financial stability and maintain reasonable financing costs.

#### (2) Foreign exchange

| Item   | Year 2024(TWD in thousand ; %) |
|--|--------------------------------|
| Net Foreign exchange gain/loss               | -9,809 thousand dollars        |
| Net Foreign exchange gain/loss to net sales  | (0.02%)                        |
| Net Foreign exchange gain/loss to net income | (0.04%)                        |

In 2024, the pace of global economic recovery varied across regions. The Federal Reserve's rate cuts were limited, and starting from the fourth quarter, both the US Dollar Index and US Treasury yields increased, resulting in the New Taiwan Dollar depreciating approximately 6.24% against the US dollar over the year. Looking ahead, US inflation is unlikely to significantly decrease, and Trump's tariff policies will continue to support the strong dollar trend. Since the company's imported raw materials are primarily paid in US dollars, exchange rate fluctuations will affect the company's import procurement costs. The company uses forward exchange contracts to reduce foreign exchange exposure, thereby minimizing the impact of exchange rate fluctuations on procurement costs. Regarding the company's USD positions for import needs, we will continue to monitor exchange rate trends and, under conservative principles, appropriately utilize forward foreign exchange instruments to reduce exchange rate volatility risks.

#### (3) Inflation

2024 CPI in Taiwan increased by 2.18% and PPI increased by 1.35%. These two indexes were affected by global economy, oil price, and fluctuation in raw materials. Fortunately, we were able to lessen the impacts in costs by strengthening inventory control. Our corresponding responses include: focus on high

value-added business by optimizing product portfolio, stabilize marketing strategies, balanced channel management to strength our pricing capability and remain flexible to the market. Besides, continue to manage sources of raw material and inventory level, can effectively lower raw material fluctuation and effects to our company.

### 5.6.2 Policies, Main Causes of Gain/loss and Action Plans with Respect to High-risk, High-leveraged Investment, Lending or Endorsement Guarantee, and Derivatives Transaction

#### (1) High-risk and high-leveraged investments

Our operation is based on food sales and never engages in high-risk and high-leveraged investments.

#### (2) Lending or Endorsement Guarantee

- a. The actions of lending and endorsement guarantee are all in compliance with “Procedure Governing the Lending of Capital to Others” and “Procedures for Endorsement and Guarantee”, and assessed and controlled by designated unit internally. Meanwhile, the auditing division of our company also establishes “Regulation Governing the Internal Control for Public Listing Company” according to the requirement of Financial Supervisory Committee and announces relevant policies for risk management and assessment.
- b. Up to December 31, 2024, the upper limit of our endorsement was NTD 135,200,351 thousand dollars; announced remaining endorsement guarantee was NTD 43,210,175 thousand dollars. Actual amount used was NTD 2,672,000 thousand dollars, which is NTD 2,089,400 thousand dollars more than NTD 582,600 thousand dollars in 2023. Apparently, it is a significant improvement. In the future, we will continue to control the actual amount used and keep it from increasing in the future.
- c. No lending to others in 2024.

#### (3) Derivative Transaction

- a. The actions of derivative transaction follow the “Procedures for Acquisition and Disposal of Assets”
- b. The Company would enter into USD forward and interest rate swap contracts to hedge the risks for our demands of USD currency and bank loans with floating interest rate.

### 5.6.3 Future Research & Development Projects and Corresponding Budget

Our product categories include dairy, beverage, instant foods, frozen foods, meat products, ice products, flour, edible oil and feed. Over the years, we have been devoted to the innovation and the introduction of the advanced technologies to our product development. These consistent efforts gradually build up our core food technology and the competitiveness and help to retain our leading position in Taiwan food industry. (Please refer to Research and Development Section for detail information.)

We continue to develop natural, fresh, healthy, and functional products and to increase consumer's awareness for a healthy diet. Moreover, to deal with the rapidly changing food market and short product life cycle, we have discovered and created many premium and innovative products through a set of product planning, research development, trial tests and marketing approaches. The estimated CRI budget is approximately NTD 457 million in 2025.

#### 5.6.4 Effects of Changes in Policies and Regulations on Corporate Finance and Sales and our Reaction

We closely monitor and response to any government policies and laws changes, and adjust internal policies and operation accordingly. The policy and regulatory changes in 2024 that are closely related to the company include stricter control of heavy metal limits in food, revisions to calorie and nutrient labeling for packaged foods, and the inclusion of various food ingredients under food additive management. We hold the attitude of “Good better best, never let it rest”, and sincerely protect food safety. Besides established Food Safety Committee, Food Safety Center and Food Safety Audit Team take part in supplier, raw material, production and food safety management.

#### 5.6.5 Effects of Technology and Industrial Changes on Corporate Finance and Sales and our Reaction

- (1) Effects of Technology : The Company places great emphasis on the relationship between industry trends and technological advancements and is committed to the application of information technology. Key initiatives include: Implementation of an internationally recognized Enterprise Resource Planning (ERP) system (Oracle ERP Financial Module) and self-developed UniERP, along with ongoing optimization of related ERP systems. Successful in-house development and full-scale deployment of a commercial logistics and sales system across all distribution units, enabling real-time tracking of product sales dynamics. Introduction of Personal Digital Assistants (PDA) and online ordering systems, as well as the development of the Mobile Sales Management (MSM) system and New Retail Management (NRM) system to streamline daily order processing for distributors and enhance the accuracy and efficiency of end-point sales data collection. Adoption of a shared services model to support the digital transformation of domestic and international affiliates, thereby improving operational efficiency and reducing investments in IT infrastructure. Development and integration of a financial flow management system, significantly shortening the accounts receivable process and eliminating bad debt risks. Establishment of a data warehouse system to provide real-time decision-making insights, alongside the development of a corporate-wide data-sharing platform for comprehensive data integration, knowledge management, and experience transfer. Assistance to the manufacturing sector with the implementation of a Manufacturing Execution System (MES) and Warehouse Management System (WMS) to ensure accurate material input, as well as the development of an inbound traceability system and the adoption of a lot barcode digitization mechanism. These initiatives create a comprehensive food safety traceability system, ensuring compliance with food safety policies and minimizing risks to consumers and the Company. Additionally, food traceability information is uploaded to the public cloud for consumer inquiries. Deployment of a video conferencing system, internet telephony infrastructure, and SD-WAN (Software-Defined Wide Area Network) to replace traditional leased lines and establish a province-wide network backbone. Additionally, server virtualization is implemented to enhance IT resource efficiency. Through these strategic applications of human and technological resources, the Company aims to reduce costs while enhancing overall corporate competitiveness.

The Company has established a comprehensive network and IT security framework to prevent cyberattacks from third parties that could disrupt critical business functions such as manufacturing operations and financial systems. To mitigate the risks posed by malware and minimize potential damages from cyber threats, the Company has implemented and continuously updates various

security enhancement measures. These include: Strengthening network firewalls and network access controls to prevent the spread of computer viruses. Developing an integrated and automated cybersecurity operations platform for proactive security management. Conducting regular employee security awareness training and phishing simulations to enhance cybersecurity vigilance. Engaging external cybersecurity experts to perform periodic security assessments to ensure the robustness of the Company's security framework. These measures are designed to safeguard the Company's IT infrastructure, ensuring business continuity and operational resilience.

#### (2) Effects of Industrial Changes

Affected by food safety crisis, Taiwan food companies are more or less affected and shuffle the entire industry. Due to stricter laws and higher standards, companies have to abandon cost-oriented management model to a high standard and food safety-oriented management model, in order to regain consumers' confidence. As a result, we continued to implement the policies of "adjust structure, stable growth, and value-added marketing" to strengthen pricing control and freshly made principles.

### 5.6.6 The Impact of the Changes of Corporate Image on Corporate Risk Management and our Action Plan

In addition to a developed corporate control system of food safety, industrial safety, environmental safety and informational security, principal of crisis management and contingency measures for prevention of typhoons, earthquakes, fires, casualties, and other natural or man-made disasters are clearly and completely detailed; especially for food safety crisis, handling for various crisis are draw up. When a crisis occurs, the mechanism shall be activated according to the powers and responsibilities. Meanwhile a "Reporting Center" is set up to coordinate the handling of major crises. Maintaining and enhancing a corporate image is a corporate mission as well as the cornerstone of sustainable development of the enterprises.

### 5.6.7 Anticipated Results and Risks of Acquisition

Under the "One Core and Four Gears" management strategy, the company will continue to pursue organic growth, complemented by "Alliances & Acquisitions" to further expand and deepen its business. The company actively seeks suitable strategic partners with a complementary mindset. In addition, we optimize organizational capabilities and integrate group's operational resources to strengthen international competitiveness, market share and operational synergy.

In response to the advent of the digital economy era, the company will continue to invest more resources to continuously enhance the comprehensive consumer experience and solidify its market-leading position, thereby increasing shareholder returns. At the same time, it will integrate and internalize the ESG corporate sustainability spirit while fulfilling its social responsibilities, creating greater value for the industry and contributing to societal well-being.

### 5.6.8 Anticipated Results and Risks of Expansion of Factory Buildings: None.

### 5.6.9 Risks during Concentrated Stock Replenishment and Sell

The stock sources and selling channels are stable, and no risks of excessive concentration incurred.

#### 5.6.10 Effects and Risks of the Large Amount of Shares Transfer or Changes by Directors, Supervisors, or Major Shareholders

The shares transfers or exchanges are legal conduct of shareholders and do not affect our business operation.

#### 5.6.11 Effects and Risks of Change in Operating Right

The structure of our principal shareholders is solid, and we have a strong professional group, therefore the change in operating right will not diminish corporate and management advantage.

#### 5.6.12 Litigation or Non-litigation Matters

(1) Major ongoing lawsuits, non-lawsuit or administrative lawsuit: None.

(2) Major ongoing lawsuits, non-lawsuit or administrative lawsuit caused by directors, supervisors or major stockholders with holdings over 10%: None.

#### 5.6.14 Other Major Risks : None.

#### 5.7 Other Important Matters : None.



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| 188 | 6.1 | Summary of Affiliated Companies          |
| 188 | 6.2 | Issuance of Private Placement Securities |
| 188 | 6.3 | Other Supplementary Disclosure           |

# SPECIAL DISCLOSURES

## 6.1 Affiliated Enterprises Information:

Please refer to the Market Observation Post System (MOPS) website at the following link:

<https://mops.twse.com.tw/mops/#!/web/home>

Home > Company > Electronic Document Download > Related Party Transaction Disclosure Forms Section

## 6.2 Private Placement of Securities:

Please refer to the link of the Market Observation Post System (MOPS):

<https://mops.twse.com.tw/mops/#!/web/home>

Home > Thematic Section > Investment Area > Private Placement Area

## 6.3 Other Necessary Supplement:

If any of the situations listed in Article 36, paragraph 3, subparagraph 2 of the Securities and Exchange Act, which might materially affect shareholders' equity or the price of the company's securities, has occurred during the most recent fiscal year or during the current fiscal year up to the date of printing of the annual report, such situations shall be listed : None.

**Uni-President Enterprises Corp.**



**Chairman: Chih-Hsien Lo**



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