

2025 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.

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CONTENTS

I LETTER TO SHAREHOLDERS

1

II CORPORATE GOVERNANCE REPORT

2

- 010 2.1 Directors', Supervisors' and Managers' Information
- 032 2.2 Remuneration paid to Directors and Management Team in the most Recent Fiscal Year
- 041 2.3 Corporate Governance Practices
- 104 2.4 Auditing Notes
- 104 2.5 Changing of Auditors
- 104 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
- 104 2.7 Net Change in Shareholdings and in Shares Pledged by Directors, Management and Shareholders Holding more than a 10% Share in the Company
- 105 2.8 Information Disclosing the Relationship between any of the Company's Top Ten Shareholders
- 106 2.9 Total Percentage of Ownership of Investees

3

III CAPITAL OVERVIEW

- 110 3.1 Capital and Shares
- 110 3.1.1 Sources of Capital
- 113 3.1.2 List of Major Shareholders
- 113 3.1.3 Dividend Policy and Implementation Status
- 113 3.1.4 Impacts of Stock Dividends on Operation Results and EPS
- 114 3.1.5 Employee Bonus and Directors' Remuneration
- 114 3.1.6 Buyback of Treasury Stock
- 115 3.2 Issuance of Corporate Bonds
- 130 3.3 Issuance of Preferred Shares, Global Depository Receipts, Employee Stock Options, Restricted Shares for Employees, and New Shares Issued for Mergers or Acquisitions
- 130 3.4 Status of Capital Utilization Plan

5

V REVIEW OF FINANCIAL CONDITIONS, OPERATING RESULTS, AND RISK MANAGEMENT

- 176 5.1 Financial Position Analysis
- 178 5.2 Financial Performance Analysis
- 180 5.3 Cash Flow Analysis
- 181 5.4 Major Capital Expenditure
- 183 5.5 Latest investment policy, major causes of profits and losses, and improvement plans for upcoming year
- 184 5.6 Analysis of Risk Management
- 188 5.7 Other Important Matters

4

IV OPERATION HIGHLIGHTS

- 134 4.1 Business Activities
- 134 4.1.1 Business Scope
- 135 4.1.2 Industry Overview
- 138 4.1.3 Research and Development
- 141 4.1.4 Long-term and Short-term Development
- 143 4.2 Markets and Sales Outlook
- 143 4.2.1 Analysis of Major Product
- 152 4.2.2 Production Process of Main Products
- 157 4.2.3 Supply Status of Main Materials
- 158 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
- 159 4.3 Human Resources
- 162 4.4 Expenditure of Environmental Protection
- 164 4.5 Labor Relation
- 167 4.6 Information Security Management
- 170 4.7 Intellectual Property Management Plan and Implementation Status
- 173 4.8 Important Contracts

6

VI SPECIAL DISCLOSURES

- 192 6.1 Summary of Affiliated Companies
- 192 6.2 Issuance of Private Placement Securities
- 192 6.3 Other Supplementary Disclosure

1

LETTER TO OUR SHAREHOLDERS



Chih-Hsien Lo
Chairman

Dear Shareholders,

2025 marked a year of unprecedented operational performance. This achievement was driven by the unwavering dedication of our team and the enduring trust of our consumers, business partners, and shareholders. We are deeply grateful to everyone who fueled this success

Looking ahead, Uni-President will continue to advance with humility, honoring the entrepreneurial spirit of our founder—defined by perseverance, resilience in the face of adversity, and a strong sense of responsibility. We remain committed to our core philosophy of “integrity, diligence, innovation, and continuous progress,” as we pursue sustainable, long-term growth.

Supported by our experienced management team, well-established profit model, and robust risk management mechanism, we continue to refine and optimize our operational structure to effectively mitigate systemic risks arising from market fluctuations.

In 2025, the Company reported net sales of NT\$53.2 billion, representing a 4.4% year-over-year increase. Net income after tax totaled NT\$19.6 billion, reflecting a 5.1% decrease compared to the previous year. Consolidated net sales reached NT\$672.9 billion

An Uncompromising Commitment to Food Safety

Quality and integrity are the lifeblood of our business. Food safety remains our highest priority and a standard on which we never compromise. We have established an industry-leading food safety center that sets the benchmark for excellence. We remain vigilant in monitoring regulatory developments and proactively adapt to ensure full compliance and operational resilience. In addition, we enforce rigorous risk management across our entire value chain—from supplier qualification and raw material sourcing to manufacturing processes and finished products. Through sustained investment in research and development, along with continuous enhancement of our professional capabilities, we are committed to elevating our food safety standards to world-class levels.

Fulfillment of “Integrity, Brand Management, and Corporate Taste”

In 2025, Uni-President’s market capitalization exceeded NT\$400 billion and ranked among top 30 listed companies in Taiwan. As a lifestyle-focused conglomerate, we are continually evolving—blending manufacturing expertise with service excellence to shape more meaningful lifestyle, cultural, and consumer experiences.

By leveraging group-wide resources, we host flagship events such as “i-Sharing”, “OPEN! Giant Balloon Parade” and “OPEN! RUN”. Alongside our strategic expansion in e-commerce and the ongoing development of the Uni-Open membership ecosystem, these initiatives not only drive engagement but also redefine the consumer experience.

“Integrity” underpins our conduct and business practices; “brand management” defines a distinctive identity that resonates deeply with consumers; and “taste” expresses a refined sense of grace and elegance, embodying both character and brand excellence. By cultivating these three qualities, we aim to bring to society a commitment to integrity, an elevated lifestyle, a sense of joy, and a legacy that endures.

Follow Trends, Think Strategically, and Excel in Execution

Guided by our management principle—“follow trends, think strategically, and excel in execution”—we optimize group resources to maximize shared value, while developing a diverse portfolio of products and services with discipline, focus, and prudence. We maintain a rigorous approach to capital allocation and cost management to ensure sustainable profitability and consistent returns for our shareholders.

To drive future 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 lifestyle 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 across all markets, we continue to enhance our operational systems and invest in talent development. Our goal is to deliver superior services, elevate quality of life, and create greater economic value in our ongoing pursuit of excellence.

Outlook for 2026

In the coming year, we will remain focused and operationally disciplined. We are committed to achieving our 2026 sales targets across key categories: 277 thousand tons of foodstuffs; 23.279 million cases of instant noodles; 56.49 million cases of beverages; 353 thousand tons of dairy products; 32 thousand tons of sauces; 277 million packs of bakery products; 43 thousand cases of health supplements; and 66 thousand tons of frozen prepared foods, meat products, and ice cream.

We remain dedicated to delivering strong, sustainable returns for our shareholders and sincerely appreciate your continued guidance and support.

2

010	2.1	Directors', Supervisors' and Managers' Information
032	2.2	Remuneration paid to Directors and Management Team in the most Recent Fiscal Year
041	2.3	Corporate Governance Practices
104	2.4	Auditing Notes
104	2.5	Changing of Auditors
104	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
104	2.7	Net Change in Shareholdings and in Shares Pledged by Directors, Management and Shareholders Holding more than a 10% Share in the Company
105	2.8	Information Disclosing the Relationship between any of the Company's Top Ten Shareholders
106	2.9	Total Percentage of Ownership of Investees

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 Age	Date Elected	Term (Yr.)	Date (First Elected)	Shareholding when Elected	
							Shares	%
Director and Juristic Person Shareholder	Taiwan, R.O.C.	Kao Chuan Inv. Co., Ltd.	-	2025.5.29	3	1987.4.25	284,330,536	5.00
Chairman (Representative)	Taiwan, R.O.C.	Chih-Hsien Lo (Note 3)	M Aged 61 to 70	2025.5.29	3	2007.6.28	4,059,095	0.07
Director (Representative)	Taiwan, R.O.C.	Shiow-Ling Kao (Note 3)	F Aged 61 to 70	2025.5.29	3	2013.06.25	93,402,447	1.64
Director (Representative)	Taiwan, R.O.C.	Jui-Tien Huang (Note 3)	M Aged 61 to 70	2025.5.29	3	2022.05.31	274,430	0.00
Director and Juristic Person Shareholder	Taiwan, R.O.C.	Taipo Investment Corp.	-	2025.5.29	3	1986.8.15	30,582,348	0.54
Director (Representative)	Taiwan, R.O.C.	Ping-Chih Wu (Note 4)	M Aged 71 and above	2025.5.29	3	1992.6.1	44,207,532	0.78
Director and Juristic Person Shareholder	Taiwan, R.O.C.	Young Yun Inv. Co., Ltd.	-	2025.5.29	3	2004.6.25	9,162,628	0.16
Director (Representative)	Taiwan, R.O.C.	Chung-Ho Wu (Note 5)	M Aged 71 and above	2025.5.29	3	1999.6.1	36,672,086	0.65
Director and Juristic Person Shareholder	Taiwan, R.O.C.	Ping Zech Corp.	-	2025.5.29	3	2004.6.25	43,881,920	0.77
Director (Representative)	Taiwan, R.O.C.	Chung-Shen Lin (Note 6)	M Aged 71 and above	2025.5.29	3	1999.6.1	0	0
Director and Juristic Person Shareholder	Taiwan, R.O.C.	YuPeng Inv. Co., Ltd.	-	2025.5.29	3	1986.6.1	24,188	0
Director (Representative)	Taiwan, R.O.C.	Po-Ming Hou (Note 7)	M Aged 61 to 70	2025.5.29	3	1992.6.1	145,531,375	2.56
Director	Taiwan, R.O.C.	Po-Yu Hou	M Aged 71 and above	2025.5.29	3	2010.6.23	141,697,024	2.49

As of 12/31/2025

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	-	(Note 9)	NA	NA	NA	(Note2)
4,059,095	0.07	93,402,447	1.64	0	0	Executive Vice President and President of Uni-President Enterprises Corp. ; MBA, UCLA, USA	(Note 9)	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	Chairman of Kao Chuan Inv. Co., Ltd.; Marymount College, USA	(Note 9)	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	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 9)	NA	NA	NA	
30,582,348	0.54	0	0	0	0	-	(Note 9)	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 9)	NA	NA	NA	
9,162,628	0.16	0	0.00	0	0	-	(Note 9)	NA	NA	NA	
36,672,086	0.65	117,760	0.00	0	0	Supervisor of Grand Bills Finance Corp. ; Chemistry, Fu Jen Catholic University	(Note 9)	NA	NA	NA	
43,881,920	0.77	0	0	0	0	-	(Note 9)	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 9)	NA	NA	NA	
24,188	0	0	0	0	0	-	(Note 9)	NA	NA	NA	
145,531,375	2.56	0	0	24,188	0	President and Vice Chairman of Tainan Spinning Co., Ltd. ; Tourism management, Chinese Culture Univ.	(Note 9)	Director	Po-Yu Hou	Brother	
141,697,024	2.49	0	0.00	0	0	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	

Title	Nationality	Name	Gender Age	Date Elected	Term (Yr.)	Date (First Elected)	Shareholding when Elected	
							Shares	%
Director	Taiwan, R.O.C.	Chang-Sheng Lin	M Aged 71 and above	2025.5.29	3	1980.6.1	49,916,266	0.88
Independent Director	Taiwan, R.O.C.	Ming-Hui Chang	M Aged 61 to 70	2025.5.29	3	2022.05.31	0	0
Independent Director	Taiwan, R.O.C.	Wei-Yung Tsung	M Aged 71 and above	2025.5.29	3	2022.05.31	0	0
Independent Director	Taiwan, R.O.C.	Chun-Jen Chen	M Aged 51 to 60	2025.5.29	3	2022.05.31	0	0
Independent Director	Taiwan, R.O.C.	Lee-Feng Chien	M Aged 61 to 70	2025.5.29	3	2023.06.28	0	0
Independent Director	Taiwan, R.O.C.	Shin-Chang Wu	M Aged 51 to 60	2025.5.29	3	2025.5.29	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. Additional seats for independent directors have been established in accordance with legal requirements, and more than half of the directors do not concurrently serve as employees or managerial officers.

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

Note 4 : Representative of Taipo Investment Corp.

Note 5 : Representative of Young Yun Inv. Co., Ltd.

Note 6 : Representative of Ping Zech Corp.

Note 7 : Representative of YuPeng Inv. Co., Ltd.

Note 8 : 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. 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 & the remuneration committee member, Tokio Marine Nawa Insurance Co., Ltd. ; President and consultant of Taiwan Kanken Techno Co., Ltd. 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	
49,916,266	0.88	3,100,499	0.05	0	0	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 8)	(Note 9)	NA	NA	NA	
0	0	0	0	0	0	(Note 8)	(Note 9)	NA	NA	NA	
0	0	0	0	0	0	(Note 8)	(Note 9)	NA	NA	NA	
0	0	0	0	0	0	(Note 8)	(Note 9)	NA	NA	NA	
0	0	0	0	0	0	(Note 8)	(Note 9)	NA	NA	NA	

Name	Education& Experience
Chun-Jen Chen	<p>Experience : Associate Professor, Science & 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 & 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 & information Engineering, National Taiwan Univ., Bachelor, Department of computer science, Tamkang University.</p>
Shin-Chang Wu	<p>Experience : President, Formosa Eco Life Technology Co., Ltd.</p> <p>Education : Department of Business Administration, Tamkang University.</p>

Note 9 : 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 & 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 & 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 Asset 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, 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 & 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 &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 & 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-President Superior Commissary Corp., Uni-Sogood Marketing Consultant Philippines, Uni-President Information Philippines Corp., Mech-President Corp., Tong Ching Corp., Duskin Serve Taiwan Co., Ltd.</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., Uni-Capital Marketing Consultant Corp.</p> <p>President of : President Chain Store Corp., President Pharmaceutical (Hong Kong) Holdings Ltd., 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>

Name	Current Position with Other Company
Ping-Chih Wu	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., Ameripecc Inc. President of : President Global Corp., Ameripecc Inc.
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., Yong Xin Inv. Co., Ltd., Yong He Inv. Co., Ltd., Young Yun Inv. Co., Ltd. Director of : Uni-President Enterprises Corp., Tainan Spinning Co., Ltd., Nantex Industry Co., Ltd., Prince Housing Development Corp., Grand Bills Finance Corp., President Pharmaceutical Corp., Times Square International Holding Co., Time Square International Co., Ltd., Kung Ching International Development Co. Ltd., Yong Hui Inv. Co., Ltd., Yong Lun Inv. Co., Ltd., Southern Taiwan University of Tech. 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 Honorary chairman of : Freemann Management Advisers Limited Honorary chairman of : Chinese Association for Corporate Transformation Innovation and Advancement Honorary director of : Transnational Vision, Attorneys at Law Honorary consultant of : Foundation for Yunus Social Business
YuPeng Inv. Co., Ltd.	Chairman of : Tainan Spinning Co., Ltd. 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., YuPeng Inv. Co., Ltd. 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. 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 ; Independent Director and Remuneration Committee Member, Solomon Technology Corp.
Wei-Yung Tsung	Independent Director & the remuneration committee member, Uni-President Enterprises Corp.
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. ; Independent Director & the remuneration committee member, Kdan Mobile Software Ltd. ; Professor, Dept. of Law, National Cheng Kung Univ.

Name	Current Position with Other Company
Lee-Feng Chien	Independent Director & Remuneration Committee Member, Uni-President Enterprises Corp., Airoha Technology Corp.
	Independent Director, ASUSTeK Computer Inc., Appier Group Inc., Japan., KKDay Holdings Co., Ltd., Japan.
	Director, Chunghwa Telecom Co., Ltd., Junyi Academy., Asia America Multi-Technology Association.
	Managing Director, Institute for Information Industry.
Shin-Chang Wu	Director, Formosan Union Chemical Corp., Hanbo Energy Tech Corp., Ltd., Taiwan Cleaning Product Association.
	Supervisor, Great Bell Printing & Dyeing Co., Ltd., Formosa Bio & Energy Corp. Japan
	Executive Supervisor, Taipei Cosmetics Industry Association.
	Board Director: Taiwan Cleaning Products Industry Association (TWCPia) Senior Manager: Formosa Bio-Tech Co., Ltd.

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

As of 12/31/2025

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%)
Taiipo 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 (8.50%), 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%)
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 12/31/2025

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 (1.84%), Tze-Yi Kao (1.84%), Shi-Ai Lo (1.84%), Klassical Celestuality Holding Ltd. (18.3%)
Eternity Holdings Ltd.	Shiow-Ling Kao (70.77%), Chih-Hsien Lo (21.18%), Han-Di Kao (0.84%), Tze-Yi Kao (0.49%), Shi-Ai Lo (1.01%), Klassical Celestuality Holding Ltd. (5.71%)
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 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	<p>Education : MBA, UCLA, USA Work Experience : Executive Vice President and President of Uni-President Enterprises Corp. Professional Qualification : NOTE (1) Not been the person of any conditions defined in Article30 of the Company Law</p>		0
Shiow-Ling Kao	<p>Education : Marymount College USA Work Experience : Chairman of Kao Chuan Inv. Co., Ltd. Professional Qualification : NOTE (1) Not been the person of any conditions defined in Article30 of the Company Law</p>	Please refer to Page23, (b) Independence of the Board of Directors	0
Jui-Tien Huang	<p>Education : Master Degree in Marketing, National Kaohsiung University of Science and Technology, R.O.C. Work Experience : President of President Chain Store Corp. ; Senior Vice President of Uni-President Enterprises Corp. Professional Qualification : NOTE (1) Not been the person of any conditions defined in Article30 of the Company Law</p>		0
Ping-Chih Wu	<p>Education : MS of Chemical Engineering and MS of Industrial Management, U.S.C., USA Work Experience : Director of General Bank and President Baking Company Inc. Professional Qualification : NOTE (1) Not been the person of any conditions defined in Article30 of the Company Law</p>		0
Chung-Ho Wu	<p>Education : Chemistry, Fu Jen Catholic University Work Experience : Supervisor of Grand Bills Finance Corp. Professional Qualification : NOTE (1) Not been the person of any conditions defined in Article30 of the Company Law</p>	Please refer to Page23, (b) Independence of the Board of Directors	0
Po-Ming Hou	<p>Education : Tourism management, Chinese Culture Univ. Work Experience : President and Vice Chairman of Tainan Spinning Co., Ltd. Professional Qualification : NOTE (1) Not been the person of any conditions defined in Article30 of the Company Law</p>		0
Po-Yu Hou	<p>Education : Department of Radio, Television and Film, Shih Hsin Univ. Work Experience : Executive Director of Tainan Spinning Co., Ltd. Professional Qualification : NOTE (1) Not been the person of any conditions defined in Article30 of the Company Law</p>		0

Criteria 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
Chung-Shen Lin	<p>Education : BBA Business Administration, Fu Jen Catholic University</p> <p>Work Experience : Chairman of President Securities Corporation; President and Director, President Tokyo Corp.</p> <p>Professional Qualification : NOTE (1) Not been the person of any conditions defined in Article30 of the Company Law</p>	Please refer to Page23, (b) Independence of the Board of Directors	0
Chang-Sheng Lin	<p>Education : Electrical Engineering, Nat'l Cheng Kung Univ.</p> <p>Work Experience : C.E.O and President of Uni-President Enterprises Corp.</p> <p>Professional Qualification : NOTE (1) Not been the person of any conditions defined in Article30 of the Company Law</p>		0
Ming-Hui Chang	<p>Education : Master in Professional Accounting, The Univ.of Texas at Austin. Bachelor, Accounting Section of the Department of Commerce, National Taiwan Univ.</p> <p>Work Experience : 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.</p> <p>Professional Qualification : NOTE (1) 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>

Criteria 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>Education : Department of Chemical Engineering, National Taiwan Univ.</p> <p>Work Experience : Chairman of Mitsubishi Corp. (Taiwan) Ltd. ; Director of Mitsubishi Corp. LT Taiwan Co., Ltd. ; Independent Director & the remuneration committee member of Tokio Marine Nawa Insurance Co., Ltd. ; President and Consultant of Taiwan Kanken Techno Co., Ltd.</p> <p>Professional Qualification : NOTE (1) 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) The shares of the Company (Uni-President Enterprises Corporation) held by the person, together with those held by the person's spouse and relatives within the second degree of kinship (or under others' names), aggregate 3,000 shares, representing 0% of the total issued shares.</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>Education : J.D., Georgetown Univ.</p> <p>Work Experience : Chairperson of the Department of Law, National Cheng Kung University.; Commissioner, the Securities Listing Review Committee of Taiwan Stock Exchange Commissioner, the Securities Listing Review Committee of Taipei Exchange</p> <p>Professional Qualification : NOTE (1) 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>	2

Criteria 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>Education : Master's and Ph.D., Department of computer science & information Engineering, National Taiwan Univ. Bachelor, Department of computer science, Tamkang University.</p> <p>Work Experience : Managing Director of Google Taiwan Branch ; Director of iKala Interactive Media Inc. ; Director of Artificial Intelligence Foundation. ; Research Fellow & Deputy Director., Institute of Information Science, Academia Sinica ; Joint Professor of Information Management, National Taiwan Univ.</p> <p>Professional Qualification : NOTE(1)</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>	2
Shin-Chang Wu	<p>Education : Department of Business Administration, Tamkang University.</p> <p>Work Experience : President, Formosa Eco Life Technology Co., Ltd.</p> <p>Professional Qualification : NOTE(1) 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

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
Set at least four independent directors, and ensure that they constitute no less than one-third of the total number of board seats.	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 1 female directors, accounting for 7.14% of the board, and 13 male directors, accounting for 92.86%. 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 Among the Company's current 14 board members, there is 1 female director, representing 7.14% of the total number of directors, while male directors account for 92.86%. The average age of all board members is 69.17 years.
- ② One of the Company's directors resides in the United States and possesses a multicultural background.

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., Ph.D., Department of computer science & information Engineering, National Taiwan Univ. and Department of Business Administration in Tamkang University.
- 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 5 independent directors in accordance with legal regulations, accounting for 35.71% 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 Name	Nationality	Gender	Composition			Tenure of Independent Directors	professional background	
			An employee/management of the Company	Age				
				Ages 51~60	Ages 61~70			Aged 71 and above
Chih-Hsien Lo	Taiwan, R.O.C.	M	✓		✓		Business Administration	
Shiow-Ling Kao	Taiwan, R.O.C.	F			✓		Business	
Jui-Tien Huang	Taiwan, R.O.C.	M			✓		Economics	
Po-Ming Hou	Taiwan, R.O.C.	M			✓		Tourism management	
Po-Yu Hou	Taiwan, R.O.C.	M				✓	Radio, Television and Film	
Ping-Chih Wu	Taiwan, R.O.C.	M				✓	Chemical Engineering & Industrial Management	
Chung-Ho Wu	Taiwan, R.O.C.	M				✓	Chemistry	
Chang-Sheng Lin	Taiwan, R.O.C.	M				✓	Business Administration & Finance	
Chang-Sheng Lin	Taiwan, R.O.C.	M				✓	Electrical Engineering	
Ming-Hui Chang	Taiwan, R.O.C.	M			✓		CPA	
Wei-Yung Tsung	Taiwan, R.O.C.	M				✓	The second term of office for independent directors.	Chemical Engineering
Chun-Jen Chen	Taiwan, R.O.C.	M		✓				Law
Lee-Feng Chien	Taiwan, R.O.C.	M			✓			Computer Science
Shin-Chang Wu	Taiwan, R.O.C.	M		✓			The first term of office for independent directors.	Business Administration

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.	Ching-Feng Kuo	Male	2019.06.26	0	0	2,336	0
Senior Vice President	Taiwan, R.O.C.	Zong-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.	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/ 2025

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	Executive Vice President of Uni-President Enterprises Corp. ; MBA, UCLA, U.S.A.	(Note 3)	Vice President	Jui-Ping Wang	Father-in-law	(note2)
				Vice President	Yen-Chao Wang	Father-in-law	
0	0	BBA in Department of Management Science, National Yang Ming Chiao Tung University	(Note 3)	NA	NA	NA	
0	0	Ph.D. Program in Finance, Nat'l Chung Hsing Univ. 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	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.	(Note 3)	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. Additional seats for independent directors have been established in accordance with legal requirements, and more than half of the directors do not concurrently serve as employees or managerial officers.

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 & 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 & 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 Asset 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, 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 & Food Co., Ltd. Uni-President Enterprises (Tianjin) Co., Ltd., Uni-OAO Travel Service Corp., Uni-President Shanghai Management 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>
Ching-Feng Kuo	<p>Chairman of : Uni-President Organics Corp., Kai Yu Investment Co., Ltd., Uni-President Oven Bakery Corp.</p> <p>Director of : Uni-President Cold-Chain Corp., Kai Ya Food Co., Ltd.</p>
Zong-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 & Distribution Co., Ltd., Yantai North Andre Juice Co., Ltd., Shanghai Shunfeng Restaurant Group Co., Ltd., Champ Green Capital limited., 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 & Distribution Co., Ltd., Champ Green Capital Limited., United Advisor Venture Management Ltd., Grand Bills Finance Corp., Greater China F&B Capital Partners Limited, Greater China F&B Investment Holding Limited, Greater China F&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 &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.</p> <p>President Entertainment Corp., President Fair Development Corp., Grand Bills Finance Corp.</p> <p>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.</p>

Name	Selected Current Positions at Other Companies
Kuo-Hui Chen	Chairman of : Tone Ren Enterprise Co., Ltd., Uni-President Development Corp. 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. Supervisor of : Champ Green (Shanghai) Consulting Co., Ltd., United Advisor Venture Management Ltd.
Kun-Lin Wu	Chairman of : PT. Uni President Indonesia 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. 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., Nanlien International Corp., PAYUNi Co., Ltd.
Chun-Fu Chen	Chairman of : Kai Ya Food Co., Ltd. Director of : Uni-President Glass Industrial Co., Ltd., Ton Yi Industrial Corp., President Packaging Industrial Corp.
Yen-Chao Wang	Director of : Merry Life Biomedical Co., Ltd., Systemweb Technologies Co., Ltd., Kai Ying Industrial Co., Ltd., Chyi Chau Co., Ltd., President Pharmaceutical 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 of A, B, C, and D and as a % of net income	
		Remuneration (A)		Pensions (B) (Note 8)		Earnings Distribution (C)		Business Expenses (D) (Note 5)		UPEC %	All consolidated companies %
		UPEC	All consolidated companies	UPEC	All consolidated companies	UPEC	All consolidated companies	UPEC	All consolidated companies		
Director and Institutional Shareholder	Kao Chuan Inv. Co., Ltd.										
Chairman (representative) and Group Chief Strategy Officer	Chih-Hsien Lo (Note 1)										
Director (representative)	Shiow-Ling Kao (Note 1)										
Director (representative)	Jui-Tien Huang (Note 1)										
Director and Institutional Shareholder	Joyful Inv. Co., Ltd.										
Director (representative)	Pi-Ying Cheng (Note 1)										
Director and Institutional Shareholder	Taiipo Investment Corp.										
Director (representative)	Ping-Chih Wu (Note 1)	0	10,599	1,350	1,425	314,042	339,557	5,225	17,347	320,617 1.63%	368,928 1.88%
Director and Institutional Shareholder	Young Yun Inv. Co., Ltd.										
Director (representative)	Chung-Ho Wu (Note 1)										
Juristic-Person Director	YuPeng Inv. Co., Ltd.										
Director (representative of Juristic-Person Director)	Po-Ming Hou (Note 1)										
Director	Po-Yu Hou										
Director and Institutional Shareholder	Ping Zech Corp.										
Director (representative)	Chung-Shen Lin (Note 1)										
Director	Chang-Sheng Lin										
Independent Director	Ming-Hui Chang										
Independent Director	Wei-Yung Tsung										
Independent Director	Chun-Jen Chen	0	0	1,100	1,100	0	0	5,510	5,510	6,610 0.03%	6,610 0.03%
Independent Director	Lee-Feng Chien										
Independent Director	Shin-Chang Wu (Note 1)										

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

December 31, 2025 / Unit: NT\$1,000

Compensation to Directors Also Serving as Company Employees								Summation of A,B,C, D, E, F and G and as a % of net income		Compensation from Affiliates Other than Subsidiaries
Salary, Bonuses, and Special Allowance (E) (Note 6)		Pensions (F)		Earnings Distribution (G)						
UPEC	All consolidated companies	UPEC	All consolidated companies	UPEC		All consolidated companies		UPEC %	All consolidated companies %	
				Cash Bonuses	Stock Bonuses	Cash Bonuses	Stock Bonuses			
147,905	268,689	46	286	4,005	0	16,825	0	472,573 2.41%	654,728 3.34%	29,791
0	0	0	0	0	0	0	0	6,610 0.03%	6,610 0.03%	0

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, Shioh-Ling Kao, Jui-Tien Huang, Joyful Inv. Co., Ltd., Chung-Ho Wu, Ping-Chih Wu, Pi-Ying Cheng, Chung-Shen Lin, Shin-Chang Wu, Po-Ming Hou	Joyful Inv. Co., Ltd., Chung-Ho Wu, Ping-Chih Wu, Pi-Ying Cheng, Chung-Shen Lin, Shin-Chang Wu	Shioh-Ling Kao, Jui-Tien Huang, Joyful Inv. Co., Ltd., Chung-Ho Wu, Ping-Chih Wu, Pi-Ying Cheng, Chung-Shen Lin, Po-Ming Hou, Shin-Chang Wu	Chung-Ho Wu, Pi-Ying Cheng, Chung-Shen Lin, Shin-Chang Wu, Joyful Inv. Co., Ltd.,
NT\$ 1,000,000 (incl.) – NT\$ 2,000,000	Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen, Lee-Feng Chien	Po-Ming Hou, Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen, Lee-Feng Chien	Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen, Lee-Feng Chien	Po-Ming Hou, Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen, Lee-Feng Chien
NT\$ 2,000,000 (incl.) – NT\$ 3,500,000	NA	Shioh-Ling Kao	NA	NA
NT\$ 3,500,000 (incl.) – NT\$ 5,000,000	NA	Jui-Tien Huang	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	Chih-Hsien Lo	NA	NA
NT\$15,000,000 (incl.) – NT\$30,000,000	Ping Zech Corp.	Ping Zech Corp.	Ping Zech Corp.	Ping-Chih Wu, Ping Zech Corp.
NT\$30,000,000 (incl.) – NT\$50,000,000	Taiipo Investment Corp., Young Yun Inv. Co., Ltd., YuPeng Inv. Co., Ltd., Po-Yu Hou, Chang-Sheng Lin	Taiipo Investment Corp., Young Yun Inv. Co., Ltd., YuPeng Inv. Co., Ltd., Po-Yu Hou, Chang-Sheng Lin	Taiipo Investment Corp., Young Yun Inv. Co., Ltd., YuPeng Inv. Co., Ltd., Po-Yu Hou, Chang-Sheng Lin	Taiipo Investment Corp., Young Yun Inv. Co., Ltd., YuPeng Inv. Co., Ltd., Po-Yu Hou, Chang-Sheng Lin, Shioh-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, Kao Chuan Inv. Co., Ltd.	Kao Chuan Inv. Co., Ltd., Chih-Hsien Lo
Total (person)	21	21	21	21

Note 1: Mr. Chih-Hsien Lo, Ms. Shioh-Ling Kao and Mr. Jui-Tien Huang serve as representatives of Kao Chuan Investment Co., Ltd.; Ms. Pi-Ying Cheng serves as the representative of Joyful Investment Co., Ltd., which did not continue its appointment as of May 29, 2025; Mr. Ping-Chih Wu serves as the representative of Taiipo Investment Co., Ltd.; Mr. Chung-Ho Wu serves as the representative of Young Yun Investment Co., Ltd.; Mr. Po-Ming Hou serves as the representative of YuPeng Investment Co., Ltd.; Mr. Chung-Sheng Lin serves as the representative of Ping Zech Corp.; and Mr. Shin-Chang Wu was newly appointed on May 29, 2025.

Note 2: Refers to the remuneration of directors for 2025, including salaries, position allowances, various bonuses, and incentive payments.

Note 3: Refers to the amount of directors' remuneration for 2025 as resolved by the Board of Directors in 2026.

Note 4: Refers to expenses incurred for directors in the execution of business in 2025, including transportation allowances, special expenses, various subsidies, dormitory housing, company vehicles, and other benefits in kind.

- Note 5: Refers to remuneration received by directors concurrently serving as employees in 2025, including salaries, position allowances, various bonuses, incentive payments, transportation allowances, special expenses, various subsidies, dormitory housing, company vehicles, and other benefits in kind. It also includes salary expenses recognized in accordance with IFRS 2 “Share-based Payment” (including employee stock options, restricted shares, and participation in cash capital increases for share subscription). The Chairman, who also serves as Group Chief Strategy Officer, is provided with a sedan leased by the Company from President Tokyo Corp., with an annual rental of approximately NT\$4,009 thousand, and a driver with related compensation of NT\$2,290 thousand.
- Note 6: Refers to the amount of employee remuneration for 2025 as resolved by the Board of Directors in 2026.
- Note 7: Refers to the total remuneration paid to the Company’s directors by all companies included in the consolidated financial statements (including the Company).
- Note 8: Refers to remuneration received by the Company’s directors from investee companies (excluding subsidiaries) or from the parent company.
- Note 9: Refers to the names of each director of the Company categorized by remuneration brackets.
- Note 10: Refers to the names of each director categorized by total remuneration received from all companies included in the consolidated financial statements (including the Company), by remuneration brackets.
- Note 11: Refers to the names of each director categorized by total remuneration received from all investee companies (including the Company and all investees), by remuneration brackets.
- Note 12: Calculated based on the Company’s non-consolidated net income after tax for 2025 of NT\$19,627,594 thousand.
- Note 13: During 2025, there were no instances where any director’s shareholding ratio fell below the required level for three consecutive months or longer, and in any given month, the average share pledge ratio of directors was below 50%.

2.2.2 President and senior vice president remuneration

December 31, 2025/ 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	Chih-Hsien Lo													
Strategy Officer	Chih-Hsien Lo													
President	Ching-Feng Kuo (Note 2)													
President	Jau-Kai Hwang (Note 2)													
President	Ching-Tyan Li (Note 2)	32,331	38,593	447	513	136,175	161,436	14,862	0	15,196	0	183,815 0.94%	215,738 1.10%	10,427
Senior Vice President	Zong-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	Ching-Tyan Li (Note 2)	Ching-Tyan Li (Note 2)
NT\$10,000,000 (incl.) – NT\$15,000,000	Ching-Feng Kuo (Note 2), Jau-Kai Hwang (Note 2)	Ching-Feng Kuo (Note 2), Jau-Kai Hwang (Note 2)
NT\$15,000,000 (incl.) – NT\$30,000,000	Zong-Yi Liu, Chia-Ming Chai, Tsung-Pin Wu, Kuo-Hui Chen	Zong-Yi Liu, Chia-Ming Chai, Tsung-Pin Wu, 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)	8	8

Note 1: Refers to the salaries, position allowances, and severance payments of the Group Chief Strategy Officer, President, and Vice Presidents for 2025.

Note 2: Refers to various bonuses, incentive payments, transportation allowances, special expenses, various subsidies, dormitory housing, company vehicles, and other benefits in kind, as well as other remuneration received by the Group Chief Strategy Officer, President, and Vice Presidents in 2025. It also includes salary expenses recognized in accordance with IFRS 2 “Share-based Payment” (including employee stock options, restricted shares, and participation in cash capital increases for share subscription).

The Group Chief Strategy Officer is provided with a sedan leased by the Company from President Tokyo Corp., with an annual rental of approximately NT\$4,009 thousand, and a driver with related compensation of NT\$2,290 thousand.

The total car rental expense for President Li and President Huang (dismissed on June 10, 2025) amounted to approximately NT\$1,034 thousand, without drivers. The car rental expense for President Kuo (appointed on June 10, 2025) amounted to approximately NT\$225 thousand, without a driver.

Note 3: Refers to the amount of employee remuneration (including both stock and cash) for 2025 allocated to the Group Chief Strategy Officer, President, and Vice Presidents, as resolved by the Board of Directors in 2026.

Note 4: Refers to the total remuneration paid to the Group Chief Strategy Officer, President, and Vice Presidents by all companies included in the consolidated financial statements (including the Company).

Note 5: Refers to remuneration received by the Group Chief Strategy Officer, President, and Vice Presidents from investee companies (excluding subsidiaries) or from the parent company.

Note 6: Refers to the names of the Group Chief Strategy Officer, President, and Vice Presidents categorized by remuneration brackets paid by the Company.

Note 7: Refers to the names of the Group Chief Strategy Officer, President, and Vice Presidents categorized by total remuneration received from the parent company and all investee companies (including the Company), by remuneration brackets.

Note 8: Calculated based on the Company’s standalone net income after tax for 2025 of NT\$19,627,594 thousand.

2.2.3 Distribution of bonuses to Company management during 2025

December 31, 2025 / 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				
President	Ching-Feng Kuo (appointed on June 10, 2025)				
President	Jau-Kai Hwang (dismissed on June 10, 2025)				
President	Ching-Tyan Li (dismissed on June 10, 2025)				
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	0	24,208	24,208	0.12%
Vice President	Chih-Ming Hsu (Retired upon reaching the mandatory retirement age on March 25, 2025)				
Vice President	Kun-Lin Wu (Retired upon reaching the mandatory retirement age on Dec 19, 2025)				
Vice President	Li-Shiun Chang				
Vice President	Jui-Ping Wang				
Vice President	Ming-Hui Cheng				
Vice President	Chun-Fu Chen				
Vice President	Yen-Chao Wang				

2.1.4 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			
	2025		2024		2025		2024	
	Total	%	Total	%	Total	%	Total	%
Directors	479,183	2.44%	529,394	2.56%	661,338	3.37%	698,721	3.38%
President and Senior Vice Presidents	183,815	0.94%	177,981	0.86%	215,738	1.10%	182,928	0.88%
Net Income	19,627,594	-	20,673,286	-	19,627,594	-	20,673,286	-

Note: The reason for the decrease in the total remuneration paid to Directors in 2025 is due to the decrease in remuneration paid to directors. The total remuneration of the General Manager and Deputy General Managers increased compared to 2024, primarily due to an increase in the number of personnel.

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) Directors of the Company are entitled to remuneration for the services they render. The amount is determined in accordance with the Articles of Incorporation and is resolved by the Board of Directors with reference to their level of participation in the Company's operations, their contributions, and prevailing industry standards. In addition, if the Company records a profit in a given year, it may allocate no more than 2% of such profit as directors' remuneration in accordance with the Articles of Incorporation. The Remuneration Committee, taking into account the results of annual performance evaluations (please refer to "Implementation of Board Performance Evaluation" on page 43), and considering the linkage to operating performance, shall propose an actual allocation ratio, which is then submitted to the Board of Directors for approval. Independent directors receive fixed monthly remuneration as determined by the Board of Directors and do not participate in the distribution of earnings.
- (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 10 (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.)	10	0	100%	
Director	Shiow-Ling Kao (Representative of Kao Chuan Inv. Co., Ltd.)	10	0	100%	
Director	Jui-Tien Huang, (Representative of Kao Chuan Inv. Co., Ltd.)	10	0	100%	
Director	Chung-Ho Wu (Representative of Young Yun Inv. Co., Ltd.)	10	0	100%	
Director	Ping-Chih Wu (Representative of Taipo Investment Corp.)	9	1	90%	
juridical person director	Po-Ming Hou (Representative of YuPeng Inv. Co., Ltd.)	10	0	100%	
Director	Chung-Shen Lin (Representative of Ping Zech Corp.)	10	0	100%	
Director	Pi-Ying Cheng (Representative of Joyful Inv. Co., Ltd.)	0	4	0%	The term of former directors expired until May 29, 2025.
Director	Po-Yu Hou	10	0	100%	
Director	Chang-Sheng Lin	10	0	100%	
Independent director	Ming-Hui Chang	10	0	100%	
Independent director	Wei-Yung Tsung	10	0	100%	
Independent director	Chun-Jen Chen	10	0	100%	
Independent director	Lee-Feng Chien	10	0	100%	
Independent director	Shin-Chang Wu	5	0	100%	The term of new director started from May 29, 2025.

Other issues to be noted:

- 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:
 - Issues specified in Article 14-3 of the Securities and Exchange Act:
UPEC held 10 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.
 - 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.
- 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:

Title	Name	Attendance in Person(B)	Proxy Attendance	Attendance Rate (%) (B/A)	Remark
<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 2025 and to the printed date of the annual report, ten 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 2025 and Up to the Date of the Annual Report Publication:</p> <ul style="list-style-type: none"> • Business Report: President presented the "Business Report" five times. • Financial Report: Vice President Kuo-Hui Chen, Head of the Finance Division, presented the "Financial Report" four times. • Internal Audit Report: Yi-Chieh Kuo, Manager of the Audit Division, presented the "Internal Audit Report" four times. • Compensation Committee Meetings: Two Compensation Committee meetings were held, and the respective "Meeting Minutes" were submitted to the Board of Directors for record. <p>(b) The convener of ethical management initiative team reported to the Board on 2025/03/06 about the implementation of ethical corporate management policies of 2024.</p> <p>(c) The agenda working group of remuneration committee reported to the Board on 2025/03/06 about the performance evaluation results of the board of directors and each functional committee of 2024.</p> <p>(d) The total endorsement/guarantee amount for the Company and its subsidiaries and issuing CB were discussed on the Board meeting on 2025/03/06.</p> <p>(e) Two corporate bonds were issued in 2024, which were reported in the 22nd Meeting of the 19th Board on March 6, 2025.</p> <p>(f) On May 8 2025, at the 25th meeting of the 19th Board, the company arranged for the director of finance group to report the communication status with stakeholders of 2024.</p> <p>(g) On Aug 7, 2025, at the 3rd meeting of the 20th Board, the company arranged for the convener of the Sustainability Development Committee to report "ESG Policy Implementation Status of 2024 and 2025" .</p> <p>(h) "The Uni-President Group Greenhouse Gas Inventory and Assurance Timeline Planning – Quarterly Tracking Report" was presented to the Board of Directors at the 22nd Meeting of the 19th Board on March 6, 2025; the 25th Meeting of the 19th Board on May 8, 2025; the 3rd Meeting of the 20th Board on August 7, 2025; and the 4th Meeting of the 20th Board on November 6, 2025.</p> <p>(i) The IFRS Sustainability Disclosure Standards Adoption Plan and Implementation Progress Report was presented to the Board of Directors at the 22nd Meeting of the 19th Board on March 6, 2025; the 3rd Meeting of the 20th Board on August 7, 2025; and the 4th Meeting of the 20th Board on November 6, 2025, by Chen Kuo-Hui, Convener of the Sustainability Development Committee.</p> <p>(j) On December 18, 2025, at the 5th meeting of the 20th Board, the Company arranged for convener of the Sustainability Development Committee to report "Risk Management Policy Implementation Status of 2025" .</p> <p>(k) On December 18, 2025, at the 5th meeting of the 20th Board, the company arranged for convener of the Sustainability Development Committee to report "Intellectual Property Management Plan and Implementation Status of 2025" .</p> <p>(l) Report on the qualification review during the term of office of the current independent directors of the Company was submitted for reference at the 5th Meeting of the 20th Board on December 18, 2025.</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 2026/3/3 and the board of directors on 2026/3/5.

Evaluation Cycles	Evaluation Period	Evaluation Scope	Evaluation Method	Evaluation Aspects
The Company conducts the board performance evaluation once a year.	From January 1, 2025 to December 31, 2025	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"> 1. Understanding of the Company's goals and mission (15%) 2. Awareness of director's duties (10%) 3. Involvement in the Company's operations (35%) 4. Internal relationship and communication (10%) 5. Director's professionalism and continuing knowledge development (15%) 6. Internal controls (15%) <p>Conclusion: Each director provides professional advice and insights based on their respective expertise, making effective contributions during Board meetings.</p> <p>B. The Board of Directors are assessed on the following five aspects:</p> <ol style="list-style-type: none"> 1. Involvement in the Company's operation (30%) 2. Enhancement of the quality of the board's decision-making (30%) 3. Makeup and structure of the board (15%) 4. Election of board members and continuing knowledge development (10%) 5. Internal controls (15%) <p>Conclusion: The Company's Board of Directors operates effectively, and its members possess sufficient understanding of the Company, the management team, and the industries in which the Company operates, thereby upholding the principles of corporate governance.</p>

Evaluation Cycles	Evaluation Period	Evaluation Scope	Evaluation Method	Evaluation Aspects
<p>The Company conducts the board performance evaluation once a year.</p>	<p>From January 1, 2025 to December 31, 2025</p>	<p>The scope includes the Remuneration Committee and the Audit Committee.</p>	<p>Methods include the Remuneration Committee and the Audit Committee.</p>	<p>C. The Remuneration Committee is assessed on the following five aspects:</p> <ol style="list-style-type: none"> 1. Involvement in the Company's operation (25%) 2. Awareness of the audit committee's duties (30%) 3. Enhancement of the quality of the audit committee's decision-making(35%) 4. Makeup of the audit committee and election of its members (15%) 5. Internal controls (15%) <p>Conclusion: The Committee is provided with complete meeting materials, and all agenda items are thoroughly discussed. Going forward, the Company will continue to conduct performance evaluations of directors and managerial officers and review its compensation policies as a reference for Board decision-making.</p> <p>D. The Audit Committee is assessed on the following five aspects:</p> <ol style="list-style-type: none"> 1. Involvement in the Company's operation (20%) 2. Awareness of the audit committee's duties (20%) 3. Enhancement of the quality of the audit committee's decision-making(30%) 4. Makeup of the audit committee and election of its members (15%) 5. Internal controls (15%) <p>Conclusion: Management prepares detailed and comprehensive information, and the Committee exercises rigorous oversight to ensure financial transparency and sound governance effectiveness.</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 8 (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	8	0	100.00	Re-elected on May 29, 2025
Independent director	Wei-Yung Tsung	8	0	100.00	Re-elected on May 29, 2025
Independent director	Chun-Jen Chen	8	0	100.00	Re-elected on May 29, 2025
Independent director	Lee-Feng Chien	8	0	100.00	Re-elected on May 29, 2025
Independent director	Shin-Chang Wu	4	0	100.00	Newly elected on May 29, 2025

Title	Name	Attendance in Person(B)	Proxy Attendance	Attendance Rate (B/A)	Remark
Other issues to be noted:					
<p>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.</p> <p>UPEC held 8 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.</p>					
<p>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.</p> <p>The Company did not have this situation.</p>					
<p>3. Communication among the independent directors, internal auditors and CPAs:</p> <ul style="list-style-type: none"> a. 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. b. 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. c. 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. d. 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. e. 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. f. The company holds at least one separate meeting each year between independent directors and the accountant and independent directors and the Internal Audit Manager. g. 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. h. Communication among the independent directors, internal auditors and CPAs. Please refer to Notes 2 and 3 below. 					
<p>4. The major annual tasks include:</p> <ul style="list-style-type: none"> a. review and discussion of UPEC's financial reports. The Board of Directors has prepared the Company's 2025 business report, financial statements, and earnings distribution proposal. The financial statements have been audited by PricewaterhouseCoopers (PWC) Taiwan and an audit report has been duly issued. The Audit Committee has reviewed the above business report, financial statements, and earnings distribution proposal and found no material discrepancies. b. the hiring or dismissal of a certified public accountant, or the compensation. To ensure the independence of the external audit firm, the Audit Committee evaluated the independence and professional ethics of the certified public accountants in accordance with Article 47 of the Certified Public Accountant Act and Statement of Auditing Standards No. 10, "Integrity, Objectivity, and Independence," as well as the Audit Quality Indicators (AQIs) provided by the auditors. Based on the assessment of independence, professionalism, and competence, the Audit Committee, at its 4th meeting of the 5th term held on March 3, 2026, resolved to approve CPAs of PricewaterhouseCoopers Taiwan as the signing auditors. Both CPAs were determined to meet the independence and competency requirements and are fully qualified to serve as the Company's signing auditors. c. annual internal auditing proposal d. review a material asset transaction. e. Assessment of the effectiveness of the internal control system. 					

Note 1. Major resolutions during the auditing meetings in 2025 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
2025.01.10 (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.
2025.03.04 (19th Meeting in 4th Session)	1. Proposal: The Company's 2024 Parent Company Only and Consolidated Financial Statements. 2. The appointment of CPA and approved the evaluation of external auditor's independence. 3. Audit fee for PWC of 2025 4. The statement of internal control system for year 2024	No attending director voices an objection, the proposals were deemed approved.	Those opinions were raised at the Company's Board for discussion.
2025.03.06 (20 th Meeting in 4th Session)	1. The business report and the distribution of retained earnings for year 2024.	No attending director voices an objection, the proposals were deemed approved.	Completed the Audit Committee Review Report and submitted it to the 2025 Annual General Meeting of Shareholders for presentation.
2025.05.06 (21st Meeting in 4th Session)	1. The consolidated financial statements for the first quarter of year 2025.	No attending director voices an objection, the proposals were deemed approved.	Those opinions were raised at the Company's Board for discussion.
Meeting of the 5th Audit Committee on May 29, 2025 to Elect the Convener and Chairperson	Election of the Convener and Chairperson	Mr. Ming-Hui Chang was elected by all attending committee members to serve as the Convener and Chairperson of the Company's 5th Audit Committee.	NA
2025.8.5 (1st Meeting in 5th Session)	1. The consolidated financial statements for the second quarter of year 2025.	No attending director voices an objection, the proposals were deemed approved.	Those opinions were raised at the Company's Board for discussion.
2025.11.04 (2nd Meeting in 5th Session)	1. The consolidated financial statements for the third quarter of year 2025. 2. Internal auditing proposal of year 2026. 3. Amendment to the Company's "Procedures for Acquisition or Disposal of Assets."	No attending director voices an objection, the proposals were deemed approved.	Those opinions were raised at the Company's Board for discussion.
2025.12.18 (3rd Meeting in 5th Session)	1. Proposed restatement of the Company's quarterly financial reports from Q2 2023 to Q3 2025 due to the adjustment to the transaction price of the equity transaction of Carrefour Co., Ltd. 2. Report on the Implementation of Risk Management Policy in 2025	1. No attending director voices an objection, the proposals were deemed approved. 2. Acknowledged.	1. Those opinions were raised at the Company's Board for discussion. 2. To be reported to the Board of Directors.

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
2025/3/4	the Audit Committee	Independent directors: Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien Chief Auditor: Yi-Chieh Kuo	1. The Internal Auditor's report for 2024 Q4 2. The statement of Internal Control System.	All independent directors had no opinion.
2025/3/4	The Chief Auditor communication conference with Independent Directors.	Independent directors: Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien Chief Auditor: Yi-Chieh Kuo	Internal Audit Report: 1. Background for Issuing the Internal Audit E-Newsletter 2. Introduction to the Main Sections of the Newsletter 3. Recent Content	All independent directors had no opinion.
2025/5/6	the Audit Committee	Independent directors: Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien Chief Auditor: Yi-Chieh Kuo	The Internal Auditor's report for 2025 Q1	All independent directors had no opinion.
2025/8/5	the Audit Committee	Independent directors: Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen, Lee-Feng Chien and Shin-Chang Wu Chief Auditor: Yi-Chieh Kuo	The Internal Auditor's report for 2025 Q2	All independent directors had no opinion.
2025/11/4	the Audit Committee	Independent directors: Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen, Lee-Feng Chien and Shin-Chang Wu Chief Auditor: Yi-Chieh Kuo	1. The Internal Auditor's report for 2025 Q3. 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
2025/03/04	The CPAs communication conference with Independent Directors	Independent directors: Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien CPAs: Chung-Yu Tien and Chien-Chih Wu	1. Significant Audit Adjustments for the Period 2. Explanation of Audit Findings	In the report description, in addition to analyzing subsidiaries with a high proportion of revenue, other subsidiaries with smaller proportions should also be summarized.
2025/03/04	the Audit Committee	Independent directors: Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien CPAs: Chung-Yu Tien and Chien-Chih Wu	CPAs gave a presentation and communicate about the matters related to the financial statements for the year 2024 and the information on the 2023 audit quality indicators.	All independent directors had no opinion.
2025/05/06	the Audit Committee	Independent directors: Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen and Lee-Feng Chien CPAs: Chung-Yu Tien and Chien-Chih Wu	CPAs gave a presentation and communicate about the consolidated financial statements for the first quarter of 2025.	All independent directors had no opinion.
2025/08/05	the Audit Committee	Independent directors: Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen, Lee-Feng Chien and Shin-Chang Wu CPAs: Chung-Yu Tien and Chien-Chih Wu	CPAs gave a presentation and communicate about the consolidated financial statements for the second quarter of 2025.	All independent directors had no opinion.
2025/11/04	the Audit Committee	Independent directors: Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen, Lee-Feng Chien and Shin-Chang Wu CPAs: Chung-Yu Tien and Chien-Chih Wu	CPAs gave a presentation and communicate about the consolidated financial statements for the third quarter of 2025.	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: www.uni-president.com.tw) 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: 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 .</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 established the “Board Performance Evaluation Policy” on November 6, 2019. In accordance with regulatory requirements, the Company completed the self-evaluation of the Board of Directors, individual directors, and functional committees for 2025 before the end of the first quarter of 2026. The results were reported to the Remuneration Committee on March 3, 2026, and to the Board of Directors on March 5, 2026. The evaluation results are also used as a reference for the selection or nomination of directors.</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</p>	

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
			CPAs, in accordance with Article 47 of 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 (2026.3.3) and the Board of Directors (2026.3.5) 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>	

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 2025 are as follows:</p> <ul style="list-style-type: none"> • The key points of business execution: <ol style="list-style-type: none"> 1. Handling matters relating to board meetings and shareholders meetings according to laws 2. Producing minutes of board meetings and shareholders meetings 3. Assisting in onboarding and continuous development of directors(at least 6 hours) 4. Furnishing information required for business execution by directors. 5. Assisting directors and supervisors with legal compliance. 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 7. Handling matters related to changes in directors 8. Other matters set out in the articles or corporation or contracts • Continuing Education: A total of 15 hours of continuing education were completed in 2025. Please refer to (Note 2). 	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 (http://www.uni-president.com.tw)	
(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) 1. The Company has set up English website (twww.uni-president.com.tw) to disclose information. 2. The Company has assigned an appropriate person to handle information collection and disclosure 3. The Company has established a spokesman system. 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 2025 financial statements in March 6, 2026 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	
8. Is there any other important information to facilitate a better understanding of the company’s corporate governance practices (e.g., including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors’ and supervisors’ training records, the implementation of risk management policies and risk evaluation measures, the implementation of customer relations policies, and purchasing insurance for directors and supervisors)?	✓		1. Employee rights and wellness: The company values greatly the harmonious labour relations, employee welfare and rights, and constantly enhance their food, clothing, housing, transportation, education, music software and hardware facilities, for example, we provide dormitories, affordable delicious meal, shuttle bus, health checkups, and fringe so that our employees can enjoy a comprehensive welfare system, and make contribution to the work without worries.	None
	✓		2. Investor relations: The company continues to maintain good interactions with investors, including financial information disclosure, communication with investors regularly (for example, investor conference, road show, investors meeting at the brokerages) and give feedback to senior management and related department to make necessary adjustment. The company will continue to strengthen investor relations and maintain good communication and interaction with investors.	
	✓		3. Supplier relation: All suppliers must sign Sunshine Transparency Act to ensure ethical management, and concern environmental protection and energy-saving carbon reduction in supply chain for the best welfare of the society. In addition, the sales contract should contains the terms of corporate social responsibility and human rights matters, such as termination or cancellation of the contract at any time in the event of a policy that violates corporate social responsibility. Human rights matters stipulate that suppliers shall not have the employment of child labor, that there shall be no forced labor, and that there shall be no violation of the rights to freedom of association and collective bargaining.	
	✓		4. Rights of the interested party: We offer multiple channels of communication and information disclosure, maintain a good dialogue and communication with	

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
	✓		stakeholders and gather interested parties concerned issues, and review the activities we perform to ensure they are in response to the interested party.	
	✓		5. Directors and corporate auditors training: In the fiscal year 2025, 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 2025, 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.
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.
1.5	Has the company adopted specific measures to enhance corporate value and reported them to the board of directors, and has it disclosed the relevant information on the "Enhancing Corporate Value Plan" section of the MOPS?			Currently, none has been established.

Evaluation Item	Implementation Status			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
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.
2.9			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.
3.13			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.
4.4			Did the company’s sustainability report refer to the Sustainability Accounting Standards Board (SASB) standards to disclose ESG information?	The Company has not yet adopted the SASB Standards for disclosure.
4.18			Did the company disclose information about the company’s governance, strategies, risk management, metrics, and targets for climate-related risks and opportunities in accordance with the Task Force on Climate-Related Financial Disclosure (TCFD) recommendation framework?	Climate-related scenario analysis has not yet been disclosed.
4.34			Has the company established a board-level sustainability committee with no less than three members, who shall possess corporate sustainability expertise and ability, and with at least one director participating in its supervision, and disclosed its composition, duties, and operations?	The Sustainability Development Committee is not established at the board level, and none of its members include at least one director to participate in oversight.

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 2025

Date	Organizer	Course	Education hours	Total education hours
2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	15
2025/06/23	Taiwan Corporate Governance Association	Operational Practices of the Sustainability Committee (Including the Chief Sustainability Officer and Functional Working Groups)	3	
2025/10/03	Securities and Futures Institute	2025 Insider Trading Prevention Seminar	3	
2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	
2025/11/21	Taiwan Corporate Governance Association	Analysis of Shareholder Activism from an Institutional Investor Perspective: Practical Case Studies of Proxy Voting to Enhance Directors' Fulfillment of Fiduciary Duties in Line with International Standards	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"> • Corporate governance • Economic performance • Ethical management • Food safety • Operational environmental management • Climate Change 	<ul style="list-style-type: none"> • Hold a shareholder meeting each year • Occasional investor conferences • Announce major information as required by the competent authority • Regularly publish financial statements/annual reports/ESG reports • Official website information disclosed • Contact Investor Relations Department: Mr. Fang TEL: 06-253-6789 ext. 6510 Corporate Relations Management Team: Mrs.Wu TEL : 886-2-8789-6888 EXT:2536
Customers and Consumers	<ul style="list-style-type: none"> • Responsible marketing and labeling • Food safety • Ethical management 	<ul style="list-style-type: none"> • Official website and brand marketing network • Regular release of ESG report • Consumer Service Hotline 0800-037-520 • Consumer Service Email customer@mail.pec.com.tw
Employees	<ul style="list-style-type: none"> • Integrity Management • Economic Performance • Occupational Health and Safety • Talent Development and Management • Diversity, Equity and Inclusion • Food Safety 	<ul style="list-style-type: none"> • Announcement of management policies, rewards, punishments, and changes • Regular labor-management communication meetings/labor unions • Regular occupational safety and health committee meetings • Training Institute/internal recruitment/job rotation • Periodic Welfare Committee meetings and publishing of financial statements • Periodic publishing of Uni-President Monthly and ESG reports • President's mailbox • Internal food safety hotline • Contact Us Human resources e-mail : hr@mail.pec.com.tw
Suppliers	<ul style="list-style-type: none"> • Food Safety • Integrity Management • Occupational Health and Safety • Responsible Marketing and Labeling • Economic Performance 	<ul style="list-style-type: none"> • Communication meetings from time to time/ Irregular audit and guidance • Evaluation, plant visit and guidance mechanism/ audit management • e-Procurement system announcement • Supplier grievance channels • Regularly announce ESG reports • Reporting E-mail for ethical violations https://www.uni-president.com.tw/other_service/box_2.asp
Government	<ul style="list-style-type: none"> • Corporate governance • Ethical management • Operational environmental management • Food safety • Occupational safety and health • Climate Change 	<ul style="list-style-type: none"> • Regular compliance audits • Support for philanthropic activities/initiatives • Assistance in the formulation of related regulations • Regular release of ESG report • Contact: Media Contact of the Public Affairs Office: Mr. Lin TEL: 06-253-6789 ext. 6290

Stakeholders	Aspects concerned	Frequency and method of communication
Public interest groups	<ul style="list-style-type: none"> Ethical management Nutrition and health Community public welfare and charity 	<ul style="list-style-type: none"> Held and participated in charity events, emergency assistance/education/nutrition projects for vulnerable groups Periodic publishing of ESG reports/Uni-President Monthly magazine/Foundation website and annual reports Contacts of the Uni-President Social Welfare Charity Foundation TEL:06-2536789 EXT 8326 Email: tsaitechen@mail.pec.com.tw Contacts of the Taiwan Millennium 8Health Foundation TEL:02-8786996 E-Mail: health@1000-love.org
Certifying units	<ul style="list-style-type: none"> Food safety Packaging Material Management Operational environmental management 	<ul style="list-style-type: none"> Regular compliance audits Regular communication meetings Audit management Greenhouse gas inventory verification
Academic Institutions	<ul style="list-style-type: none"> Food safety Nutrition and health Responsible marketing and labeling 	<ul style="list-style-type: none"> Participation in external ratings Participate in research projects/seminars Official website/brand marketing network communication Regular release of ESG report Consumer Service hotline and Email

Note 5 : Director Continuing Education in 2025

Name	Dates	Organizer	Course Name	Time	Total
Chih-Hsien Lo	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	9
	2025/06/25	Taiwan Corporate Governance Association	Key Legal Issues for Board Oversight: Avoiding the Red Lines of Concerted Actions	3	
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	
Shiow-Ling Kao	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	6
	2025/06/25	Taiwan Corporate Governance Association	Key Legal Issues for Board Oversight: Avoiding the Red Lines of Concerted Actions	3	
Jui-Tien Huang	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	6
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	

Name	Dates	Organizer	Course Name	Time	Total
Chung-Ho Wu	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	18
	2025/05/09	Taiwan Institute of Directors	Global Economic Outlook and Future Market Trends	3	
	2025/06/25	Taiwan Corporate Governance Association	Key Legal Issues for Board Oversight: Avoiding the Red Lines of Concerted Actions	3	
	2025/08/04	Taiwan Corporate Governance Association	Recent Regulatory Updates and Corresponding Compliance Measures	3	
	2025/08/08	Taiwan Institute of Directors	Diversified Business Strategies for Asset Development	3	
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	
Ping-Chih Wu	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	6
	2025/06/25	Taiwan Corporate Governance Association	Key Legal Issues for Board Oversight: Avoiding the Red Lines of Concerted Actions	3	
Chung-Shen Lin	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	6
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	
Po-Ming Hou	2025/05/09	Taiwan Institute of Directors	Global Economic Outlook and Future Market Trends	3	12
	2025/08/04	Taiwan Corporate Governance Association	Recent Regulatory Updates and Corresponding Compliance Measures	3	
	2025/08/08	Taiwan Institute of Directors	Diversified Business Strategies for Asset Development	3	
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	
Po-Yu Hou	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	12
	2025/05/09	Taiwan Institute of Directors	Global Economic Outlook and Future Market Trends	3	
	2025/08/08	Taiwan Institute of Directors	Diversified Business Strategies for Asset Development	3	
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	

Name	Dates	Organizer	Course Name	Time	Total
Chang-Sheng Lin	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	6
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	
Ming-Hui Chang	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	6
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	
Wei-Yung Tsung	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	6
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	
Chun-Jen Chen	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	6
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	
Lee-Feng Chien	2025/04/24	Taiwan Institute of Directors	Assessment of Cross-Strait Political and Economic Risks under U.S.–China Strategic Competition	3	9
	2025/05/22	Taiwan Corporate Governance Association	Introduction and Analysis of the Global Minimum Tax Regime	3	
	2025/11/11	Taiwan Corporate Governance Association	U.S. Economic and Trade Policies and the Regulatory Implications of Stablecoins	3	
Shin-Chang Wu	2025/08/11	Taipei Importers and Exporters Trade Association	Comprehensive Perspectives on Emerging Technology Adoption: Applications of AI and 5G and Their Challenges to Corporate Governance	3	6
	2025/10/23	Taiwan Institute of Directors	Data-Driven Governance and Digital Intelligence Transformation Strategies	3	

2.3.5 Composition, responsibilities, and operation of the Remuneration Committee

1. Information Regarding Remuneration Committee

Position (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)	2
Independent Director	Ming-Hui Chang	(Note)	(Note)	3
Independent Director	Wei-Yung Tsung	(Note)	(Note)	0
Independent Director	Lee-Feng Chien	(Note)	(Note)	1
Independent Director	Shin-Chang Wu	(Note)	(Note)	0

(Note) Please refer to page 19 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 five 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 10 June 2025 through 28 May 2028. As of publication of the Annual Report, there had been a total of three(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	3	0	100%	Re-elected on June 10, 2025
Member	Ming-Hui Chang	3	0	100%	Re-elected on June 10, 2025
Member	Wei-Yung Tsung	3	0	100%	Re-elected on June 10, 2025
Member	Lee-Feng Chien	3	0	100%	Re-elected on June 10, 2025
Member	Shin-Chang Wu	2	0	100%	Newly elected on June 10, 2025

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:
2025.03.04 (6 th Meeting in the fifth Session)	1. Confirmation of the minutes of the previous meeting. 2. Report on the remuneration of the Company's managers for 2024. 3. Report on the self-evaluation results of the 2024 performance evaluation of the Board members, the Board of Directors, and Functional Committees. 4. Report on retirement benefits for managers who have retired or resigned. 5. Report on severance payments for Directors (including Independent Directors) upon the expiration of their term of office.	Acknowledged	To be reported to the Board of Directors
	6. Proposal to include "Sustainable Development (ESG)" - related indicators in the performance evaluation of the Company's Executives. 7. Proposal for the appropriation of Directors' remuneration for 2024.	Following the Committee's discussion, the proposals were approved as submitted.	Those opinions were raised at the Company's Board for discussion
2025.8.5 (1 st Meeting in the sixth Session)	1. Confirmation of the minutes of the previous meeting. 2. Report on the approval of the remuneration for the Company's newly appointed President.	Acknowledged	Those opinions were raised at the Company's Board for discussion
2025.11.04 (2 nd Meeting in the sixth Session)	1. Confirmation of the minutes of the previous meeting. 2. Report on the salary market benchmarking for the remuneration of the Company's Directors and managers for 2024. 3. Report on the 2026 meeting schedule of the Remuneration Committee. 4. Report on the review of the Organizational Charter of the Remuneration Committee. 5. Report on the retirement benefits for Mr. Kun-Lin Wu, Senior Vice President of the Company's Food-For -Life Group.	Acknowledged	Those opinions were raised at the Company's Board for discussion

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 governance principles, directions, and objectives set forth in the “Uni-President Enterprises Sustainable Development Best Practice Principles”, and has been progressively implementing them across the organization. To strengthen the organizational functions of sustainability governance, the Company officially established the Corporate Social Responsibility (CSR) Committee in 2017, which was subsequently renamed as the ESG Committee in 2022 in response to evolving sustainability trends and governance requirements.</p> <p>The ESG Committee is chaired by the President, with the head of the finance group serving as the convener. Under the Committee, five major functional groups have been established, each led by senior executives from diverse professional fields, to ensure cross-functional integration of sustainability issues into the Company’s key operations and management units. The Committee regularly convenes the leaders of each functional group to review the implementation of sustainability initiatives and, in alignment with the Company’s operational strategies and stakeholders’ concerns, evaluates and formulates key sustainability priorities and objectives. The ESG Committee serves as the central body for the Company’s sustainability governance and operations. Externally, the Committee is responsible for reviewing the sustainability report and, based on stakeholder identification and materiality analysis, identifying and responding to sustainability issues of concern to stakeholders. The Company plans to report its stakeholder communication status to the Board of Directors in May 2026. Internally, the Committee is responsible for formulating the Company’s overall sustainability policies, key performance indicators, objectives, and action plans for each functional group, as well as reviewing implementation outcomes.</p> <p>In addition to its regular operations, the Committee conducts quarterly tracking of the implementation and improvement progress of a total of 17 sustainability management indicators across five key dimensions: product R&D management, environmental management, food safety management, sustainable procurement management, and occupational safety management (please refer to the Sustainability Report for further details).</p> <p>In 2025, the Committee reported sustainability-related matters to the Board of Directors on four occasions. Key agenda items included: the implementation status of greenhouse gas inventory and verification planning; the execution status of annual sustainability initiatives, review of key performance, and future action plans; and the progress of adopting IFRS Sustainability Disclosure Standards. The Board of Directors closely monitors ESG and risk management performance and, when necessary, urges the management team to make appropriate adjustments. The Committee also incorporates feedback from the Board to further strengthen improvement actions.</p>	None

Evaluation Item	Implementation Status			Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation	
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?	✓		The main period for the data in this report is from Jan.1, 2025 to Dec.31, 2025. 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. 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.	None
3. Environmental Topic (1) Has the Company set an environmental management system designed to industry characteristics?	✓		All of the Company’s manufacturing sites have established environmental management systems in accordance with ISO 14001 and have continuously passed third-party certification. In 2025, Uni-President Enterprises invested in environmental protection expenditures across all sites, including equipment upgrades, container recycling fees, waste disposal, and air pollution control fees. The total environmental investment amounted to NT\$509.27 million, representing a decrease of NT\$11.15 million compared to 2024. In addition, in accordance with ISO 14064-1, the Company conducts annual greenhouse gas (GHG) inventories and verification to track emission reduction performance, with relevant information disclosed in the Sustainability Report and on the Company’s website (https://www.uni-president.com.tw). The validity periods of ISO 14001 certification for each site are as follows: Yongkang Plant: December 24, 2025 ~ December 23, 2028 Sinshi Plant: December 26, 2023 ~December 11, 2026 Zhongli Plant: February 5, 2025 ~ February 4, 2028 Yangmei Plant: December 15, 2024 ~ December 14, 2027 Hukou Industrial Park: February 6, 2026 ~February 5, 2029 Taichung Plant: December 24, 2025 ~ December 23, 2028	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 Company’s primary approach to carbon reduction. Key initiatives include replacing fuel oil with lower-emission natural gas, supplemented by the annual implementation of energy-saving projects. These projects cover equipment replacement and upgrades, optimization of operating parameters, and production process improvements. In 2025, the focus of energy-saving projects across all plants was on the replacement of chiller units and the enhancement of system operations. Uni-President Enterprises manages energy usage by setting electricity-saving targets for each plant. In 2025, the average electricity-saving rate across all major plants reached 3.06%, resulting in total electricity savings of 10,138 thousand kWh, a reduction of 752.38 thousand cubic meters of natural gas consumption, and water savings of 13.68 million liters. The Company will continue to strengthen the management of electricity-saving performance across all plants. In addition, the Company’s Hukou Industrial Park has obtained ISO 50001:2018 certification, with a validity period from January 15, 2025 to January 15, 2028.	None

Evaluation Item	Implementation Status			Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation	
			2. The Company continues to procure paper packaging materials certified by the Forest Stewardship Council (FSC), which are used in products such as the “Mine Shine” series aluminum foil packaging and the “Pure Tea” series. In 2025, FSC-certified procurement accounted for 60.96 % of the total paper packaging procurement amount.	
(3) Does the Company evaluate current and future climate change potential risks and opportunities and take measures related to climate related topics ?	✓		<p>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.</p> <p>2. The Company assesses climate-related risks and opportunities in accordance with the framework of the recommendations issued by the Task Force on Climate-related Financial Disclosures (TCFD) under the Financial Stability Board. A comprehensive assessment is conducted every three years, with annual reviews and updates performed in the interim. In 2025, the Company continued to track and refine its management of climate-related risks and opportunities based on the latest environmental developments and policy trends, ensuring that relevant strategies are effectively positioned to address potential future challenges and opportunities.</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 Sustainability Report and on its official website: https://www.uni-president.com.tw.</p>	None

Evaluation Item	Implementation Status			Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons									
	Yes	No	Abstract Explanation										
(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 consolidated Company's greenhouse gas inventory results, assurance status, and emission reduction policies are presented in Table 2-3, "Implementation Status of Climate-related Information," on page 81 of this Annual Report.</p> <p>(2) Water withdrawal over the past two years Unit: thousand cubic meters</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Total water withdrawal</th> <th>Water withdrawal intensity (thousand cubic meters / \$10 million)</th> </tr> </thead> <tbody> <tr> <td>2024</td> <td>4,592</td> <td>0.90</td> </tr> <tr> <td>2025</td> <td>4,531</td> <td>0.85</td> </tr> </tbody> </table> <p>A. Facing various water-related risks, Uni-President Enterprises approaches water management through sourcing, conservation, and emergency response measures. Following the tiered management system established by the Energy Management Team, the Company regularly convenes meetings to discuss water-related issues, formulate policies, and review water-saving performance, ensuring that water conservation is integrated into every aspect of planning, design, production, and daily office operations.</p> <p>B. Water Resource Management Policies</p> <p>(a) In accordance with water fee regulations issued by the Water Resources Agency of the Ministry of Economic Affairs, the Company monitors water consumption balance and water reuse rates. Each month, water usage data from all major plants are collected, analyzed, and compared. The annual water intensity target is set to be below 1.00 thousand cubic meters per NT\$10 million of revenue.</p> <p>(b) Production plants implement water-saving projects, such as process wash water recycling and reuse, and process cooling water consumption improvement initiatives.</p> <p>(c) Continuous monitoring of water usage at each plant and water conditions across regions.</p> <p>(d) Management and monitoring of wastewater discharge quality targets.</p> <p>(e) Establishment of a Water Emergency Response Team and development of water restriction contingency plans.</p> <p>(f) In 2024, the Metal Center conducted external verification of 2023 water reuse rates at the Sinshi and Yangmei plants, with the following results:</p> <ul style="list-style-type: none"> Sinshi Plant: Total water intake 4,950.8 CMD (tap water 4,136.8 CMD; groundwater 0.4 CMD; irrigation contract water 813.6 CMD), R2 water reuse rate: 74.48%. Yangmei Plant: Total water intake 4,373.8 CMD (tap water 4,006.8 CMD; groundwater 367 CMD), R2 water reuse rate: 84.93%. <p>Note: R2 water reuse rate excludes recirculated cooling tower water.</p> <p>(g) In 2025, the Metal Center conducted external verification of 2024 water reuse rates at the Sinshi and Yangmei plants, with the following results:</p>	Year	Total water withdrawal	Water withdrawal intensity (thousand cubic meters / \$10 million)	2024	4,592	0.90	2025	4,531	0.85	None
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Evaluation Item	Implementation Status			Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons															
	Yes	No	Abstract Explanation																
			<ul style="list-style-type: none"> • Sinshi Plant: Total water intake 5,109.6 CMD (tap water 4,662.5 CMD; groundwater 0.0 CMD; irrigation contract water 447.1 CMD), R2 water reuse rate: 78.0%. • Yangmei Plant: Total water intake 4,659.7 CMD (tap water 4,342.4 CMD; groundwater 317.3 CMD), R2 water reuse rate: 84.0%. <p>Note: R2 water reuse rate excludes recirculated cooling tower water.</p> <p>(3) The amount of waste generated in the two years</p> <p style="text-align: right;">Unit : tons</p> <table border="1"> <thead> <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> </thead> <tbody> <tr> <td>2024</td> <td>2</td> <td>43,354</td> <td>43,356</td> <td>8.50</td> </tr> <tr> <td>2025</td> <td>2</td> <td>44,057</td> <td>44,059</td> <td>8.28</td> </tr> </tbody> </table> <p>A. The Company's waste management policy actively incorporates the concept of a circular economy and establishes KPIs for waste reuse management. It sets an annual waste recycling rate target of over 95%, focusing on the valorization of by-products such as soybean pulp, tea leaves, and sludge.</p> <p>B. Regarding the environmental benefits of biogas power generation, the Sinshi Plant commissioned its first biogas power generation system in September 2022. The system captures methane generated from the wastewater treatment process for electricity production. In 2024, the system generated 558,337 kWh, and the electricity sold back to Taiwan Power Company generated revenue of NT\$3.75 million. In 2025, the system is expected to generate 480,827 kWh, resulting in revenue of NT\$3.55 million.</p> <p>C. In 2025, solar power generation facilities with capacities of 2.04 MW at the Sinshi Logistics Park and 0.10 MW at the Sinying Cold Chain Facility were installed. The related infrastructure construction and other capital expenditures amounted to approximately NT\$88.20 million, generating 73.59 thousand kWh of solar power, resulting in cost savings of NT\$242.81 thousand.</p> <p>D. In 2025, energy-saving equipment such as chiller units and magnetic levitation motors was installed at a cost of NT\$17.43 million, achieving electricity savings of 2,731.18 thousand kWh, equivalent to cost savings of NT\$9,033 thousand.</p>	Year	Hazardous waste volume	Non-hazardous waste volume	Total	Waste intensity (Metric tons/\$10 million)	2024	2	43,354	43,356	8.50	2025	2	44,057	44,059	8.28	None
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4. Social Topic (1) Does the Company set policies and procedures in compliance with regulations and internationally recognized human rights principles?	✓		The Company designates the Human Resources Department as the responsible unit for human rights matters and strictly complies with relevant labor regulations. Through support for and adherence to internationally recognized human rights frameworks—including 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—the Company has established the Uni-President Enterprises Corporation Human Rights Policy, which is publicly available on the Company's website to affirm	None															

Evaluation Item	Implementation Status			Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons										
	Yes	No	Abstract Explanation											
			<p>its commitment to preventing human rights violations. In addition, the Company continuously seeks to enhance and improve the management of human rights issues. Specific programs and measures include, but are not limited to, the following:</p> <table border="1"> <thead> <tr> <th>Human Rights Policy</th> <th>Specific plans and measures</th> </tr> </thead> <tbody> <tr> <td>Provide a safe and healthy working environment</td> <td>Please refer to the relevant explanation on page164, 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> <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 page76 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> </tbody> </table> <p>In addition, in 2025, a total of 695 employees participated in human rights-related training for the first time. Going forward, the Company will continue to focus on human rights issues and conduct relevant training to enhance awareness and reduce the likelihood of related risks. The Company's human rights due diligence procedures are as described in Note 2.</p>	Human Rights Policy	Specific plans and measures	Provide a safe and healthy working environment	Please refer to the relevant explanation on page164, 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.	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 page76 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
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(2) Has the Company established appropriately managed employee welfare measures (include salary and	✓		<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 : Employee compensation is determined based on individual</p>											

Evaluation Item	Implementation Status			Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation	
compensation, leave and others), and link operational performance or achievements with employee salary and compensation?			<p>capabilities, contributions to the Company, performance outcomes, the market value of the position held, and consideration of the Company’s future operational risks. Compensation is positively correlated with business performance. If the Company records a profit in a given year, no less than 2% of such profit shall be allocated as employee remuneration in accordance with the Company’s Articles of Incorporation, of which no less than 1% shall be allocated to grassroots employees. The overall compensation structure primarily consists of three components: fixed base salary, bonuses, and benefits. The standards for compensation are as follows: base salary and benefits are determined in accordance with market benchmarks for the positions held by employees, while bonuses are linked to the achievement of individual and departmental targets as well as the Company’s overall operating performance. In 2025, the Company allocated 7.72% of its 2024 earnings as employee remuneration, exceeding the threshold specified in the Articles of Incorporation.</p> <p>2. leave system: 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: 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 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 2025 please refer to page 164 of the annual report for details.</p> <p>5. Workplace Diversity and Equality: 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. Our company values employee diversity and has exceeded the</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>legally required employment of persons with disabilities. The number of employees with disabilities is 1.57 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 2025, Indigenous employees accounted for 0.40% 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>Our company values employee diversity and has exceeded the legally required employment of persons with disabilities. The number of employees with disabilities is 1.57 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 2025, Indigenous employees accounted for 0.40% 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 border="1"> <thead> <tr> <th>Category</th> <th>percentage of employees</th> </tr> </thead> <tbody> <tr> <td>Republic of China nationality</td> <td>93.07%</td> </tr> <tr> <td>foreign nationality</td> <td>6.93%</td> </tr> </tbody> </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 2025, the average proportion of female employees was 38.49%, and the proportion of women in mid-level and above management positions was 33.85%.</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 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</p>	Category	percentage of employees	Republic of China nationality	93.07%	foreign nationality	6.93%	None
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			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.	None									
(3) Does the Company provide employees with a safe and healthy working environment, with regular safety and health training?	√		<p>1. The Company's Yongkang Plant, Sinshi Plant, Yangmei Plant, Zhongli Plant, Taichung Plant, and Hukou Industrial Park have all obtained certification under ISO 45001 and CNS 45001 Occupational Health and Safety Management Systems. The certification validity periods are as follows: Yongkang Plant: Dec. 30, 2025 – Dec. 29, 2028 Xinshi Plant: Jan. 9, 2026 – Jan. 8, 2029 Taichung Plant: Dec. 30, 2025 – Dec. 29, 2028 Yangmei Plant: Dec. 16, 2025 – Dec. 15, 2028 Zhongli Plant: Jan. 22, 2026 – Jan. 21, 2029 Hukou Industrial Park: Feb. 17, 2026 – Feb. 16, 2029</p> <p>The Company regularly reviews regulatory compliance to ensure that all occupational health and safety management systems are implemented in accordance with applicable laws and regulations, thereby providing a safe and healthy working environment for all workers.</p> <p>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 and CNS45001 management systems, 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.</p> <p>Occupational Safety and Environmental Protection Education, Training, and Promotion Conducted by the Company in the Past Two Years</p> <table border="1"> <thead> <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> </thead> <tbody> <tr> <td>2024</td> <td>30,379</td> <td>75,116.0</td> </tr> <tr> <td>2025</td> <td>32,606</td> <td>80,552.0</td> </tr> </tbody> </table> <p>3. In 2025, the Company's disability injury frequency was 0.16, severity rate was 3, and comprehensive injury index was 0.02. There was two minor injury (0.03% of the total workforce in 2025), failing to achieve the goal of zero incidents. To ensure the safety and health of employees, the Company has deliberated on</p>	Year	Number of participants in education and training sessions	Total person-hours spent on education and training sessions	2024	30,379	75,116.0	2025	32,606	80,552.0	None
Year	Number of participants in education and training sessions	Total person-hours spent on education and training sessions											
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			<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. Fire Incidents in 2025: 0 cases. Fire Risk Prevention Measures: (1) Conducted training on “Explosion-Proof Electrical Equipment and Practical Installation.” (2) Conducted training on “Natural Gas Hazard Prevention and Construction Safety Management.” (3) Performed monthly self-inspections of fire safety equipment to ensure proper functionality and unobstructed evacuation routes. (4) Conducted emergency response drills twice a year (once in each half of the year) to ensure employees understand proper evacuation and sheltering procedures.</p> <p>7. Employee Obesity and Chronic Disease Prevention Measures and Outcomes Health Weight Management Program at Sinshi Plant Objective: Targeting employees with a BMI over 24, the Company organized three weight management courses and related activities to promote workplace health. The program aims to support healthy lifestyles, encourage active habits, promote balanced nutrition awareness, reduce fatigue, and prevent chronic diseases such as cardiovascular conditions.</p> <p>Results: Total participants: 65 Program duration: April 21 – July 28 Target weight reduction: 3.5% From the pre-test on May 12 (total weight: 5,566.7 kg) to the post-test on July 28 (total weight: 5,364 kg), participants achieved a total weight reduction of 202.7 kg over approximately 2.5 months. 15 participants achieved individual weight loss exceeding 6% of</p>	None

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(4) Has the Company established effective career development training plans?	✓		<p>their initial body weight. Total weight reduction reached 3.64% (194.8 kg), surpassing the program target. Average weight loss per participant: 3.11 kg.</p> <p>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.</p> <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 2025, we conducted 60,578 training sessions, totaling 157,769 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>	

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(6) Does the Company set supplier management policy and request suppliers to comply with related standards on the topics of environmental, occupational safety and health or labor right, and their implementation status?	✓		<p>1. The Company’s Procurement Department published the “Uni-President Enterprises Corp. Supplier Code of Conduct” on April 11, 2018, and July 23, 2025, via the EP3 Supplier Portal System. This Code incorporates ethical standards, labor and safety requirements, as well as social and environmental responsibilities. Suppliers are required to respect employees, ensure a safe working environment, promote social and environmental responsibility, and comply with the laws and regulations of the countries and regions in which they operate. Suppliers are also encouraged to require their upstream suppliers to acknowledge and adopt this Code.</p> <p>When entering into purchase agreements with suppliers, clauses related to corporate social responsibility, integrity, human rights, occupational health and safety, and waste management are explicitly stipulated. In the event of any breach by either party, the other party reserves the right to terminate or rescind the contract at any time.</p> <p>Prior to engaging with suppliers, evaluation criteria are established covering pollution prevention, waste disposal and treatment, energy conservation and carbon reduction management, hazardous substance control, environmental sanitation, and employee health and hygiene. Only suppliers that pass the evaluation are qualified for business transactions. This mechanism aims to reduce environmental impacts while actively collaborating with suppliers on environmentally friendly packaging materials and lightweight packaging innovations.</p> <p>Furthermore, under the Company’s Procurement Policy (Item 15), raw material suppliers are strictly prohibited from employing child labor, engaging in forced labor, or violating the rights to freedom of association and collective bargaining.</p> <p>2. The Company has established the “Group Supply Chain Information Sharing Management Guidelines,” the “Supplier Evaluation Procedure,” and the “Supplier Environmental, Health, and Safety (EHS) Evaluation Guidelines,” with legal compliance as the minimum requirement. In addition to managing food safety risks at the upstream supply chain level, since 2021 the Company has also incorporated occupational safety and environmental safety criteria into supplier screening.</p> <p>Suppliers are required to comply with the “Ten Major Principles,” including labor standards requirements such as the prohibition of child labor and wage arrears. Any violation will result in termination of cooperation.</p> <p>The supplier evaluation mechanism includes fundamental requirements related to environmental safety, occupational health and safety, and labor and human rights. Suppliers are explicitly required to comply with relevant laws and regulations and must not engage in any illegal activities. The Company conducts supplier evaluations and second-tier upstream audits through supplier selection processes, periodic audits and guidance, and real-time communication via online platforms and telephone, thereby integrating sustainability requirements into daily supply chain management.</p> <p>Originally, supplier evaluations focused primarily on food safety. Starting from 2025, the Company integrated 10 affiliated group companies to establish a consolidated evaluation platform (a human rights due diligence mechanism was established in 2026; see Note 2), leveraging group-level influence to enhance supplier management effectiveness, reduce duplicate evaluations for the same suppliers, and improve overall group efficiency.</p>	None

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			<p>Additionally, supplier training programs are conducted based on the severity of quality and food safety issues, providing necessary support and training. During evaluations, regulatory risks and business ethics requirements are also communicated and assessed. Environmental protection and climate change issues are continuously addressed based on the relevance to each supplier's industry.</p> <ul style="list-style-type: none"> Evaluations/auditing/ training for suppliers as follows, <table border="1"> <tr> <td>Supplier evaluations</td> <td>In 2025, a total of 176 suppliers underwent on-site evaluations, bringing the total number of evaluated suppliers to 452 in the same year. The proportion of suppliers receiving a superior rating reached 94%.</td> </tr> <tr> <td>Supplier auditing</td> <td>Manufacturers of raw materials/food contact packaging materials must pass ISO22000 food safety management system certification.</td> </tr> <tr> <td>Supplier training</td> <td>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.</td> </tr> <tr> <td>Supplier training</td> <td>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.</td> </tr> <tr> <td>Supplier conference</td> <td>Supplier conferences are held only when necessary. In 2025, after evaluating the effectiveness of the existing management system, no conference was convened.</td> </tr> </table>	Supplier evaluations	In 2025, a total of 176 suppliers underwent on-site evaluations, bringing the total number of evaluated suppliers to 452 in the same year. The proportion of suppliers receiving a superior rating reached 94%.	Supplier auditing	Manufacturers of raw materials/food contact packaging materials must pass ISO22000 food safety management system certification.	Supplier training	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.	Supplier training	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.	Supplier conference	Supplier conferences are held only when necessary. In 2025, after evaluating the effectiveness of the existing management system, no conference was convened.	
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Supplier auditing	Manufacturers of raw materials/food contact packaging materials must pass ISO22000 food safety management system certification.													
Supplier training	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.													
Supplier training	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.													
Supplier conference	Supplier conferences are held only when necessary. In 2025, after evaluating the effectiveness of the existing management system, no conference was convened.													
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?	✓		<p>The Company publishes a ESG Report on an annual basis to disclose its sustainability performance and initiatives. The report is prepared in accordance with the “Regulations Governing the Preparation and Filing of Sustainability Reports by TWSE-Listed Companies” and the Global Reporting Initiative (GRI) Standards 2021.</p> <p>The Company has engaged PricewaterhouseCoopers Taiwan to conduct an independent limited assurance engagement on selected performance indicators disclosed in the Sustainability Report, in accordance with Assurance Standard No. 3000, “Assurance Engagements Other Than Audits or Reviews of Historical Financial Information,” issued by the Accounting Research and Development Foundation, R.O.C.</p> <p>The ESG Report is available for download and viewing on the Company's official website and sustainability website.</p>	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: 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 : (1) Product Aspect:														
			<p>On-site audits of partner suppliers are conducted annually. In 2025, a total of 170 partner suppliers were audited.</p> <p>As of the publication date of the annual report, all of the Company's food production plants have obtained ISO 22000 or FSSC 22000 food safety management system certification.</p>											

Evaluation Item	Implementation Status			Deviations from “Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation	
<p>In 2025, NT\$352.96 million was invested in food safety management, and NT\$20.08 million was allocated to R&D and inspection equipment across the Company.</p> <p>As of the end of 2025, a total of 160 partner suppliers had obtained ISO 22000 or FSSC 22000 certification.</p> <p>Employee Aspect: A collective agreement has been signed.</p> <p>(2) Awards and Recognitions: The Company received multiple honors, including being named one of Taiwan’s Top 25 International Brands in 2025, the Excellence Award in the 2025 Health Brand Awards – Healthy Brand Enterprise Category, the Gold Award in the Manufacturing Industry under the 2025 Happy Enterprise Awards by 1111 Job Bank, and has been recognized for 12 consecutive years by the Ministry of Environment as an Outstanding Green Procurement Entity among private enterprises and organizations.</p> <p>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 2025 ESG Report for the final figures.</p>				

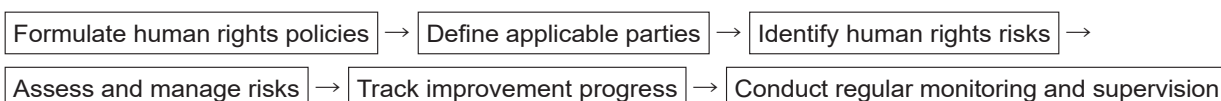
Note 1. Based on the evaluated risks, the following risk management policies have been established:

Material issue	Risk Category	Risk Description
Environment	Environmental and climate change risks (EHS).	<ul style="list-style-type: none"> The Company has established a climate risk and opportunity management framework in accordance with the recommendations of climate-related financial disclosures, and regularly reviews management strategies, objectives, and performance related to such risks and opportunities. Each plant implements environmental management in accordance with the ISO 14001 Environmental Management System and has obtained external verification. Internally, a three-tier environmental audit mechanism is conducted to reduce the impact of operations on the environment and climate change, while ensuring regulatory compliance. The Company has introduced the ISO 14064-1 greenhouse gas inventory system and product carbon footprint management, set annual carbon reduction targets, and implemented energy-saving and carbon reduction initiatives. Education and training programs, along with relevant communications, are conducted to enhance employees’ awareness of environmental protection and climate change, as well as their response capabilities.
Society	Occupational Safety (industrial safety)	<ul style="list-style-type: none"> The Company continues to promote the Occupational Health and Safety Management System, implementing self-managed safety practices to reduce workplace risks. Through training programs, case-sharing initiatives, and management-by-walking-around practices, regular occupational safety inspections are carried out. Guidance and audits are used to strengthen employees’ safety awareness and execution capabilities. Regular reviews of occupational safety and health regulations are conducted. Updates or amendments to relevant laws and regulations are communicated to all units for regulatory identification and revision of related standard operating procedures.

Material issue	Risk Category	Risk Description
	Food Safety	<ul style="list-style-type: none"> • A Food Safety Committee has been established, which convenes regularly to review and resolve matters related to food safety and quality management. • The Company has strengthened food safety risk control. Since 2018, annual targets have been set for food safety complaints and finished product residue management. • Audit policies for affiliated enterprises have been established to enhance food safety management across related entities. • A Food Safety Center Rapid Alert System (FSCRA) has been established to collect product-related information daily and provide real-time notifications to responsible units for timely response. Monitoring of non-compliant border inspection alerts has been strengthened, and AI technology has been introduced to improve risk assessment efficiency and early warning capabilities. • A “Product Regulatory Change Management Procedure” has been established to assess the impact of changes in food-related laws and regulations and to formulate corresponding response measures, ensuring that all products comply with applicable regulations and safeguarding consumer health and corporate reputation. • A group-wide supply chain sharing platform has been promoted to ensure resource integration among raw material suppliers and contract manufacturers, and to ensure product compliance with regulatory requirements.
Corporate governance	Social & Economic topics and Legal Compliance	<ul style="list-style-type: none"> • Through the establishment of governance structures and the implementation of internal control mechanisms, the Company ensures that all personnel and operations comply with applicable laws and regulations. • The Company applies for patent protection for its R&D outcomes to safeguard its rights and interests.
	Strengthen the functions of directors	<ul style="list-style-type: none"> • Relevant continuing education programs are arranged for directors, providing them with the latest regulatory updates, system developments, and policy information on an annual basis. • Directors’ and Officers’ (D&O) liability insurance is maintained to protect directors against potential litigation or claims.
	Stakeholder Engagements	<ul style="list-style-type: none"> • To prevent misunderstandings and potential operational or litigation risks arising from differing positions between stakeholders and the Company, key stakeholders and their material concerns are analyzed annually. • Multiple communication channels have been established to facilitate proactive engagement, reduce conflicts and misunderstandings, and address stakeholder concerns. An investor mailbox is also maintained to handle and respond to stakeholder inquiries.

Note 2. Information related to the Company’s human rights due diligence

The Company’s human rights due diligence procedures are as follows:



Risk Assessment and Mitigation Measures for Human Rights Issues in 2025:

After assessing human rights risks relevant to all employees, mitigation and remediation measures are proposed for high-risk human rights issues to reduce such risks.

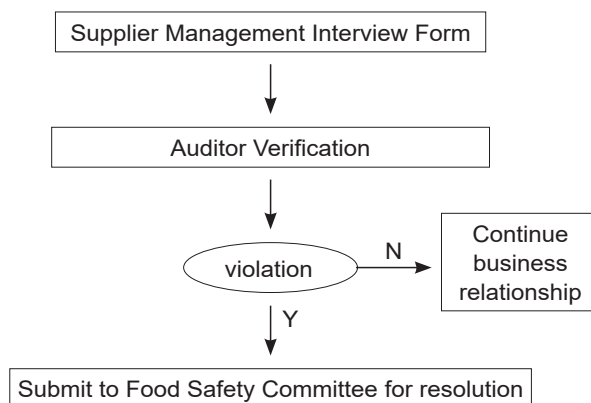
Human Rights Stakeholders	High-Risk Issues	Remedial Measures	Risk Mitigation
Employees	Health and Safety	Strengthen inspections in areas prone to occupational injuries and enhance training to prevent recurrence.	<ol style="list-style-type: none"> Promote health management programs by employing nurses and contracted physicians to provide comprehensive health consultation and care. Conduct employee health check-ups.
	Wages and Working Hours	Provide back pay for underpaid overtime wages and correct insurance coverage amounts.	<ol style="list-style-type: none"> Recruit sufficient workforce based on production capacity needs to avoid excessive overtime due to manpower shortages. Regularly review relevant regulations to ensure accurate calculation of overtime pay and insurance coverage.
	Privacy Rights	The Company has established an information security incident reporting and response mechanism. In the event of a data breach, investigations will be initiated immediately, and compensation and corrective actions will be taken in accordance with relevant regulations to mitigate impacts.	The Company continuously promotes regular information security training and simulation exercises to ensure that information processing, access, and storage comply with regulatory requirements. Access control and approval procedures are implemented for data access, internal sharing, and external transmission to effectively prevent misuse and unauthorized disclosure.

Regarding the follow-up of due diligence implementation, the Company regularly reviews the effectiveness of mitigation and remediation measures. A comprehensive grievance mechanism and reporting channels have been established to enable employees to report illegal or human rights-violating behaviors.

Supplier Human Rights Due Diligence

1. The Company plans to establish a human rights due diligence mechanism within the Group’s supply chain sharing platform. The scope will cover both internal employees and external business partners (suppliers). Key assessment topics include child labor violations, forced labor, wage arrears, freedom of association and collective bargaining rights, and occupational health and safety. Mitigation measures will include education and training, as well as employee communication initiatives.

Supplier human rights due diligence is conducted not only through the vendor evaluation process—including interviews with supplier management—but is also incorporated as a zero-tolerance requirement. The process is as follows:



2. Implementation Status: Disclosed in the Sustainability Report or on the Company’s website.

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
<p>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</p>	<p>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.</p>
<p>7. Should the internal carbon pricing is used as the planning tool, the pricing mechanism should be explained</p>	<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 CO₂e 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. The Company has set carbon reduction targets, aiming for a 38% reduction by 2030 compared with 2005 levels (236,000 tons). In 2025, total electricity savings reached 10,138,000 kWh, and natural gas consumption decreased by 752,280 m³. The average electricity-saving rate across all main plants in 2025 was 3.06%. Actual carbon emissions in 2025 decreased by 31.03% compared with 2005 (a reduction of 73,400 tons). At a cost of TWD 300 per ton, this resulted in total savings of TWD 22.01 million.</p>
<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>	<p>1. Group Carbon Reduction Target: Reduce carbon emissions intensity (Scope 1 and 2) by 1.0% annually. Company's Short-Term Carbon Reduction Target: Reduce carbon emissions intensity (Scope 1 and 2) by 1.5% annually. Medium- to Long-Term Target: Reduce Scope 1 and 2 emissions by 38% by 2030 compared to 2005 levels.</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 2025, total solar power generation reached 311,379.54 kWh, of which 89,152 kWh was used for self-consumption, resulting in electricity cost savings of TWD 0.31 million, and 222,228 kWh was sold to Taiwan Power Company, generating revenue of TWD 1.08 million.</p>
<p>9. GHG inventory and assurance status, and reduction goals, strategies and specific action plans</p>	<p>To be additionally filled in sections 1-1 and 1-2 below.</p>

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 CO₂e), intensity (metric tons CO₂e per million NTD), and data coverage scope for the last two years

1. The parent company should begin conducting the inventory starting from 2021.
2. 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 2023, 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:

		2024 (tons CO ₂ e)	2024 GHG Emission Intensity (tons CO ₂ e / million revenue)	2025 (tons CO ₂ e)	2025 GHG Emission Intensity (tons CO ₂ e / million revenue)
Parent Company	Scope 1	62,459	3.32	62,037	3.07
	Scope 2	106,789		101,102	
	Subtotal	169,248		163,139	
Consolidated Financial Statements (All Subsidiaries)	Scope 1	707,573	4.82	700,214	4.71
	Scope 2	2,293,919		2,308,159	
	Subtotal	3,001,492		3,008,373	
Total		3,170,739		3,171,512	
Consolidated Revenue (Million)		657,636.53		672,864.00	

- (1) Reason for the discrepancy with the greenhouse gas inventory data disclosed in the 2024 Annual Report (Section 1-1-1) for subsidiaries in the consolidated financial statements:

Due to adjustments in the inventory methodology by the Uni-President CVS Group, the greenhouse gas emission data for all subsidiaries in the consolidated financial statements—primarily the Philippines convenience store operations—has been revised.

- (2) The Company's greenhouse gas emissions (Scope 1 + Scope 2) in 2025 amounted to 163,139 metric tons of CO₂e, representing a 31.03% reduction compared to 236,527 metric tons of CO₂e in 2005 (Scope 1 + Scope 2).

The mid- to long-term carbon reduction target is to achieve a 38% reduction by 2030 compared to the 2005 baseline (Scope 1 + Scope 2).

- (3) The Group's greenhouse gas emission intensity in 2025 was 4.71 tCO₂e per million in revenue, representing a 2.28% decrease compared to 2024, thereby achieving the annual reduction target of 1%.

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:

1. The 2024 inventory scope includes the Yongkang Plant, Sinshi 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.

2. The Hukou campus obtained ISO 50001:2018 certification in 2024, and on January 15, 2025, received the certification from SGS (valid from January 15, 2025, to January 15, 2028).

Parent Company	2024 (tons CO ₂ e)	2024 GHG Emission Intensity (tons CO ₂ e / million revenue)	2025 (tons CO ₂ e)	2025 GHG Emission Intensity (tons CO ₂ e / million revenue)
Scope 1	62,459	1.23	62,037	1.17
Scope 2	106,789	2.09	101,101	1.90
Scope 3	1,481,601	29.06	1,514,100	28.47
Total	1,650,849	32.38	1,677,239	31.53

1. The Company has obtained assurance as follows: the parent company has conducted assurance engagements since 2021.

In 2025, the total disclosed greenhouse gas emissions amounted to 1,677,239 metric tons of CO₂e. The assurance was performed by Taiwan SGS (SGS Taiwan Ltd.) in accordance with ISO 14064-3. The assurance opinion provides reasonable assurance for Scope 1 and Scope 2 emissions, and limited assurance for Scope 3 emissions. For 2024, the total disclosed greenhouse gas emissions were 1,650,849 metric tons of CO₂e. The assurance was also conducted by Taiwan SGS (SGS Taiwan Ltd.) in accordance with ISO 14064-3, with reasonable assurance for Scope 1 and Scope 2, and limited assurance for Scope 3. Some major subsidiaries have completed assurance; however, assurance for all subsidiaries is planned to be completed by 2027.

2. Please refer to Table 4 for the Company's Scope 1, Scope 2, and Scope 3 categories and emissions.

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 : The Group completed its GHG inventory in 2024 using the consolidated financial statements as the organizational boundary, with 2024 as the base year. From this base year onward, the Group targets an annual 1.0% reduction in GHG emissions intensity (Scope 1 and Scope 2).

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

- 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.
- 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 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 (less than three years)	<ul style="list-style-type: none"> Increasing the number of days for storage of raw materials/ products requires additional rented warehouses Disruptions in the transportation of raw materials or products results in an increase in warehousing costs Equipment damage results in asset value damage Damages in raw materials or products results in an increase in operational costs and decrease in revenue 	<ul style="list-style-type: none"> Production process adjustment, change the order of production according to material shortage and water shortage time For intermittent production of products, the priority is to produce products with a short shelf life of raw materials. Establish a Water Resources Response Team to monitor the water consumption efficiency in the plant Sign a water supply agreement with water suppliers to give priority to supplying water to the plant in the event of water shortage In the event of a Level 1 water shortage, initiate response measures such as switching plants for production or production reduction Rent generators for power outages Avoid flooding areas when selecting plant locations Take out disaster insurance policy for plants to reduce financial impact 	<ul style="list-style-type: none"> Monitor water conditions and continue to optimize response measures and management mechanisms Continue to optimize the efficiency of water consumption in each plant and introduce water saving projects Diverse tea raw material supply establishment Stable high quality and quantity of domestic and overseas dairy sources Refine source safety management and reduce procurement risks of raw materials Maintain a good relationship with large international suppliers by obtaining quotations and procuring from them Enhance Outsourcing Procurement Capability

Climate risks and opportunities	Potential impact to Uni-President	Time interval	Financial impact	Adaptive management strategy	Management Target
				<ul style="list-style-type: none"> Plan emergency response mechanisms and regularly conduct risk assessments Purchase raw materials from different production areas to diversify risks 	
Transformation Risk Requirements and monitoring of existing products and services	As there is growing emphasis on sustainable products, we may begin to impose related regulations on products, or require reducing plastic used for packaging and product carbon footprint investigation. If our products are not labeled in accordance with related regulations, fines may be imposed due to violation, while the plastic reduction plan for product packaging and carbon management tool introduction will increase our R&D and product carbon management costs.	Mid-term (three to five years)	<ul style="list-style-type: none"> Fines imposed due to violation of regulations results in an increase in operating expenses Product carbon footprint verification expenditures results in an increase in operating expenses Alternative materials and packaging R&D increase operating costs; at the same time, due to the light weight of products, waste treatment expenses are decreased 	<ul style="list-style-type: none"> The Commercialization R&D Institute, FSC and Production Units immediately grasp new product packaging label policies, while making new labeling requirement in advance The “Packaging Label Review Process” has been set up. Each business unit, R&D unit, the Strategic Marketing Group, the Production Plant and the QC Unit of the FSC work together to prevent improper labeling and marketing There is also a “Packaging Materials Technology Team” in place for the research and development of lightweight packaging materials and material substitution 	<ul style="list-style-type: none"> Product labelling is in compliance with regulatory standards Introduction of most suitable, environmental and functional packaging material

Climate risks and opportunities	Potential impact to Uni-President	Time interval	Financial impact	Adaptive management strategy	Management Target
Transformation Risk 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, 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.	Mid-term (three to five years)	<ul style="list-style-type: none"> • Paying a carbon fee causes production costs to rise. • Payment of violation fees results in an increase in operating expenses • Due to renewable energy regulations, depreciation of equipment is increased, operating costs increased (procurement of renewable energy power certificates), or operating expenses increased (payment of allowance) 	<ul style="list-style-type: none"> • Annual Organizational Energy Use and Greenhouse Gas Emissions Inventory and Performance Evaluation • Introduction of Product Carbon Footprint • In 2025, total electricity savings reached 10,138 thousand kWh, natural gas consumption was reduced by 752.28 thousand cubic meters, and water usage decreased by 13.68 thousand metric tons, resulting in a total reduction of 6,554.7 metric tons of CO₂e emissions. • Installation of Biogas Power Generation Equipment: Biogas power generation facilities were installed, generating 480,827 kWh of electricity in 2025. The electricity sold back to Taiwan Power Company generated revenue of approximately NT\$3.55 million. • Installation of Solar Photovoltaic Systems: In 2025, total solar power generation reached was sold to Taiwan Power Company, resulting in a total emissions reduction of 147.59 metric tons of CO₂e. 	<ul style="list-style-type: none"> • The annual average electricity savings rate for each plant in 2025 is > 1.5% (with the average electricity savings rate for 2025 being 3.06%). • For Categories 1-2, the carbon emission intensity decreases by 1.5% annually (Carbon emission intensity = Carbon emissions (tons) / Revenue (million NTD)).

Climate risks and opportunities	Potential impact to Uni-President	Time interval	Financial impact	Adaptive management strategy	Management Target
Transformation Risk Stakeholder concerns	<ul style="list-style-type: none"> To increase consumers' awareness of sustainability, NPO and NGO organizations proactively promote carbon reduction, plastic reduction products and related actions to change consumption behaviors of consumers. If we do not make a timely response or launch related products, it may affect our product sales. Faced with the pressure of many sustainability ratings, a poor sustainability rating may affect the willingness as to whether an investor will make an investment, as well as the consumers' sense of brand identity. 	Mid-term (three to five years)	<ul style="list-style-type: none"> If sustainability performance is poor, it may lower an investor's willingness for investment, further increasing borrowing costs A consumer's purchasing willingness is affected due to sustainability brand image or lack of sustainable products, resulting in a decrease in revenue 	<ul style="list-style-type: none"> Continue to invest in the R&D of new types of bakery, fresh food, and high nutrition products and processes Proactively develop and expand lightweight and optimal packaging materials Carry out surveys on a regular basis to get hold of issues concerned by stakeholders Continue to invest in the research of the possibility of plastic reduction while maintaining the quality of products 	<ul style="list-style-type: none"> Continue to refine quality products Introduction of most suitable, environmental and functional packaging materials
Transformation Risk 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 (three to five years)	<ul style="list-style-type: none"> Unstable supply prices of raw materials result in an increase in operating costs Alternative material selection and R&D results in an increase in operating costs 	<ul style="list-style-type: none"> Stable management of raw material sources Come up with different formulas to handle short-term shortages of raw materials. Frequently assess the availability of goods to bolster the stability of the supply chain. 	<ul style="list-style-type: none"> Seek an alternative supplier of raw materials and a mechanism for substitute materials. Stable high quality and quantity of domestic and overseas dairy sources Refine source safety management and reduce procur

Climate risks and opportunities	Potential impact to Uni-President	Time interval	Financial impact	Adaptive management strategy	Management Target
Opportunity Improve resource utilization efficiency	We continue to enhance product yields and reduce food waste through process improvement. At the same time, we promote waste recycling and reduction to improve waste treatment efficiency. By doing this, we increase the opportunities to create new markets while reducing waste treatment costs.	Short-term (less than three years)	<ul style="list-style-type: none"> Waste treatment expenses are reduced as a result of the promotion of waste recycling and reduction of the weight of waste Due to the improvement of production efficiency, raw material consumption is reduced, decreasing operating costs 	<ul style="list-style-type: none"> Installing sludge dryers and expanding the possibility of resource utilization of tea residue in the future Evaluate utilization of soybean residue and set up biogas power generation Resale of anaerobic sludge Carry out product process improvement through the technologies to reduce raw material consumption 	<ul style="list-style-type: none"> Waste recycling rate over 95.0%

Appendix 2

Risk Category	Risk Description	Operational situation of risk management adaptation.
Environmental and climate change risks (EHS).	<ul style="list-style-type: none"> If a significant environmental regulation violation occurs, it will impact the image of the company and its brand. Extreme weather events may potentially damage factory equipment, raw materials, or products, resulting in financial losses for the Company. 	<ol style="list-style-type: none"> 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. 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. 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. 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. 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.

Appendix 3

2025 target	2025 Target Achievement Status	Short-term target (2026)	Except for the greenhouse gas target, which is set for 2030, all other targets are set for 2028.
<ul style="list-style-type: none"> The annual average power saving rate of each general plant is >1.5% Lower the GHG emission intensity of Scope 1 and 2 by 1.5% per year 	<ul style="list-style-type: none"> Average power saving rate was 3.06% A 7.62% drop in Scope 1 and Scope 2 greenhouse gas emission intensity was observed 	<ul style="list-style-type: none"> The annual average power saving rate of each general plant is >1.5% Scope 1 and Scope 2 greenhouse gas emission intensity decreases by 1.5% annually 	<p>Scope 1 and Scope 2 greenhouse gas emissions in year 2030 decreased by 38% compared to year 2005.</p>
<p>The waste recycling rate in the production plant is kept at 95% or higher</p>	<p>The waste recycling rate in the production plant was 95.48%</p>	<p>The waste recycling rate in the production plant is kept at 95% or higher</p>	<p>The waste recycling rate in the production plant is kept at 95% or higher</p>
<p>Annual COD average intensity below 48 mg/L</p>	<p>COD average intensity was 47.70mg/L</p>	<p>Annual COD average intensity below 48 mg/L</p>	<p>Annual COD average intensity below 46 mg/L</p>
<p>Continue to enhance raw material utilization rate, with soybeans of 96.5%, tea leaves of 95.5% and fresh milk of 96.70%.</p>	<ul style="list-style-type: none"> - Soybeans: 97.89%, meeting the target. - Tea leaves: 96.51%, meeting the target. - Fresh milk yield: 96.54%, which did not meet the target. Despite this, the cumulative yield rate in 2025 increased by 0.01% compared to 2024. In 2026, further improvements will be pursued through more refined segmentation and optimization of production processes. 	<p>Continue to enhance raw material utilization rate 96.5%, tea leaves of 95.5% and fresh milk of 96.70%.</p>	<p>Continue to enhance raw material utilization rate</p>
<ul style="list-style-type: none"> Continue to optimize the efficiency of water consumption in each plant Introduce water saving programs, while monitoring water conditions and continuing to optimize response measures and management mechanisms Water Withdrawal Intensity < 1.00 million liters / 100 million NTD (revenue) 	<ul style="list-style-type: none"> Save the consumption of fresh water by 13.68 thousand tons Water Withdrawal Intensity in 2025: 0.85 million liters / 100 million NTD (revenue) 	<ul style="list-style-type: none"> - Water Withdrawal Intensity < 1.00 million liters / 100 million NTD (revenue) - Continuously optimize water resource utilization efficiency across all plants. - Actively implement water-saving projects, monitor water conditions, and continuously enhance response management mechanisms. 	<p>Water Withdrawal Intensity < 1.00 million liters / 100 million NTD (revenue)</p>

Appendix 4

2025 Uni-President Corporation Greenhouse Gas Emission Categories and Emission Volumes (For data coverage, please refer to page83 of this annual report)

Emission Sources		Emissions (tons CO ₂ e)
Direct Emission Sources	Scope 1	62,037
Indirect Emission Sources	Scope 2	101,102
	Scope 3	1,514,100

Emission Sources		Emissions (tons CO ₂ e)
Scope 1 (Category 1)	Stationary Combustion Emissions	50,904
	Mobile Combustion Emissions	483
	Process Emissions	291
	Fugitive Emissions	10,358
Scope 2 (Category 2)	Purchased Electricity	97,530
	Purchased Energy	3,572

Emission Sources		Emissions (tons CO ₂ e)
Scope 3 (Category 3)	Upstream Transportation and Distribution	51,634
	Downstream Transportation and Distribution	51,133
	Employee Commuting	3,265
	Business Travel	959
Scope 3 (Category 4)	Purchased Goods	1,066,936
	Disposal of Solid and Liquid Waste	1,795
Scope 3 (Category 5)	Downstream Leased Assets	13,229
	Investments	325,150

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?	✓		The Company has, pursuant to a resolution of the Board of Directors, amended the “UPEC Ethical Corporate Management Best Practice Principles” (which were originally adopted and implemented upon approval by the Board on June 24, 2014), as well as formulated related corporate philosophies and internal regulations, including the Company’s “Corporate Policies.” These documents clearly set forth the Company’s policies and practices on integrity management, together with the commitment of the Board of Directors and the management to actively implement such policies. In addition, the Company has publicly disclosed the Integrity Management Best Practice Principles and related regulations in its Sustainability Report, on the Market Observation Post System (MOPS), and on the Company’s official website.	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 2025 were as follows: <ul style="list-style-type: none"> 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 74 cases in 2025. 	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"> • Food safety control costs: In 2025, the company's inspection fees, laboratory-related costs such as wages and depreciation of fixed assets and other food safety control costs totaled 352.96 million. • R&D and inspection equipment investment: In 2025, R&D and equipment investment from research institutes, food safety center and technology unit totaled 20.08 million. • On-site evaluations of domestic and overseas partner manufacturers: In 2025, a total of 176 companies were evaluated, of which 168 passed. The unqualified will be excluded from the eligible suppliers list. • Food Defense: Based on their respective production characteristics, each plant has established a comprehensive "three-exclusive" management system for food additives and hazardous chemicals, comprising dedicated storage areas, dedicated records, and designated personnel. Process water/raw material storage tanks and blending areas are secured with locks or access control measures. In 2025, two government inspections were conducted: one was found to be in full compliance, and the other was rectified in accordance with the guidance of the competent authority. • Food safety committee: Committee members consist of directors from food safety Center, purchasing department, R&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 38 food safety meetings were held in 2025. • ISO22000 / FSSC22000 Food factory: By the end of 2025, all plants were approved by ISO22000 / FSSC22000 food safety management system certification. 	None

Evaluation Item	Implementation Status			Deviations from the Ethical Corporate Management Best Practices Principles for TWSE listed companies and reasons
	Yes	No	Abstract Illustration	
(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
2 Fulfill ethical management				
(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 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 2025, agreements were signed with a total of 4,385 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 1,131 engineering plants in 2025 regarding the prohibition of bribery and corruption issues, with a signing rate of 100% for engineering plant commitment letters, with 100% being local manufacturers. The contracts will be reviewed by the legal office if these are violated our ethical spirit.	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?	✓		(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.	

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"> The “Integrity Management Promotion Team” submits an annual report to the board of directors on “performance, measures taken, and promotion effectiveness.” The report for 2025 was submitted to the board on March 5th. Integrity Management Advocacy: For Directors: In 2025, the Board of Directors conducted a briefing on integrity management issues. The attendance rate for that meeting was 92.86%. 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. Other achievements in promotion include a summary explanation of the assessment items and operational status as outlined in the table below. 	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.</p> <p>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"> 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. 	

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"> • 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. • 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. • In 2025, total 10 Board Meetings were held and all were conducted in accordance with the rules and procedures of the board of directors meeting. 	None
(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 2025, the company conducted a total of 60,578 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 157,769 training hours. Among these, anti-corruption training sessions were attended by 411 participants, totaling 836 training hours.	None
3. Whistle-blowing system				
(1) Has UPEC established a concrete violation reporting and rewards system, set up convenient reporting channels, and appointed suitable personnel to handle these cases?	✓		The company has established integrity-related regulations, including a whistleblowing system, which includes: (1) Concrete whistleblowing and reward systems, establishing whistleblowing channels, and assigning appropriate responsible personnel for reported cases.	None
(2) Has UPEC established an investigation an SOP for violation reporting, follow-up measures, and relevant mechanisms to ensure confidentiality?	✓		(2) Establish standard operating procedures for investigating reported cases, follow-up procedures after the investigation, and related confidentiality mechanisms. In 2025, there was one case reported, regarding incorrect product names and ingredient labeling on an external website. The company has contacted the website to have the information corrected.	
(3) Does UPEC have any measures in place to protect individuals from possible mistreatment arising from reporting violations?	✓		(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.	
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

Evaluation Item	Implementation Status			Deviations from the Ethical Corporate Management Best Practices Principles for TWSE listed companies and reasons
	Yes	No	Abstract Illustration	
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.	

2.2.9 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 55.

2.2.10 Implementation Status of Internal Control System

A. Internal Control Declaration:

Please refer to the Market Observation Post System (MOPS)

Website:

<https://mops.twse.com.tw/mops/#/web/t06sg20>

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.

2.2.11 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 2025 General Shareholders Meeting

One general shareholders meeting was convened in the fiscal year 2025 and to the publish date of the annual report. The 2025 General Shareholders Meeting was held on May 29, 2025 and the resolutions were summarized as follows.

Proposals

(1) Approval of the financial report for 2024: 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 2024.

The available retained earnings for distribution in 2024 were NTD 37,697 million. The distribution of cash dividend was NT\$3.00 per share.

Result : Resolution passed.

Executions : Approved the distribution of retained earnings for 2024 Cash dividend of NT\$ 3.00 per share was distributed on Aug. 8, 2025. The recorded date is set on Sep. 5, 2025.

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.

Elections

Election of the 20th Term of the Board of Directors (including Independent Directors)

List of elected directors:

Representative of Kao Chuan Investment Co., Ltd.: Chih-Hsien Lo, Shioh-Ling Kao, Jui-Tien Huang

Representative of Young Yun Inv. Co., Ltd.: Chung-Ho Wu.

Representative of Taipo Inv. Co., Ltd.: Ping-Chih Wu.

Representative of Ping Zech Corp.: Chung-Shen Lin.

Representative of Yu Peng Inv. Co., Ltd. : Po-Ming Hou

List of natural persons : Chang-Sheng Lin, Po-Yu Hou.

List of Independent directors : Ming-Hui Chang, Wei-Yung Tsung, Chun-Jen Chen, Lee-Feng Chien and Shin-Chang Wu.

Result : 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.

Other matters

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

Result: Resolution passed.

Executions: Effective on the resolutions at general shareholders meeting.

B. Major Resolutions during the Board of Directors Meetings in 2025 and to the Publish Date of the Annual Report

Ten board meetings were convened in fiscal year 2025 and to the publish date of the annual report. The major resolutions were summarized below.

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.

2025.03.06 (22nd Board Meeting in the Nineteenth Session)

1. Reported the implementation of ethical corporate management policies of 2024.
2. Reported the quarterly tracking of schedule plans for the GHG inventory and certification of UPEC group.
3. Report on the Company's "IFRS Sustainability Disclosure Standards Implementation Plan and Execution Progress"
4. Reported the performance evaluation results of the board of directors and each functional committee of 2024.
5. Approved to distribute the remuneration and bonus paid to directors and employees of 2024.
6. Approved to include sustainability (ESG) related indicators in the KPIs of senior executives.
7. Approved the financial statements of year 2024
8. Approved the appointment of CPAs: Tien, Chung-Yu and Wu, Chien-Chih and approved the evaluation of external auditor's independence of year 2025.
9. Approved the audit fees paid to PricewaterhouseCoopers LLP of 2025.
10. Approved the statement of internal control system for year 2024.
11. Approved the business report for year 2024.
12. Approved the distribution of retained earnings for year 2024: cash dividend of NT\$3.0 per share (proposal will be submitted to general shareholders meeting for approval).
13. Approved the amendments to the Company's "Articles of Incorporation."
14. Approved the dismissal of a managerial officer.
15. Approved the definition of "grassroots employees" for the fiscal year 2025.
16. Approved the time of 2025 general shareholders meetings on May 29, 2025.
17. Approved the related operating procedures for shareholder proposal right.
18. Approved the election of the 20th-term directors (including independent directors) of the Company.
19. Approved the establishment of procedures for accepting nominations for directors and independent directors.
20. Approved the proposal of the deletion of non-competition promise on company's directors, and independent directors in compliance with article 209 of the company law.
21. Approved new guarantees.
22. Approved guarantee renewals.
23. Approved loan renewals.

24. Approved new loans.

2025.03.11 (23rd Board Meeting in the Nineteenth Session)

Approved to adjust the number of seats for the 20th Board of Directors (including Independent Directors) of the Company to 9 seats for regular directors and 5 seats for independent directors.

2025.04.17 (24th Board Meeting in the Nineteenth Session)

1. Approve the list of nominees for the 20th term of the Company's Directors Independent Directors.
2. Approve the non-competition restrictions on the newly elected 20th term Directors (including Independent Directors) of the Company shall be lifted during their term of office, effective from the date of their assumption of duties in accordance with Article 209 of the Company Act.
3. Approve the renewal of the bank guarantee agreement by Tone Sang Construction Corp.
4. Approve the new guarantee loans to Uni-President Express Corp.
5. Approved loan renewals.
6. Approved new loans.

2025.05.08 (25th Board Meeting in the Nineteenth Session)

1. Report on the Company's communication with stakeholders in 2024.
2. Report on the quarterly tracking of Uni-President Group's (including consolidated subsidiaries) greenhouse gas inventory and assurance schedule.
3. Approve the Company's consolidated financial statements for the first quarter of 2025.
4. Approve the renewal of guarantee limits provided by the Company for Kai Yu investment Co., Ltd. and Kai Nan investment Co., Ltd.
5. Approve the loan renewals.
6. Approve the new loans.

2025.05.29 (1st Board Meeting in the twentieth Session)

1. Mr. Chih-Hsien Lo is elected as chairperson of 20th term unanimously by the Board of Directors.
2. Approved to set up a Memorandum of Understanding (MOU) regarding the collaboration between the industry and academia with National Cheng Kung University (NCKU), within three months of Mr. Chun-Jen Chen 's appointment as independent director. The MOU is effective as of the date of appointment. Mr. Chen's compensation shall be NTD 500 thousand per annum for the duration of his appointment.

2025.06.10 (2nd Board Meeting in the twentieth Session)

1. Approve the appointment of the President of the Company.
2. Approve the appointment of members of the 6th Compensation Committee of the Company.
3. Approve the appointment of members of the 6th Investment Management Committee of the Company.
4. Approve to set August 8, 2025, as the ex-dividend date for the 2024 earnings distribution, and September 5, 2025, as the cash dividend payment date.
5. Approve the renewal of directors', supervisors', and key officers' liability insurance for the Company and its invested companies for 2025.
6. Approve to sponsor the Taiwan Institute of Directors with NT\$100,000 for the compilation of the "2025 Board White Paper" and the "Key Report on Chinese Family Businesses."
7. Approve the renewal of guarantee agreements for Kai Yu investment Co., Ltd. and three other

subsidiaries.

8. Approved the loan renewals.

2025.08.07 (3rd Board Meeting in the twentieth Session)

1. Report on the quarterly tracking of Uni-President Group's (including consolidated subsidiaries) greenhouse gas inventory and assurance schedule.
2. Report on Uni-President Enterprises' "IFRS Sustainability Disclosure Standards Implementation Plan and Progress Report"
3. Approve the Company's consolidated financial statements for the second quarter of 2025.
4. Approved the Company's 2024 ESG Report and the report on the implementation of Sustainable Development for the years 2024 and 2025.
5. Approve the loan renewals.
6. Approve the new loans.
7. Approved the guarantee new loans to Tone Sang Construction Corp.
8. Approve the renewal of guarantee limits provided by the Company for Kai Yu investment Co., Ltd. and Kai Nan investment Co., Ltd.

2025.11.06 (4th Board Meeting in the Twentieth Session)

1. Approved the report on Uni-President Enterprises Corporation's "IFRS Sustainability Disclosure Standards Implementation Plan and Progress Update."
2. Approved the quarterly tracking report on the Uni-President Group's (including consolidated subsidiaries) greenhouse gas inventory and assurance schedule planning.
3. Approved the Company's consolidated financial statements for the third quarter of 2025.
4. Approved the Company's audit plan for 2026.
5. Approved the issuance of domestic unsecured corporate bonds within a total amount limit of NT\$15 billion before the year 2027.
6. Approved the amendments to the Company's "Procedures for Acquisition or Disposal of Assets."
7. Approved the guarantee renewal by Kai Yu investment Co., Ltd. and Tone Sang Construction Corp.
8. Approved a new loan agreement.
9. Approved the loan renewals.

2025.12.18 (5th Board Meeting in the Twentieth Session)

1. To report on the implementation status of the Company's 2025 Risk Management Policy.
2. To report on the Company's 2025 Intellectual Property Management Plan and its implementation status.
3. Approved the restatement of the Company's quarterly financial statements from Q2 2023 to Q3 2025, due to adjustments to the consideration arising from the equity transaction of Carrefour Taiwan Co., Ltd.
4. Approve the reappointment of the Company's legal counsels.
5. Approve the Company's 2026 Operating Plan.
6. Approved the payment of the Company's annual membership fees for 2026, totaling NTD 795 thousand.
7. Approved to donate NTD 14.5 million to Millennium Health Foundation in year 2026.
8. Approve the dismissal of Mr. Kun-Lin Wu, Vice President of the Food-For-Life Group, from his

managerial position.

9. Approved the donation of NTD 240 million to President Professional Baseball Team Corp. through the dedicated bank account to handle donations to the professional sports or the amateur sports industry.
10. Approved the loan renewals.
11. Approved the guarantee loan renewal of NTD 1,000 million to Uni-President Express Corp.
12. Approved the guarantee loan renewal of NTD 100 million to Tone Sang Construction Corp.
13. Approved a new loan agreement.

2.2.12 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 HOUSECOOPERS	Tien, Chung-Yu Wu, Chien-Chih Liu, Ying-Hsun Chao, Yung-Chieha	Fiscal Year 2025	17,950	1,860	19,810	-

Note1: The non-audit fees paid to PricewaterhouseCoopers (PwC) amounted to NT\$1,330 thousand for sustainability report assurance, NT\$300 thousand for review services related to corporate bond matters, and NT\$230 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.

2.7.1 Shares Trade with Related Party

Please refer to the Market Observation Post System (MOPS)
Website https://mops.twse.com.tw/mops/#/web/query6_1

2.7.2 Shares Pledge with Related Party

Please refer to the Market Observation Post System (MOPS)
Website https://mopsov.twse.com.tw/mops/web/STAMAK03_1

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

As of 08/08/2025 (Last Record Date)

Name	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 (Representative of KaoChuan Inv. Co., Ltd.)	4,059,095	0.07	93,402,447	1.64	0	0	Shiow-Ling Kao (Representative of Kao Chuan Inv. Co., Ltd.)	Spouse	
							Shiow-Ling Kao	Spouse	
Shiow-Ling Kao (Representative of Kao Chuan Inv. Co., Ltd.)	93,402,447	1.64	4,059,095	0.07	0	0	Chih-Hsien Lo (Representative of Kao Chuan Inv. Co., Ltd.)	Spouse	
Jui-Tien Huang (Representative of Kao Chuan Inv. Co., Ltd.)	274,430	0	0	0	0	0	NA	NA	
Yuanta/P-shares Taiwan Dividend Plus ETF	192,450,912	3.39	0	0	0	0	NA	NA	
BNP Paribas - Hong Kong Branch	171,606,194	3.02	0	0	0	0	NA	NA	
Cathay Life Insurance Co., Ltd.	171,218,000	3.01	0	0	0	0	NA	NA	
Po-Ming Hou	145,531,375	2.56	0	0	24,188	0	Po-Yu Hou	Brother	
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF	141,924,000	2.50	0	0	0	0	NA	NA	
Po-Yu Hou	141,697,024	2.49	0	0	0	0	Po-Ming Hou	Brother	
Shiow-Ling Kao	93,402,447	1.64	4,059,095	0.07	0	0	Chih-Hsien Lo (Representative of Kao Chuan Inv. Co., Ltd.)	Spouse	
Labor Retirement Reserve Fund (The Old Fund)	89,703,711	1.58	0	0	0	0	NA	NA	
Chunghwa Post Co., Ltd.	87,286,579	1.54	0	0	0	0	NA	NA	

2.9 Total Percentage of Ownership of Investees

As of 12/31/2025 ; Unit: shares

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.	65,000,000	100.00%	0	0.00%	65,000,000	100.00%
Kai Yu Investment Co., Ltd.	1,363,540,466	100.00%	0	0.00%	1,363,540,466	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.	207,482,657	100.00%	0	0.00%	207,482,657	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.	71,956,750	89.95%	8,043,250	10.05%	80,000,000	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%
Ton Yi Pharmaceutical Corp	51,000	51.00%	10,000	10.00%	61,000	61.00%
.President Nisshin Corp.	6,119,999	51.00%	600,001	5.00%	6,720,000	56.00%
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%

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 Chain Store Corp.	719,357,425	45.55%	58,889,108	3.73%	778,246,533	49.28%
Ton Yi Industrial Corp.	471,996,430	45.40%	11,510,512	1.11%	483,506,942	46.51%
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%
ScinoPharm Taiwan Ltd.	299,968,639	37.94%	83,291,546	10.53%	383,260,185	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 Department Store Corp.	12,000,000	30.00%	28,000,000	70.00%	40,000,000	100.00%
Uni-President Development Corp.	108,000,000	30.00%	144,000,000	40.00%	252,000,000	70.00%
PChome Online Inc.	61,694,120	30.00%	0	0.00%	61,694,120	30.00%
TTET Union Corp.	61,594,201	38.50%	15,441,171	9.65%	77,035,372	48.15%
President Securities Corp.	459,268,283	28.68%	131,879,581	8.24%	591,147,864	36.92%
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%	16,496,018	3.05%	94,705,053	17.51%
Prince Housing Development Corp.	162,743,264	10.03%	286,661,571	17.66%	449,404,835	27.69%
Kuang Chuan Foods Co., Ltd.	1,069,200	3.96%	0	0.00%	1,069,200	3.96%

3

110	3.1 Capital and Shares
110	3.1.1 Sources of Capital
113	3.1.2 List of Major Shareholders
113	3.1.3 Dividend Policy and Implementation Status
113	3.1.4 Impacts of Stock Dividends on Operation Results and EPS
114	3.1.5 Employee Bonus and Directors' Remuneration
114	3.1.6 Buyback of Treasury Stock
115	3.2 Issuance of Corporate Bonds
130	3.3 Issuance of Preferred Shares, Global Depository Receipts, Employee Stock Options, Restricted Shares for Employees, and New Shares Issued for Mergers or Acquisitions
130	3.4 Status of Capital Utilization Plan

CAPITAL OVERVIEW

3.1 Capital and Shares

3.1.1 Source of Capital

A. Issued Shares

As of 02/28/2026

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

Month/ Year	Par Value (NTD)	Authorized Capital		Paid-in Capital		Remark		
		Shares	Amount (NTD)	Shares	Amount (NT\$)	Sources of Capital	Capital Increased by Assets Other than Cash	Other
1998.07	10	2,658,389,760	26,583,897,600	2,658,389,760	26,583,897,600	Capitalization of Profits: NT\$4,098,350,880 and Capital Surplus: NT\$332,298,720	NA	1998/06/23(87) Tai Tsai 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: NT\$2,525,470,910 and Capital Surplus: NT\$132,919,490	NA	1999/06/23(88) Tai Tsai 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: NT\$2,222,413,940 and Capital Surplus: NT\$116,969,160	NA	2000/07/13(89) Tai Tsai 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: NT\$1,831,737,550 and Capital Surplus: NT\$63,163,350	NA	2001/06/20 (90) Tai Tsai 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 Cancellation of Treasury Shares: NT\$56,710,000	NA	2002 /01/07 (90) Tai Tsai 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: NT\$1,002,596,000	NA	2002/07/11 Tai Tsai Cheng 3 Tzu No. 0910138403 2002/09/13 Jin So Sun Tzu No.09101374790
2003.03	10	3,424,386,800	34,243,868,000	3,424,386,800	34,243,868,000	Capital Reduction and Cancellation of Treasury Shares: NT\$ 178,590,000	NA	2003/03/31 Jin So Sun Tzu No.09201091780
2003.10	10	3,424,386,800	34,243,868,000	3,395,097,800	33,950,978,000	Capital Reduction and Cancellation of Treasury Shares: NT\$ 292,890,000	NA	2003/05/09 Tai Tsai Cheng 3 Tzu No.0920121101 2003/07/08 Tai Tsai Cheng 3 Tzu No.0920131839 2003/10/20 Jin So Sun Tzu No.09201293960
2004.03	10	3,424,386,800	34,243,868,000	3,375,384,800	33,753,848,000	Capital Reduction and Cancellation of Treasury Shares: NT\$ 197,130,000	NA	2003/12/19 Tai Tsai Cheng 3 Tzu No.09210160217 2004/03/22 Jin So Sun Tzu No.09301045320
2005.12	10	3,424,386,800	34,243,868,000	3,354,125,800	33,541,258,000	Capital Reduction and Cancellation of Treasury Shares: NT\$ 212,590,000	NA	2005/11/21 Jin Kuan Cheng 3 Tzu No.09401522992 2006/01/05 Jin So Sun Tzu No.09501001530
2007.08	10	4,800,000,000	48,000,000,000	3,555,373,348	35,553,733,480	Capitalization of Profits: NT\$2,012,475,480	NA	2007/07/16 Jin Kuan Cheng1 Tzu No.0960036627 2007/09/12 Jin So Sun Tzu No.09601220080
2008.08	10	4,800,000,000	48,000,000,000	3,733,142,015	37,331,420,150	Capitalization of Profits: NT\$1,777,686,670	NA	2008/07/09 Jin Kuan Cheng1 Tzu No.0970034224 2008/09/17 Jin So Sun Tzu No.09701237960
2009.08	10	4,800,000,000	48,000,000,000	3,897,400,264	38,974,002,640	Capitalization of Profits: NT\$1,642,582,490	NA	2009/07/09 Jin Kuan Cheng1 Tzu No.098034094 2009/09/14 Jin So Sun Tzu No.09801201120

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

B. Type of Stock

As of 02/28/2026

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 08/08/2025

Shareholder's Name	Shareholding	
	Shares	Percentage
Kao Chuan Inv. Co., Ltd.	284,330,536	5.00%
Yuanta/P-shares Taiwan Dividend Plus ETF	192,450,912	3.39%
BNP Paribas - Hong Kong Branch	171,606,194	3.02%
Cathay Life Insurance Co., Ltd.	171,218,000	3.01%
Po-Ming Hou	145,531,375	2.56%
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF	141,924,000	2.50%
Po-Yu Hou	141,697,024	2.49%
Shiow-Ling Kao	93,402,447	1.64%
Labor Retirement Reserve Fund (The Old Fund)	89,703,711	1.58%
Chunghwa Post Co., Ltd.	87,286,579	1.54%

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 2025 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

If the Company records a profit for the year, it shall allocate no less than 2% of such profit as employee compensation, of which no less than 1% of the annual profit shall be allocated to grassroots employees. In addition, no more than 2% of the annual profit may be allocated as remuneration for directors. However, if the Company has accumulated losses, an amount sufficient to cover such losses shall first be reserved.

The term "annual profit" as referred to in the preceding paragraph means the profit before tax for the year prior to the deduction of employee compensation and directors' remuneration.

Recipients of employee compensation shall include employees of subsidiary companies who meet certain criteria.

B. The basis for estimating the amounts of employee and director remuneration for the year 2025, the basis for calculating the number of shares to be distributed as stock-based compensation, and the accounting treatment for any differences between the estimated and actual distributed amounts are as follows:

The estimated amounts of employee and director remuneration for the Company for the year 2025 are based on the Company's profit status for the year up to the reporting date, in accordance with the percentage stipulated in the Articles of Incorporation. There is no difference between the actual distributed amounts and the estimated amounts.

C. Profit Distribution of Year 2025 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	\$1,696,849
Directors' Remuneration	<u>314,042</u>
Total	<u>\$2,010,891</u>

The remuneration for employees and directors approved by the board is consistent with the amount of \$\$2,010,891 recognized in the financial statements for the year 2025.

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

D. Information of 2024 Earnings Set Aside to Employee Bonus and Directors' Remuneration:

Distribution of 2024 Earnings (NT\$ thousands)

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

The actual distribution of employee bonus and directors' remuneration is consistent with the recognition figures in the financial statements for the fiscal year 2024.

3.1.6 Buyback of Treasury Stock: None.

3.2 Issuance of Corporate Bonds

Issuance		1 st 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 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 2026/02/28)		NTD 3 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2018.7.31 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 nd 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 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 2026/02/28)		NTD 2.0 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2019.7.18 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 st 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 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 2026/02/28)		NTD 4.35 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2019.7.18 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 nd 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 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 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 2026/02/28)		NTD 1.0 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2020.7.23 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 rd 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 2026/02/28)		NTD 3.0 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2020.7.23 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 st 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 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 2026/02/28)		NTD 5.95 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2020.7.23 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 st 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 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		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. 10-year bond: The Company will redeem the bond in 50% of the face value, respectively, at the end of the ninth and tenth year.
Outstanding (As of 2026/02/28)		NTD 4.0 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2021.06.30 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 st 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 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 2026/02/28)		NTD 4.0 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2022.06.22 Rating: twAA
Other Rights of Bondholders	None	None
	None	None
Dilution Effect and Other Adverse Effects on Existing Shareholders		None
Custodian		None

Issuance		1 st 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 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 2026/02/28)		NTD 7.3 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2022.06.22 Rating: twAA
Other Rights of Bondholders	None	None
	None	None
Dilution Effect and Other Adverse Effects on Existing Shareholders		None
Custodian		None

Issuance		2 nd 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 2026/02/28)		NTD 6.0 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2023.06.27 Rating: twAA
Other Rights of Bondholders	None	None
	None	None
Dilution Effect and Other Adverse Effects on Existing Shareholders		None
Custodian		None

Issuance		3 rd 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 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 2026/02/28)		NTD 5.7 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2023.06.27 Rating: twAA
Other Rights of Bondholders	None	None
Dilution Effect and Other Adverse Effects on Existing Shareholders	None	None
Custodian		None

Issuance		1 st 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 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 2026/02/28)		NTD 5.45 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2023.06.27 Rating: twAA
Other Rights of	None	None
Bondholders	None	None
Dilution Effect and Other Adverse Effects on Existing Shareholders		None
Custodian		None

Issuance		2 nd 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 Fubon Securities Co., Ltd. as a lead underwriter.
Legal Counsel		True Honesty International Law Offices
Auditor		PricewaterhouseCoopers
Repayment		Bullet
Outstanding (As of 2026/02/28)		NTD 3.5 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2024.06.25 Rating: twAA
Other Rights of Bondholders	None	None
	None	None
Dilution Effect and Other Adverse Effects on Existing Shareholders		None
Custodian		None

Issuance		1 st domestic unsecured corporate bond for 2025
Issuing Date		2025/4/18
Denomination		NT\$ 1 million
Issuance and Transaction Location		GreTai Securities Market
Offering Price		Par
Total Amount		NT\$ 3.8 billion;
Coupon Rate		5-year bond: 1.9%
Maturity		5-year bond: 2030/4/18;
Guarantor		None
Trustee		Trust Department of Taipei Fubon Bank
Underwriter		Entrust underwriter to issue to public and SinoPac 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 fourth and fifth year.
Outstanding (As of 2026/02/28)		NTD 3.8 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2024.6.25 Rating: twAA (Issuer rating)
Other Rights of	None	None
Bondholders	None	None
Dilution Effect and Other Adverse Effects on Existing Shareholders		None
Custodian		None

Issuance		2 nd domestic unsecured corporate bond for 2025
Issuing Date		2025/9/19
Denomination		NT\$ 1 million
Issuance and Transaction Location		GreTai Securities Market
Offering Price		Par
Total Amount		5-year bond: 1.66%
Coupon Rate		5-year bond: 2029/10/23
Maturity		5-year bond: 2030/09/19
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 the bond in 50% of the face value, respectively, at the end of the fourth and fifth year.
Outstanding (As of 2026/02/28)		NTD 5.4 billion
Redemption or Early Repayment Clause		None
Covenants		None
Credit Rating		Taiwan Ratings Corp. Date:2025.06.24 Rating: twAA (Issuer rating)
Other Rights of Bondholders	None	None
	None	None
Dilution Effect and Other Adverse Effects on Existing Shareholders		None
Custodian		None

3.3 Issuance of Preferred Shares, Global Depository Receipts, Employee Stock Options, Restricted Shares for Employees, and New Shares Issued for Mergers or Acquisitions : None.

3.4 Status of Capital Utilization Plan

Please refer to the Market Observation Post System (MOPS)

Website https://mopsov.twse.com.tw/mops/web/bfhtm_q2

4

134	4.1 Business Activities
134	4.1.1 Business Scope
135	4.1.2 Industry Overview
138	4.1.3 Research and Development
141	4.1.4 Long-term and Short-term Development
143	4.2 Markets and Sales Outlook
143	4.2.1 Analysis of Major Product
152	4.2.2 Production Process of Main Products
157	4.2.3 Supply Status of Main Materials
158	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
159	4.3 Human Resources
162	4.4 Expenditure of Environmental Protection
164	4.5 Labor Relation
167	4.6 Information Security Management
170	4.7 Intellectual Property Management Plan and Implementation Status
173	4.8 Important Contracts

OPERATION HIGHLIGHTS

4.1 Business Activities

4.1.1 Business Scope

A. Major Business of UPEC

Group/ Division	Major Products	Share of Operating Revenue (%)
Provisions Group :		7.96
Animal Feed Division	Livestock feeds (e.g., feeds for pigs, chickens, dairy cattle, and pets).	4.15
Aquatic Business Division	Aquaculture feeds (e.g., feeds for grouper, eel, shrimp, and seabass).	1.36
Flour Division	Flour.	2.45
Food-For-Life Group		11.70
Edible Oil Division	Household cooking oils.	0.17
Food-For-Life Division	Instant noodles, dry noodles, noodles, noodle blocks, and flavored sauces.	11.53
Dairy & Beverage Group		57.61
Beverage Division	Fruit juice beverages.	0.78
Tea Beverage Division	Tea beverages.	14.68
Water Business Division	Bottled water and sports drinks.	2.79
Dairy Product Division I	Fresh milk.	18.49
Dairy Product Division II	Flavored milk, yogurt, lactic acid drinks, probiotic products, soy and rice milk, dairy beverages, and pudding.	11.41
Coffee Beverage Division	Coffee beverages.	1.61
Coffee Business Service Division	Coffee beans.	7.25
Agency Team	Production and marketing of agency brand products.	0.60
General Foods Group		5.21
Meat Division	Processed meat products.	1.52
Frozen Prepared Foods Division	Frozen foods.	1.19
Sauce & Seasoning Division	Soy sauce and seasonings.	1.64
Ice Cream Division	Ice cream and packaged ice products.	0.81
International Division	Overseas market development, trade, and marketing of international brands.	0.05
Baking Business Group		10.19
Bread/ Cake/ Frozen Paste Division	Bread, cakes, pastries, and frozen dough.	8.09
PL Baking Business Team	Development, production, and channel operations of private label bakery products.	2.10
Technical Group :		3.50
PL Business Development Division	Development, production and channel operations of Private Label (PL) products in the dairy, beverage, ice cream, frozen and meat categories.	3.50
Others	Others	3.83

B. Information of the Group Segments

Segment	Major Products / Services	Share of Consolidated Group Revenue (%)
Food	Various cooking oils, instant noodles, noodles, dairy products, tea beverages, coffee and comprehensive beverages, bread, ice cream, frozen foods, meat products, health foods, seasonings, etc.	24.46
Chain stores	Taiwan 7-ELEVEN convenience stores.	31.43
Circulation	Delivery Services, chain drugstores, 7-ELEVEN in the Philippines.	26.60
Packaging and Containers	Tinplate, PET bottles, paper cups, glass bottles.	4.11
Feeds	Livestock feeds, aquaculture feeds, flour.	2.66
Pharmaceuticals	Biotech and pharmaceutical products.	0.47
Leisure Business Development	Professional baseball team, Dream Mall, Uni-Resorts.	0.61
Distribution	Ambient and cold storage logistics.	0.24
General investments	Investments mainly in biomedical & pharmaceutical, real estate, and consumer products.	0.00
Others	Others.	9.42

C. New products Development:

Please refer to Page140 Future R&D Plans.

4.1.2 Industry Overview

1. Current and future development of food industry

In 2025, 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 8,188 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, milled products 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, Japan, Thailand, Mainland China, and the United Kingdom.

Industry trend highlights include: (1) Promoting sustainability as the foundation of operational strategy; (2) Innovating product technology, processes, and business models; (3) Strengthening operational resilience and risk management capabilities; (4) Monitoring international developments and adjusting operational deployment accordingly.

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 population demographics and dietary habits, the structure of fresh and frozen products continues to strengthen, driving the gradual transformation of physical retail channels, the rise of hybrid-format stores, and the integration of digital tools to enhance operational efficiency.

(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 meats and prepared frozen foods lead in output value, while frozen seafood shows the fastest growth, reflecting a mature overall market. Manufacturers continue to innovate, transform, and form strategic cross-industry alliances. Key industry trends include creating new lifestyle experiences, accelerating sustainable and clean transformations, leveraging data through cross-industry collaboration, and enhancing supply chain resilience in response to macro-environmental 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.
- ⑨ Dairy products: Imports are dominated by milk powder and block-form dairy products. Manufacturers are adopting digital tools to improve upstream management efficiency, enhance marketing, and offer greater product variety, while also responding to competition from plant-based and imported alternatives. Key industry trends include strengthening functional nutrition, deepening online connectivity, and promoting 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 Company’s Commercialization R&D Institute in past two years

Year	2024	2025	2026 (As of Feb. 28)
Total Expenses (NT\$ thousands)	442,130	455,073	75,486

B. Achievements of the Company’s Commercialization R&D Institute in past two years

Year	2024	2025
New Product (Improvement) Launches	71 items	120 items
Research Reports	163 items	178 items
Patents Acquired	18 items	18 items

C. Major R&D Achievements in Recent Years

(1) Product Enhancement and Quality Optimization: Health Orientation and Consumption Experience Upgrade

The company is committed to sourcing high-quality ingredients, developing innovative formulations, and implementing rigorous production process management to meet the evolving lifestyles and health trends in Taiwan.

- **Health Food Development and Certification:**

To date, 23 health food products have been developed. Notably, “Chai-Li-Won Unsweetened Japanese Green Tea” is the market’s first tea beverage to receive certification for blood lipid regulation. “AB Drinking Yogurt” and “LP33 Drinking Yogurt” hold the leading market share in gastrointestinal improvement and allergic constitution adjustment auxiliary, respectively.

We have launched “Health 3D” and “Health 3D Red Yeast Rice + Chromium Dual-Action Tablets,” which help regulate both blood lipids and blood sugar. We also offer products such as high-fiber oat milk, sugar-free high-fiber soy milk, and rich oolong tea, which help prevent the accumulation of body fat or regulate blood lipids.

- **Segmented Marketing and Trend-Driven Product Development:**

Baked Goods and Light Meals: We have developed best-selling products such as “Ruisui Fresh Milk Toast,” “Gold Fresh Toast,” and “New Feeling Sandwich” to meet market demand, as well as single-serving items like “Golden Pan-Fried Dumplings” and “Proker Chicken Breast” series.

Plant-Based and Nutritional Supplements: In response to the plant-based milk trend, we expanded our soy milk series (e.g., Unsweetened Black Soy Milk, Ultra-Premium Protein Soy Milk) and launched the “POWERMATE” malt beverage for office workers

Senior-Friendly: A total of 28 products have obtained the senior friendly food certification, providing quality choices for the elderly population.

- **International Accolades and Quality Recognition:**

Patents and Awards: The “Health 3D Series” and “Yubei Lutein + DHA Algal Oil Capsules” have

received patents in ROC, the SNQ National Quality Mark, and gold medals at international invention exhibitions.

International Flavor Awards: “Ruisui Fresh Milk” and “Chai-Li-Won” have received the iTi Belgium “Excellent Taste” Medal; “Ruisui Fresh Milk” and “Imperial Sausage” have been recognized with gold and silver awards at the Monde Selection World Quality Awards; Cophi coffee beans have won the Gold Award at the IIAC ICT Italian Coffee Competition.

- **Innovative Marketing and Product Experience:**

Extend the lifecycle of long-standing products through disruptive innovation, such as Uni-President’s “Flip Pudding” and “Mine Shine Milk Tea Ice Cream,” which have generated significant buzz in the market.

(2) Innovative Processing Technologies: Establishing Technical Barriers and Leadership

Our company spans multiple product categories, including dairy beverages, instant noodles, and baked goods, and continues to refine our core technologies.

- **Instant Noodle Processing Technology:**

We hold an exclusive patent for “non-fried instant noodles” technology, which is applied to six major brands, including “Imperial Feast GOLD” and “Little Moments Noodle House,” delivering a texture reminiscent of freshly cooked noodles.

- **Tea Extraction Technology:**

“Cha Li Won” upgrade to technology 3.0, combining single-cell green tea extraction with low-temperature tea extraction to recreate the flavor of freshly brewed tea.

The “Pure Tea” series employs our exclusive patented “Ice-Crystallization Fresh Extraction Method”; the “Puyun” series incorporates the “Aroma Sealing” method to preserve the tea leaves’ authentic flavor.

- **Low-Temperature and Freshness Preservation Technologies:**

We are the only company in Taiwan to apply “Membrane Filtration Sterilization Technology” to ultra-low-temperature sterilized fresh milk as well as to premium tea beverages.

- **Baking Techniques:**

“Morning Light Toast” and “GOLD Fresh Toast” utilize low-temperature aging, multi-stage rolling, and raw sourdough methods, respectively, to create distinct textures.

“Amelie’s Bagel” uses a professional boiling method to mitigate staling, while its steamed pastries are crafted through a six-stage, temperature-controlled process of slow steaming and aging.

(3) Raw Material Technology and Source Management

- **Supply Chain and Quality Optimization:**

By selecting top-tier international suppliers and establishing a database of secondary suppliers, we reduce risks and enhance our bargaining power; at the same time, we are committed to minimizing the use of additives and prioritizing eco-friendly packaging materials.

- **Food Safety Protection:**

We have established a comprehensive inspection system to implement source-level quality control for key agricultural products such as milk and tea, eliminating the risks of adulteration and contamination, and ensuring compliance with regulatory requirements.

D. Future R&D Plans and Projected Expenditures

Total R&D expenses amounted to approximately NT\$499 million in 2026. Key projects and development priorities are as follows:

- **Development of next-generation health and functional foods**
 - In 2026, we will continue to invest in the development of next-generation health foods and the certification of their efficacy through human clinical trials, including functional bacterial strains in fermented milk and functional nutritional dairy products.
 - In response to an aging population and growing health needs, we will develop health foods targeting hyperlipidemia, hypertension, and hyperglycemia.
- **Process Innovation and Technological Breakthroughs:**
 - Optimization of Sugar-Free Tea Beverages: Introduce layered extraction techniques and multi-stage extraction equipment to enhance the aroma and tea sensation of Gyokuro green tea and sugar-free oolong tea.
 - High-Quality Milk Tea Technology: Use of emulsification equipment to remove complex additives found in non-dairy creamers, achieving a full clean label.
 - Noodle and Baking Upgrades: Improve noodle soaking endurance and texture; develop a proprietary sourdough starter to enhance the flavor of European-style bread.
 - Freshness Preservation Technology: Deepening the application of HPP (High-Pressure Processing) technology in the juice market, while refining antimicrobial techniques without compromising flavor.
- **ESG Sustainability and Packaging Materials:**
 - Promote the sustainable recycling of packaging by introducing eco-friendly r-PET materials for “Health Oil” and progressively expanding their use to bottled water and tea beverages..
 - Implement effective upstream raw material management, including Starbucks’ ethical tea sourcing guidelines and Rainforest Alliance certification for Cophi coffee beans.
- **Intellectual Property Strategy and Technology Transfer:**
 - Strengthen patent applications and utilization, expand tea production traceability and authentication technologies, and convert R&D intellectual property into tangible revenue through group-wide collaboration.

E. Key Factors for Successful R&D

Driven by a commitment to value creation, our R&D team combines precise strategic direction with deep technical expertise to develop high-quality, market-oriented products. Through rigorous project management mechanisms, we ensure the effective execution of projects and foster cross-departmental collaboration to achieve comprehensive product innovation goals.

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-like 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 Taiwan, China, 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 faces both risks and opportunities in the future. Ever since Taiwan opened up agricultural imports under WTO agreement, domestic animal feed market has been affected. The import of raw materials caused fluctuations in feed prices, while poultry and livestock products were impacted by imported meat and broader economic cycles, resulting in heightened uncertainty in market pricing. 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 2025 is NT\$90.09 billion (according to the Ministry of Finance Statistics), reflecting a year-on-year growth of 9.2%. 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. This is particularly beneficial for medium- to large-scale industrial bakeries and central kitchens that require raw materials of consistently high quality. In addition, our company boasts a team of research engineers with practical experience and a track record of domestic and international awards. We provide clients with comprehensive technical consulting services that integrate flour and formulation processes, stay attuned to end-market demands, and assist clients in developing a diverse range of baked goods more efficiently.

(2) Disadvantages and Strategies

The industry as a whole is facing an oversupply of production capacity, and market prices are subject to intense competition. Our strategy involves developing specialized powders that differentiate themselves through unique raw materials and high-tech content to optimize our sales structure and continuously enhance value-added offerings. We implement technology-driven marketing, consolidate our base of high-quality customers through professional technical services and high-quality products, and leverage social resources by collaborating with external contract manufacturing partners to continuously expand our sales base.

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, A-Q, Ke-Shiue-Mian, Wagamama, Heart Roasted Chicken Essence.

(2) Sales regions: Mainly domestic, some exports to regions including Hong Kong, the Philippines, Australia, and Singapore.

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 retain 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

In response to global climate change, which has affected agricultural output and led to fluctuations in raw material prices, the Company continues to enhance its supply chain management capabilities and increase product value-added to mitigate the impact on operating costs. Furthermore, as consumer demand for convenience continues to grow, the convenience store fresh food sector continues to thrive. Our company is committed to serving the commercial fresh noodle market and is continuously developing a diverse range of products to meet the varied needs of consumers.

Dairy Products

1. Major Products and Sales Regions

(1) Major products include

(a) Fresh milk-related business: Refrigerated domestic fresh milk (e.g., Ruisui Fresh Milk, Ruisui Ultra-low Temperature Pasteurized Fresh Milk, Dr. Milker), shelf-stable domestic milk (e.g., Uni-President Shelf-Stable Milk), refrigerated imported milk (Pure Source Australian Milk, NuZilk New Zealand Milk, Hokkaido Dairy), food service milk (for City Café, Starbucks), food service whipping cream (Uni-President Homemade Whipping Cream, Rui Sui 35% Dairy Whipping Cream).

(b) Non-fresh milk beverages and plant-based series: Includes refrigerated flavored milk (Rui Sui Flavored Milk, Uni-President Fruit Milk, Relax Series, Companion Series), refrigerated functional fortified milk (Uni-President Nutritionally Fortified Milk), drinking yogurt/refrigerated lactic acid beverages/yogurt products (AB, LP33, Yakult-type products, AB+ Yogurt), refrigerated rice and soy beverages / shelf-stable soy milk (Uni-President Sunshine, Uni-President Honey Soy Milk), grain-based beverages (Uni-President Sunshine High-Fiber Oat Drink), refrigerated pudding (Uni-President Pudding, His & Hers Italian Pudding), and probiotic health supplements (AB Prebiotic Fiber, LP33 Probiotic Capsules).

(2) Sales region: Taiwan.

2. Market Demand and Supply

In 2025, the Company maintained No.1 market position in the categories of fresh milk, food service 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

The fresh milk market is currently in a phase of decelerating growth and subdued demand, with stagnation observed in the B2C segment. Meanwhile, in the B2B market, competitors are engaging in price-based competition to offload excess raw milk supply. To strengthen the essential nature of fresh milk, our company focuses its marketing efforts on building the product's rational value proposition and reinforcing its value in consumers' daily lives. In the B2B market, we aim to increase customer loyalty through high-quality service. Additionally, in our plant-based milk product line, we continue to emphasize the essential nature of our brands and products in our marketing efforts. By integrating

high-fiber diets and fitness concepts into our messaging to highlight key benefits, we are building exclusive brand equity. This approach has driven sustained growth in our flagship high-fiber soy milk series, while we are also actively developing new premium protein-enriched soy milk products to further boost revenue.

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, oolong tea, black tea, milk tea, fruit tea, floral tea, and other varieties, as well as tea for commercial use.

(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 2025, Mine-Shine ranked the top at share of 14.57%, following by Pure Tea with share of 13.19% at second, and Cha-Li-Won at third place with share of 12.45%.

3. Advantages and Disadvantages, and Strategies

(1) Competitive Advantages

Our company possesses cutting-edge manufacturing technology and rigorous quality control. Through strategic partnerships, we have outsourced the production of certain products to contract manufacturers, thereby enhancing production efficiency through centralized manufacturing. We allocate substantial marketing budgets to focus on brand management, continuously building brand value among the younger generation. Investments in R&D and diversified supply sources help mitigate the impact of rising raw material costs, ensuring stable retail prices and demonstrating our commitment to safeguarding consumer interests.

(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

1. Major Products and Sales Regions

(1) Main products include ready-to-drink coffee beverages, roasted coffee beans, and related commercial services. The key brands of ready-to-drink coffee beverages are La gauche de La Seine, Café Plaza, HIS Café, Dr. Coffee, and L'xpresso. The coffee bean brand is 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 49,248 metric tons in 2025, representing a 9.22% increase compared to the previous year, indicating steady growth in Taiwan's coffee market. In 2026, the global coffee bean market is expected to continue facing high prices and tight supply, primarily driven by extreme weather, strong global demand, rising production costs, and trade tariffs. Industry players across the global supply chain will need to seek alternative solutions to maintain stability. Future trends show a narrowing price gap between specialty and commercial coffee beans, posing greater challenges for roasters and ready-to-drink coffee producers. In the context of continually expanding consumer demand, pricing strategy becomes crucial.

3. Advantages and Disadvantages, and Strategies

(1) Competitive Advantages

Regarding ready-to-drink coffee, our company has a dedicated research team holding multiple internationally recognized certifications in coffee expertise and a comprehensive training system across all coffee categories. With multiple brands and complete packaging and pricing strategies, we are able to meet the needs of different consumer segments. Our company maintains a robust food safety supply chain system, effectively mitigating external food safety risks.

For raw coffee beans, our company is the largest supplier in Taiwan's fresh-brewed coffee market, with coffee bean imports accounting for over one-fourth of the national total. This provides a significant advantage in raw bean procurement, supported by a stable supply chain and strong bargaining power.

(2) Disadvantages and Strategies

In response to rising raw material costs, the company is upgrading its product lineup to align with the trend toward ready-to-drink coffee beverages, while simultaneously strengthening its pricing power to address market competition and escalating systemic costs. As coffee beans are imported goods, past reliance on a single supplier and supply model made the supply chain vulnerable to disruptions from supplier-side operations. To address this risk, we have established a more diversified supply base both internationally and domestically. We have also experimented with bonded warehouses and direct-origin CFR (Cost and Freight) supply methods, enabling flexible import scheduling and optimized allocation to achieve the best procurement costs. In the B2B coffee market, Uni-President Cophi business-use coffee beans are a late-entry brand with relatively low brand awareness. In addition to integrating related in-house business units, we provide one-stop services to customers to enhance client loyalty. Leveraging the group's synergies, we aim to expand the visibility and presence of our B2B coffee business.

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 2025, the total market value of packaged water in Taiwan reached NT\$10.98 billion, remaining flat compared with 2024. The Company maintained its market-leading position with an overall market share of 28.01% in packaged water in 2025. Packaged water is a sustainable category with high value and stable

market growth; however, its low entry barriers have intensified price-driven competition.

3. Advantages and Disadvantages, and Strategies

(1) Competitive Advantages

The Company operates under a dual model of in-house production and contract manufacturing, ensuring stable water supply and optimal operational scale. Focused resource allocation and management of key mainstream channels enhance channel competitiveness. Through value-based marketing, the Company continuously builds brand differentiation and consumer awareness, reinforcing long-term brand equity.

(2) Disadvantages and Strategies

- a. **ESG and Sustainability:** Environmental protection is a global consensus and corporate responsibility. Packaging materials such as PET and bioplastics are key sustainability topics. In addition to label-reduction and plastic-reduction initiatives already implemented, the Company plans to pursue carbon footprint certification and expand production of packaged water with alternative materials (e.g., TPA) to strengthen sustainable competitiveness.
- b. **Climate and Environmental Risks:** Water source stability is affected by climate factors. The dual model of in-house and contract manufacturing ensures stable supply for mid- to long-term growth.
- c. **Consumer Behavior Shifts:** Changes in consumption habits and channels, including e-commerce, delivery, and group-buying are accelerating. The Company will adjust sales models and resource allocation to respond to these market shifts.
- d. **Intense Market Competition:** Frequent promotions, rising channel costs, and higher raw material expenses are ongoing trends. In addition to leveraging revenue expansion for marginal gains, the Company continues to build brand value marketing to strengthen brand perception and reduce the risks of excessive price competition.

Baking Products

1. Major Products and Sales Regions

(1) Major products are traditional classic sweet breads, snack breads, specialty breads, pies, buns, children's breads, European-style breads, white toast, milk toast, nut and dried fruit bread, raw toast, sandwich, pastries, and frozen dough. Bread is primarily distributed through major convenience stores (CVS), supermarket chains, foodservice chains, hypermarkets, e-commerce platforms, schools, military channels, and other special sales channels. Pastries are sold mainly through CVS, hypermarkets, supermarkets, and closed-market channels.

(2) Sales region: Taiwan

2. Market Demand and Supply

Taiwan's declining household size and changing lifestyles have driven demand for eating out and ready-to-eat meals, with convenience stores and hypermarkets actively expanding fresh food offerings. The overall bakery market continues to grow. As a leader in packaged bread and toast, the company leverages product innovation, high-quality R&D, and strict food safety management to introduce diversified products such as the "Morning GOLD" series, successfully attracting consumers and driving record-high annual revenues. The Company continues to build on classic flavors, integrating technological development with market trends to enhance product value and maintain its leading position in the bakery industry.

The pastry market in Taiwan is mature, with consumer trends toward sophistication, contextual consumption, and rational choice. Classic pastries continue to be upgraded, while bagels have expanded from light snacks to meal options. Sales channels include specialty stores, chain restaurants, and CVS,

emphasizing the combination of product mix × channel adaptation × brand trust. The pastry division focuses on long-selling classics and bagels, targeting high repurchase rates and everyday consumption scenarios, thereby strengthening product structure and brand value.

Taiwan faces labor shortages and a rise in dual-income small households, which drives eating-out and the popularity of Western-style dining. Frozen dough primarily serves the foodservice market, providing inventory flexibility, operational stability, and enhanced food safety management while reducing equipment and labor costs. The company focuses on laminated frozen dough, collaborating with large bakery ingredient channels, international chain restaurants, and fresh-baked bread stores, as well as co-operating with President Chain Store Corp. and Uni-President Oven Bakery Corp. to operate freshly baked bakery outlets, offering diversified products to meet consumer needs.

3. Advantages and Disadvantages, and Strategies

(1) Competitive Advantages

The bread and packaged toast business enhance value through strict food safety control, technological R&D, and brand differentiation, while ensuring product quality and optimal freshness via diverse channels and controlled-temperature logistics.

The pastry and bagel business utilizes automated production processes and R&D innovation, combined with convenience store channels and brand management, to offer high value-for-money products and continuously launch new and classic items to expand market share.

The frozen dough business relies on an independent R&D team, group-level technology, and external baking resources to develop high-value-added products, support chain channel quality management, and maintain consistent product quality through ISO/FSSC certification, strengthening market expansion capabilities.

(2) Disadvantages and Strategies

The company faces multiple challenges in the bakery market, including intense competition, inconsistent product quality from external suppliers, limited retail shelf space, and irreplaceable channel-specific bakeries. Additionally, rising consumer expectations for health and food safety, along with government labor policy changes, have increased labor costs and reduced external procurement demand. In response, the Company implements multiple strategies: continuously developing long-selling flavors and trend-aligned new products; optimizing product structure and brand value; introducing automation and leveraging external resources to expand capacity; implementing rigorous food safety controls from raw materials to delivery and launching healthier, low-additive products; and meeting customer needs through product differentiation and strategic collaborations to enhance sales, customer loyalty, and business performance.

Frozen Prepared Food

1. Major Products and Sales Regions

(1) Major products are dough products (frozen dumplings, microwavable dumplings, fried dumplings, scallion pancakes, meat balls, and braised snacks)

(2) Sales region: Taiwan

2. Market Demand and Supply

In 2025, consumption habits shaped by the high-inflation era have continued to influence consumer behavior and market opportunities, with out-of-home dining and in-home dining emerging as the two key drivers of market consumption. These shifts have created substantial opportunities for both retail and foodservice frozen food markets.

In response, the Company has maintained a strategy focused on brand management, while gradually optimizing its product portfolio and channel structure. In addition to the continuous enhancement of existing products, the Company has focused on the development of non-dough-based frozen food products in response to emerging consumption trends, with the aim of expanding both its product offerings and operational scale. The Company aspires to become a leading brand in frozen prepared foods.

In the domestic market, frozen dumpling sales recorded a slight increase in 2025. However, the overall operating environment remained volatile due to significantly rising raw material costs and the impact of African swine fever. While brick-and-mortar retail continued to grow in certain categories, online shopping and e-commerce have increasingly become part of consumers' daily purchasing behavior. As online consumption frequency continues to rise, a structural shift in the market is taking shape, with offline retail and online purchasing emerging as the two primary consumption channels.

To consolidate its leading market position and expand operational scale, the Company will further increase its focus on the development of non-dough-based frozen food products, as well as the expansion of e-commerce channels and direct-to-consumer channels (including group buying platforms), supported by appropriate resource allocation. Looking ahead, the Company's 2026 operating strategy will continue to emphasize high-quality products and differentiated marketing strategies to mitigate external systemic risks (such as inflation), price competition, and raw material price volatility. The Company will also continue to invest in marketing and advertising resources to strengthen consumer recognition and brand loyalty.

3. Advantages and Disadvantages, and Strategies

(1) Competitive 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.

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

We are dedicated to stabilizing the supply chain and establishing a comprehensive distribution network.

We continue to build brand equity to solidify our leadership in the household soy sauce market, while investing in R&D to satisfy consumer demands for food safety and flavor.

(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) under the brand Proker. The brand's main sales channels include convenience stores, hypermarkets, supermarkets, and traditional retail outlets. Additionally, the brand offers business-sized packaging for partnerships with fresh food manufacturers and the foodservice sector.

(2) Sales Region: Taiwan

2. Market Demand and Supply

Domestic meat consumption has surged to record highs. Based on protein intake data, meat consumption surpassed grains in 2022. Poultry leads this category, followed by pork, fish, and beef. With the post-pandemic reopening driving a rise in dining out, the Ready-to-Eat market has emerged as a primary direction for future expansion

3. Advantages and Disadvantages, and Strategies

(1) Competitive Advantages

Our company possesses strong R&D capabilities, leading the market in new product launches while continuously enhancing quality and flavor. Furthermore, our extensive distribution network and broad dealership system ensure robust product availability across all channels. Imperial and Poker 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

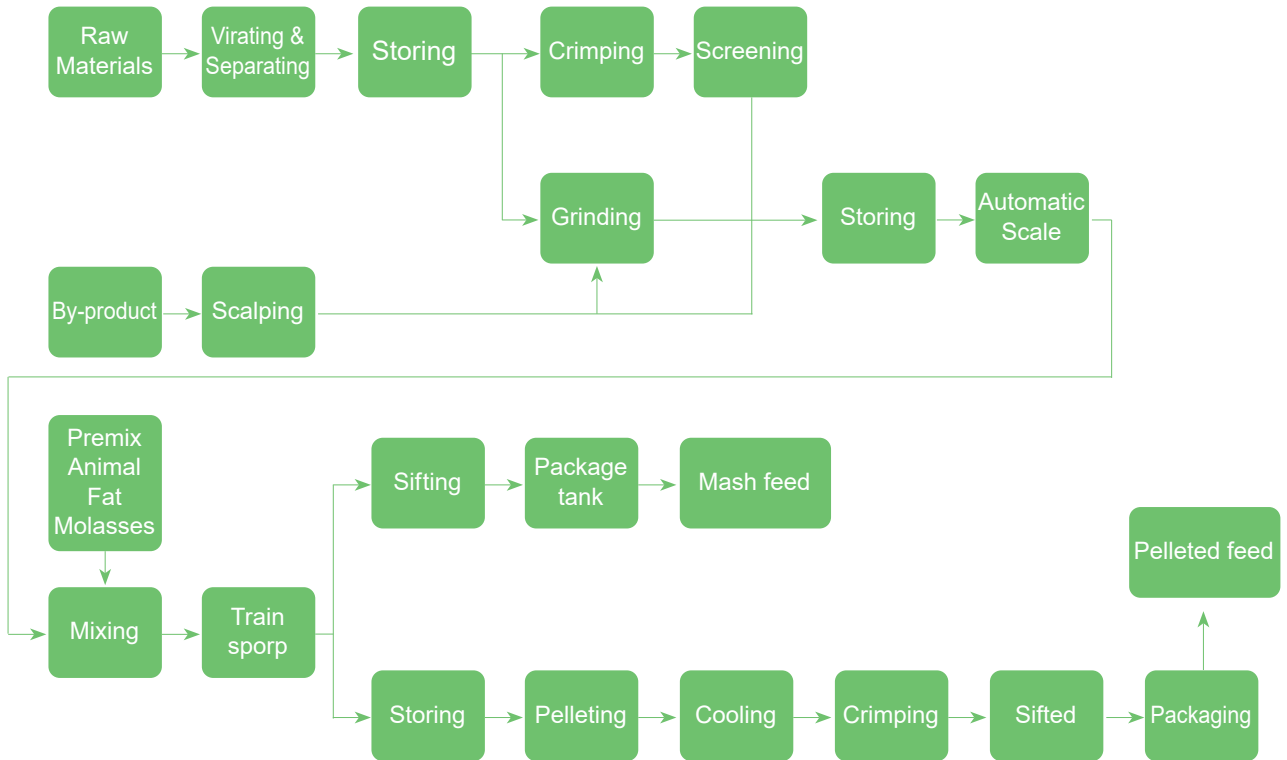
Pork prices are susceptible to fluctuations driven by disease outbreaks and international market trends, making costs difficult to control. Furthermore, consumer concerns regarding the health impact of processed pork products have dampened demand. As food safety awareness rises, the livestock industry faces significant challenges, leading to increased internal inspection costs. In response to these headwinds, we will focus on utilizing raw materials that meet stringent food safety standards to develop high-quality processed products.

4.2.1.2 Major Product Categories in Mainland China

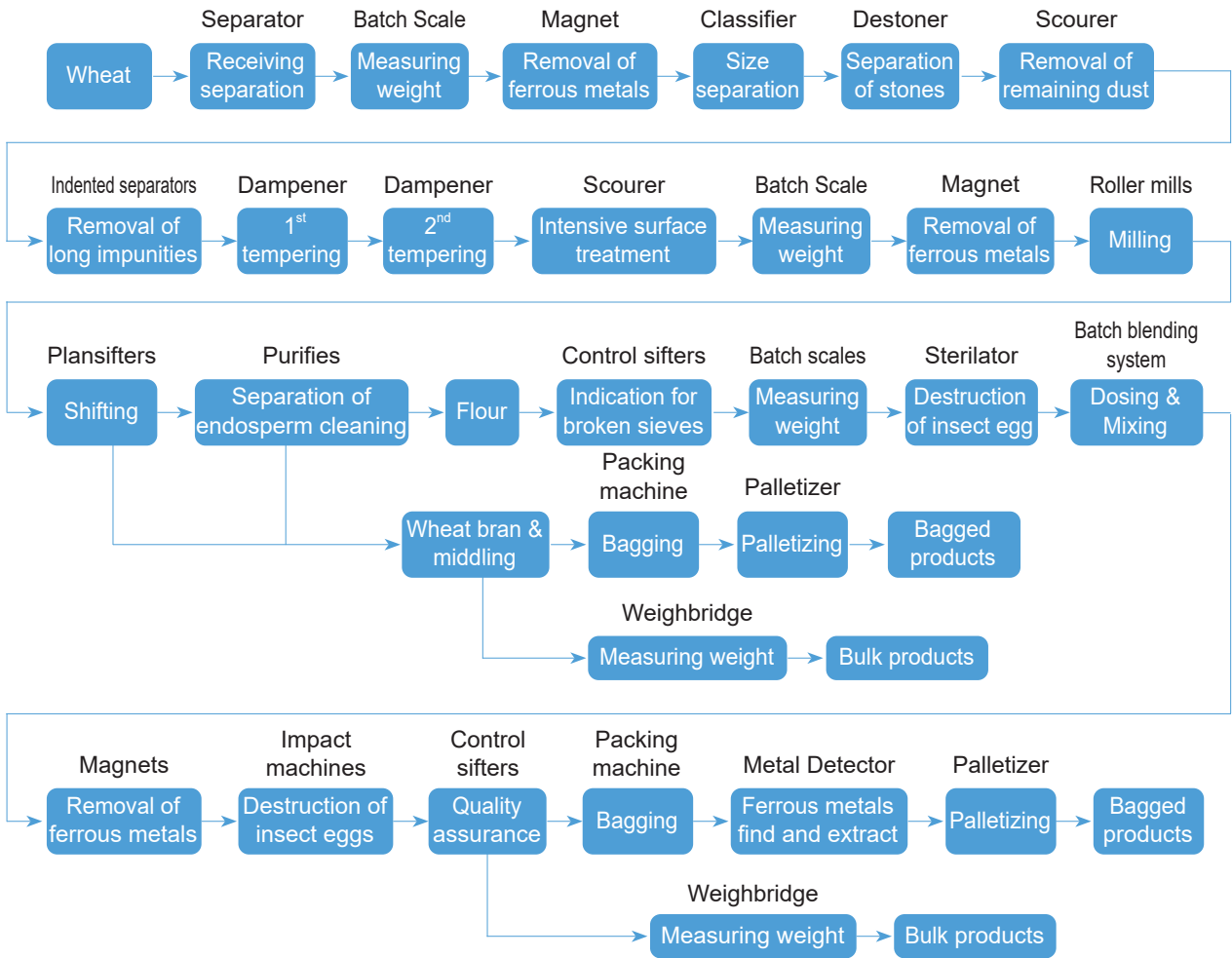
Please refer to the Investor Relations section of Uni-President China Holdings Ltd.'s official website.

4.2.2 Production Process of Main Products

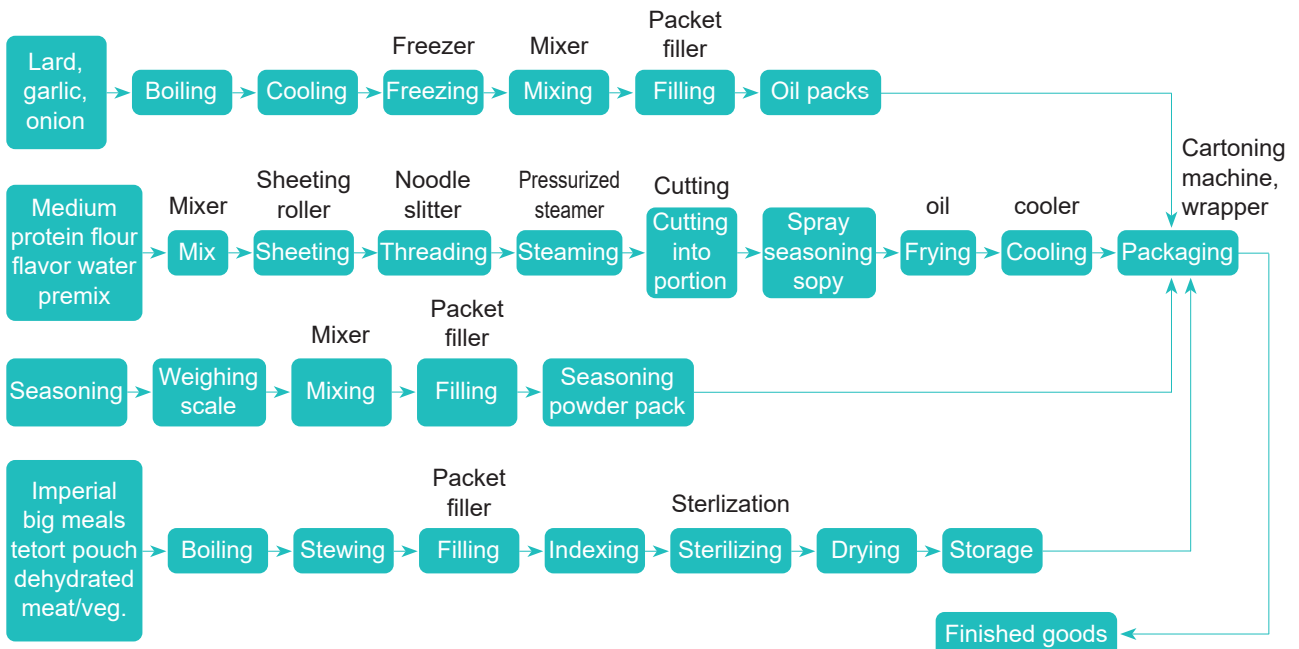
(1) Animal Feed



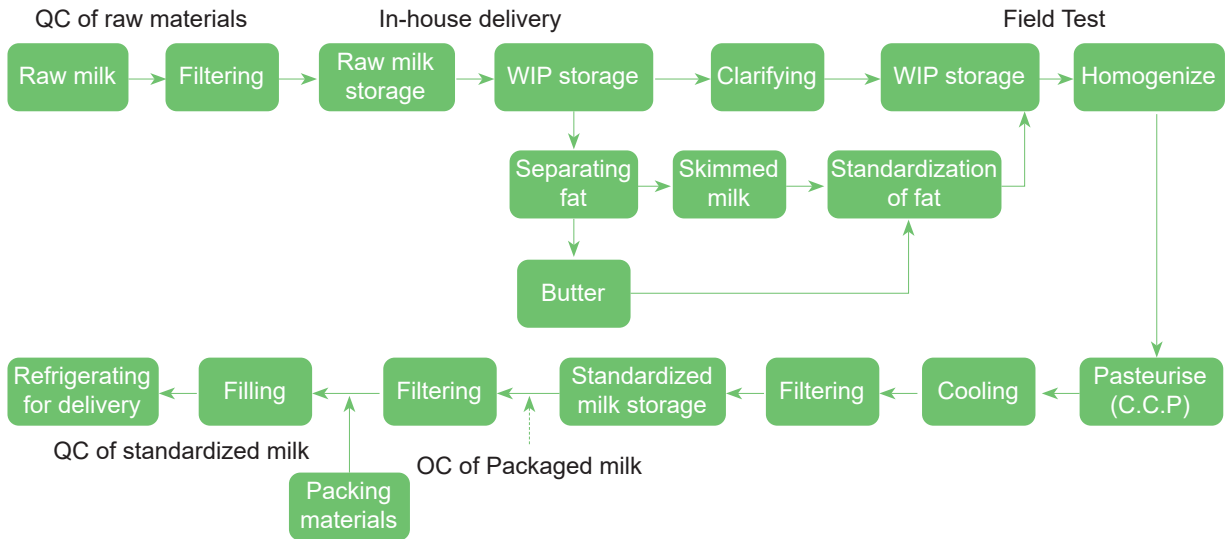
(2) Flour



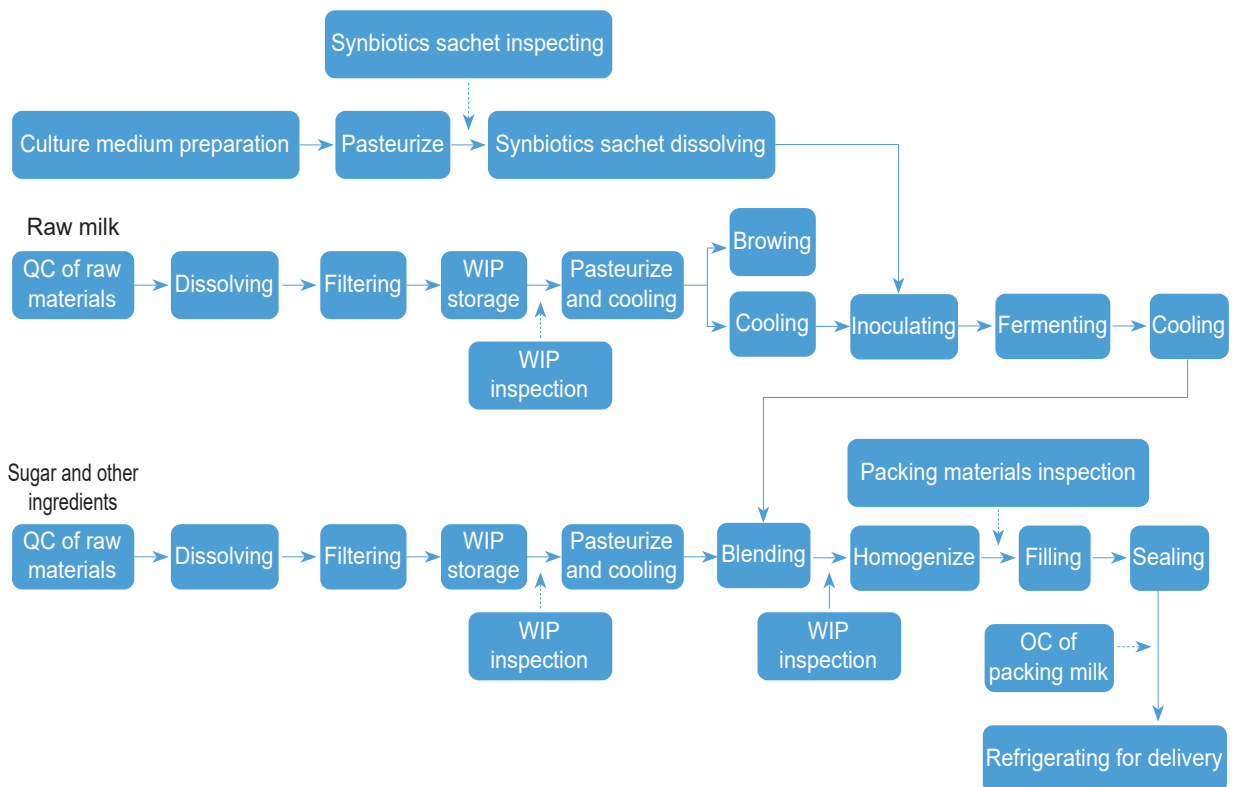
(3) Instant Noodle



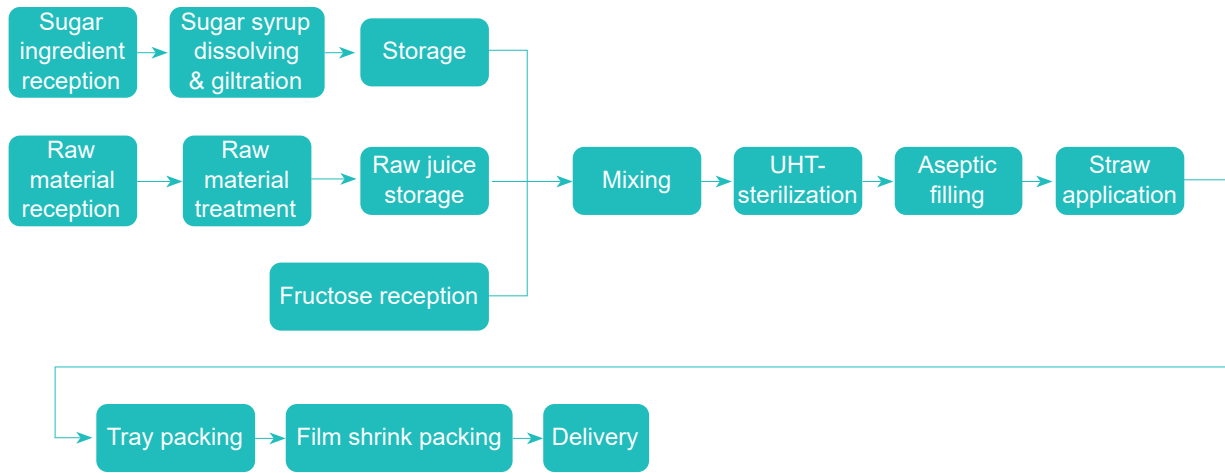
(4) Fresh Milk



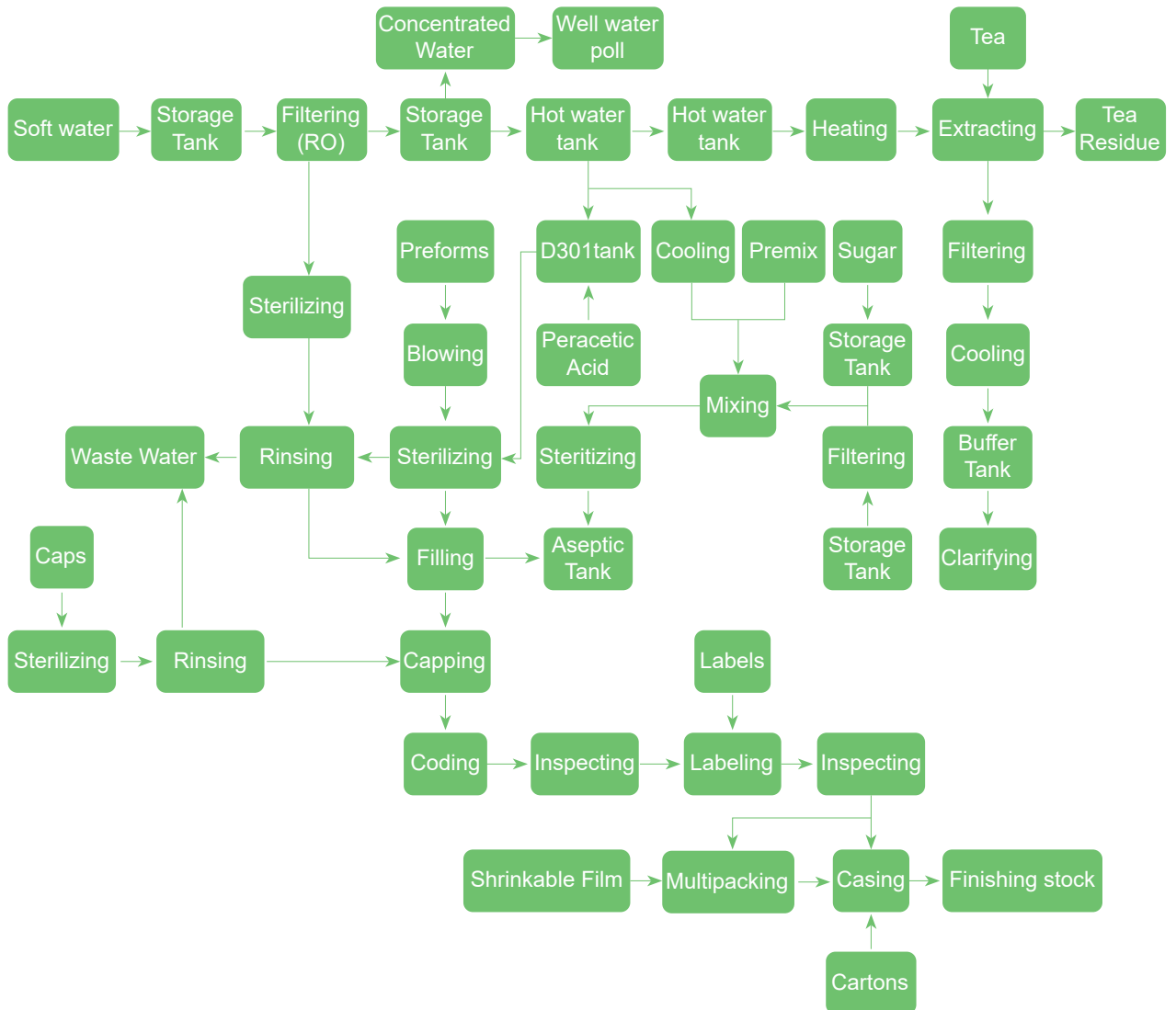
(5) Fermented milk



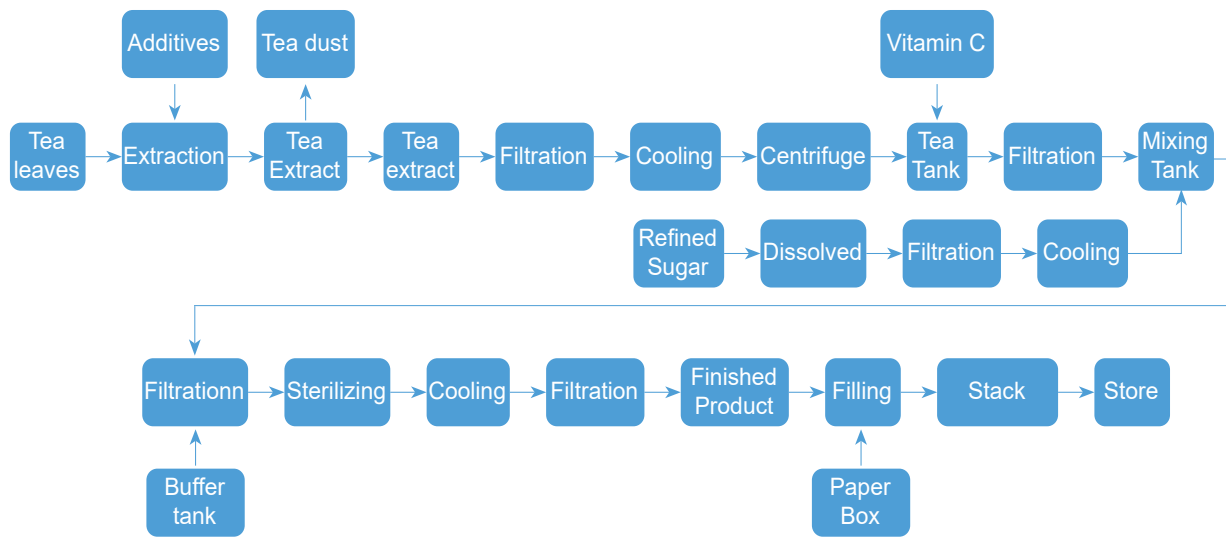
(6) Aseptic Brink Juice



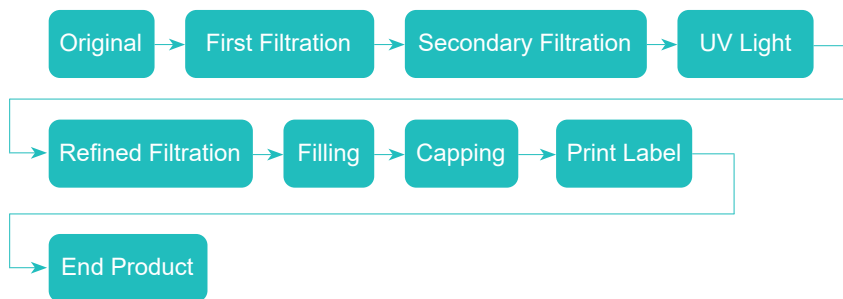
(7) Aseptic PET Drink



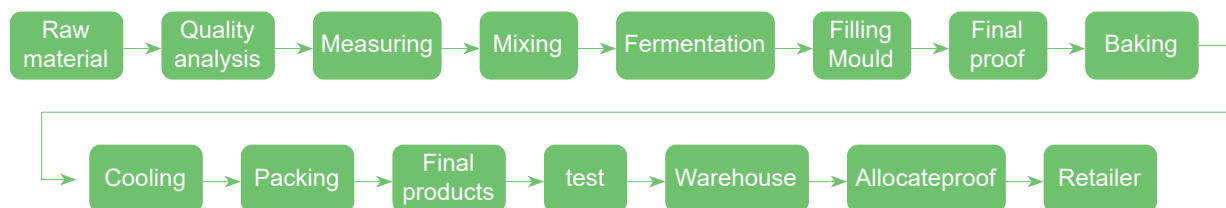
(8) TP Chilled Tea



(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	New Zealand	
	Soy/non-GMO	U.S.A., Canada	
Beverage	Coffee powder	Asia, Latin America, Africa	Stable
	Sugar	Domestic, Thailand	
	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. A. List of suppliers that have accounted for at least 10% of procurement over the past two years:

Rank	2025				2024			
	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	Yuanyou Food Enterprise Co., Ltd.	3,524,847	10.43	NA	NA			
	Others	30,255,241	89.57					
	Procurement	33,780,088	100.00					

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

Unit : NT\$ thousands

Rank	2025				2024			
	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.	11,479,669	21.58	Subsidiary	Uni-President Cold-Chain Corp.	10,884,796	21.35	Subsidiary
2	Tung Ang Enterprises Corp.	6,715,520	12.62	Subsidiary	Tung Ang Enterprises Corp.	6,706,713	13.16	Subsidiary
3.	RSI, Retail Support International Corp.	5,943,265	11.17	Subsidiary				
	Others	29,056,193	54.63		Others	33,383,992	65.49	
	Net Sales	53,194,647	100.00		Net Sales	50,975,501	100.00	

4.3. Human Resources

4.3.1 An Analysis of UPEC Employees

Year	2024	2025	As of Feb 28, 2026
Number of Employees	5,734	5,684	5,678
Average of Age	44.64	44.91	44.93
Average Years of Service	18.36	18.38	18.40
Level of Education (%)			
Ph. D.	0.16%	0.12%	0.12%
MS / MA	14.09%	14.64%	14.74%
College	32.75%	33.71%	33.83%
High School	11.23%	9.96%	9.92%
Others	41.77%	41.57%	41.39%

Note : Total staffs (Group) of 2024 : 116,074 ; Total staffs(Group) of 2025 : 119,269

4.3.2 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 the Company formally established the Uni-President Enterprises Corporation Affiliated Education and Training Center, which employs 11 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 205 staff members across departments (including 76 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 2025 is stated as below:

In-House Training (Number of hours)	Outside Training (Number of hours)	Training Expense (NT\$ thousands)
144,039	13,731	21,045

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, between 2012 and 2023, 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
2025/11/25	Fu Huan Shui Zi No. 1148657331	Article 28, Paragraph 1 of the Water Pollution Control Act	An overflow of oily wastewater occurred, resulting in contamination of external water bodies.	The incident took place on September 12 during fryer cleaning operations at the Hukou Plant. Due to grease accumulation on the float switch in the waste oil-water collection tank, the pump malfunctioned and tripped, causing wastewater to overflow into the stormwater drainage system and discharge outside the plant.	<p>A. The float switch and associated wiring were replaced on September 12. Routine daily cleaning and inspection of the collection tank have been implemented since September 22.</p> <p>B. An automatic notification system for pump abnormalities was established on September 29. In addition, an overflow containment facility in the wastewater area was completed on December 2.</p>
Amount of compensation	NTD 50,000				

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\$ 509,268,000

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're 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 2025, five meetings were held, 169 employees were retired under the old system with disbursement of NT\$528,098,699). 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: 2025/12/30 – 2028/12/29

Sinshih Main Plant: 2026/1/9 – 2029/1/8

Taichung Main Plant: 2025/12/30 – 2028/12/29

Yangmei Main Plant: 2025/12/16 – 2028/12/15

Zhongli Main Plant: 2026/1/22 – 2029/1/21

Hukou Plant: 2026/2/17 – 2029/2/16

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 2025, the Company recorded a disabling injury frequency rate (DIFR) of 0.16, a severity rate of 3, and a total recordable injury index of 0.02. There were 2 occupational injury cases (accounting for 0.03% of the total workforce in 2025), and the zero-incident target was not achieved. 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.

The 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” continues to carry out the following initiatives:

- (a) Deploying appropriate human resources and equipment to oversee the planning, monitoring, and execution of information security systems and maintenance operations.
- (b) Starting in 2024, the Risk Management Task Force has been chaired by the heads of the departments under oversight. Reporting requirements have also been expanded to include the Audit Committee (with the IT Department serving as a member of the Task Force). A formal report was subsequently presented to the Board of Directors on December 18, 2025.

(2) Information Security Policy

Corporate Information Security Management Policy: The Company established an information security management system in 2012 and developed a four-tier set of information security management documents to serve as the basis for our current information security management operations. These operations comply with the ISO/IEC 27001 information security management standard and have been certified by an accredited third-party. To ensure the system complies with the latest international standards, the Company successfully passed the ISO 27001:2022 transition audit in March 2025, ensuring the system aligns with the latest international regulations. Certification was first obtained on April 16, 2013, and the certificate remains valid (new certification validity period: April 16, 2025, to April 16, 2028). The company establishes and publishes an information security policy; implements an information security management system in accordance with ISO 27001; forms an information security team to strengthen security measures; and conducts and implement information security risk assessments and management procedures to ensure the confidentiality, integrity, and availability of the company’s information assets, as well as the protection of personal data.

(3) Information Security Risk Management Framework

The company periodically performs information security risk management in accordance with our Risk

Assessment and Management Procedures. This process involves identifying and analyzing security risks and evaluating their severity levels. For risks exceeding acceptable thresholds, risk treatment and improvement measures are implemented to mitigate potential threats. We follow the PDCA (Plan-Do-Check-Act) management cycle to ensure the achievement of our security objectives and drive continuous improvement in information security.

Plan — Information Security Risk Management

- (a) Corporate information security risk assessment
- (b) Information security risk management and countermeasure formulation
- (c) Compliance with international information security 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) Internal information security audit
- (e) Obtaining 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.
- (b) External Web Vulnerability Scanning
- (c) Host Vulnerability Scanning.
- (d) Account Privilege Review.
- (e) Endpoint Protection
- (f) Internal Server Farm Firewall activation to enhance server security protection.
- (g) Increase the frequency of firewall Antivirus & Intrusion Prevention System (IPS) updates to once per hour.
- (h) Install Managed Detection and Response (MDR) on critical System servers and administrators' computers.
- (i) Real-Time Antivirus Software Updates by applying vendor-issued patches immediately upon release..
- (j) Regularly upgrade the version of Fortinet network firewall firmware

(5) Resources Invested in Information Security Management

- (a) Information Security Case Sharing and Awareness Enhancement: 6 information security training sessions, 12 information awareness campaigns, and daily information security reminders on employee

login screens

- (b) Software Inventory Audit: Performing annually to ensure the legal use of licensed software and to prevent malware.
- (c) Endpoint Protection: Weekly checks for virus definition updates and Microsoft operating system updates. .
- (d) Disaster Recovery (DR) Drills: Performing at least once every six months for backup data restoration testing and once annually for core system disaster recovery exercises.
- (e) Host Vulnerability Scanning: Host vulnerability scans twice a year to patch security vulnerabilities.
- (f) 3W Intranet Portal (Uni-President Employee Portal) Announcements: Irregular announcements and educational content based on the latest security incidents.
- (g) Key Information Security Meetings: 2 Risk and Audit Committee meetings and 6 Information Security Task Force meetings.
- (h) Dedicated Information Security Team: 4 members (1 Chief Information Security Officer (CISO), 1 information security manager, and 2 information security specialists).

(6) Implementation Results of Corporate Information Security Measures in 2025

- (a) The ISO 27001 certification remains valid following periodic on-site audits conducted by external entities in 2025.
- (b) Preparatory work for the transition to ISO 27001:2022 is underway, with certification for the transition expected to be obtained in 2025.
- (c) A total of 30 ISMS information security standards were newly established or revised.
- (d) In 2025, a total of 5,052 hours of information security training was provided, reaching 2,383 participants.

(7) Major information security Incidents

In 2025, the company conducted an Information Security Risk Assessment, which concluded that no major security incidents posed risks to the Company's operations.

4.7 Intellectual Property Management Plan and Implementation Status

4.7.1 Intellectual Property Management Plan

To strengthen its industry leadership position and safeguard the outcomes of its efforts, the Company has formulated an intellectual property (IP) management plan aligned with its operational objectives, brand strategy, and R&D resources. Through the establishment and maintenance of various IP management policies, the Company aims to create corporate value. The scope of IP management covers patents, trade secrets, brands, and trademarks.

1. Patents

- (1) The Company has established management policies to ensure that proprietary technologies and innovative inventions developed in-house are protected under patent laws, while also encouraging technological innovation and development.
- (2) In alignment with market trends, the Company continues to enhance the utilization rate of patents and incorporates patent applicability as a threshold for patent applications, thereby creating operational value.

2. Trade Secrets

The purpose of management is to prevent the leakage of the Company’s trade secrets, thereby safeguarding its competitive advantages in business operations and market competition, and avoiding inadvertent infringement of others’ trade secrets that could result in losses.

3. Brands and Trademarks

- (1) Brand management is critical to the Company’s future development, while trademarks provide legal protection for brands and represent intangible assets essential for sustainable operations.
- (2) The Company has established trademark management strategies and related policies, and regularly reviews and strengthens its domestic, cross-strait, and international trademark portfolio to align with future Group requirements.

4. Risk Management Mechanisms

Category	Management Mechanisms
Patents	<ul style="list-style-type: none"> 1. Patent application management process: <ul style="list-style-type: none"> a. Applications are processed in accordance with the Patent Application and Maintenance Procedures, with approval required up to the division head level to ensure proposal quality. b. The Commercial R&D Institute holds monthly R&D meetings to review patentable technologies and reports departmental patent application progress in bi-monthly meetings. 2. Based on product development and market direction, the Company deploys domestic and international patent portfolios. For valuable patents, the Marketing Planning Department ensures timely payment of annual fees to maintain validity. 3. Patent infringement protection: <ul style="list-style-type: none"> a. Monitoring of relevant patents via the Intellectual Property Office’s global patent search system. b. Patent law firms assist in monitoring relevant patents. c. Researchers at the Commercial R&D Institute review whether marketed products infringe upon the Company’s patent rights.

Category	Management Mechanisms
Trade Secrets	<ol style="list-style-type: none"> 1. Annual inventory and classification-based management of trade secrets, with periodic and ad hoc audits. 2. For high-risk formulas and research projects, access and usage permissions are strictly controlled. Unauthorized personnel are prohibited from accessing highly confidential information, and effective controls are implemented for software and hardware systems. 3. All personnel with access to confidential information are required to sign non-disclosure agreements.
Brands & Trademarks	<ol style="list-style-type: none"> 1. In accordance with the Group's trademark application and management policies, BU trademark applications must first be reported to Uni-President Enterprises, followed by review and planning by the Group Trademark Management Committee. 2. Establishment of the "Trademark Use Application and Notification Rules" to ensure stricter control when brands are used in cross-industry collaborations or category extensions. 3. Formulation of the "Brand Management Policy" and the "Trademark Licensing Management Policy of Uni-President Enterprises" as governing standards. Review mechanisms are in place to prevent infringement of third-party trademarks. 4. A dedicated unit under the Marketing Planning Department is responsible for planning domestic and international trademark portfolios and regularly reporting progress. 5. Review procedures are implemented to prevent infringement risks associated with trademark use. 6. Through trademark opposition, cancellation, and rights protection actions, the Company safeguards its trademark rights and prevents infringement by others.

4.7.2 Implementation Status

1. Date of report to the Board of Directors in 2025: December 18, 2025.

2. Execution Status for the Year of 2025

Category	Implementation Status															
Patents	1. Patent Execution Results (Active Patents):															
	<table border="1"> <thead> <tr> <th>Category</th> <th>Invention</th> <th>Utility Model</th> <th>Design</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>2025 New Additions</td> <td>15</td> <td>2</td> <td>1</td> <td>18</td> </tr> <tr> <td>Cumulative Total</td> <td>194</td> <td>179</td> <td>65</td> <td>438</td> </tr> </tbody> </table>	Category	Invention	Utility Model	Design	Total	2025 New Additions	15	2	1	18	Cumulative Total	194	179	65	438
	Category	Invention	Utility Model	Design	Total											
	2025 New Additions	15	2	1	18											
Cumulative Total	194	179	65	438												
2. Legal Status: No patent infringement cases occurred in 2025																
Trade Secrets	1. Trade Secret Statistics:															
	<table border="1"> <thead> <tr> <th>Category</th> <th>Formula Standards</th> <th>Project Documents (Includes research reports, technical manuals, etc.)</th> </tr> </thead> <tbody> <tr> <td>2025 New Additions</td> <td>111</td> <td>205</td> </tr> <tr> <td>Cumulative Total</td> <td>3,105</td> <td>6,334</td> </tr> </tbody> </table>	Category	Formula Standards	Project Documents (Includes research reports, technical manuals, etc.)	2025 New Additions	111	205	Cumulative Total	3,105	6,334						
	Category	Formula Standards	Project Documents (Includes research reports, technical manuals, etc.)													
	2025 New Additions	111	205													
	Cumulative Total	3,105	6,334													
2. Legal & Security: No leaks, infringements, or litigation cases occurred in 2025.																
3. Awareness: Conducted 4 trade secret case study sessions for employees.																

Category	Implementation Status			
Brands and Trademarks	1. Trademark Execution			
	Contents	Dispute Resolution Successfully revoked	Rights Maintenance	Internal Reporting -Uni-President trademark usage applications
	Cases	12	120 cases (Taiwan: 40 / China: 71 / Other: 9).	203
2.No cases occurred in 2025 where the Company's trademark usage infringed upon others' trademarks.				
3.The Company has a total of 12 proprietary brands with annual revenue exceeding NT\$1 billion.				

3. Education and Training:

To strengthen employees' awareness and capabilities in intellectual property management, the Company conducted relevant training programs in 2025, with a total of 369 participants and 726.5 training hours.

4.8 Important Contracts

As Dec.31, 2025

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"> When there are changes in costs of water, electricity, fuel, wages, or other factors, both parties agree to reconcile the OEM expense accordingly. 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.
Contract Manufacturing Agreement	Sun Ford Mfg. Inc.	2026.01.01~2027.12.31	Pudding Contract Manufacturing	<ol style="list-style-type: none"> The use of trademark is restricted on the packing label of OEM product. Protect the trade secrets.
Contract Manufacturing Agreement	AGV Products Corp.	2026.01.01~2027.12.31	Ambient Temperature Milk Contract Manufacturing	<ol style="list-style-type: none"> The use of trademark is restricted on the packing label of OEM product. Protect the trade secrets.
Contract Manufacturing Agreement	TTET Union Corp.	2026.01.01~2027.12.31	Oil Product Contract Manufacturing	<ol style="list-style-type: none"> The use of trademark is restricted on the packing label of OEM product. Protect the trade secrets.
Cooperation Agreement	Nissin Food Products Co., Ltd.	2026.01.01~2026.12.31	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	2024.12.20~2027.12.20	Facility amount NT\$ 5,000 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	Land Bank of Taiwan	2025.05.15~2028.05.15	Facility amount NT\$ 3,000 million	None
Term Loan	The Hongkong and Shanghai Banking Corporation Limited	2025.10.12~2027.10.12	Facility amount USD 45 million	None
Term Loan	Chang Hwa Bank	2025.06.27~2028.06.27	Facility amount NT\$ 2,000 million	None
Term Loan	Taiwan Cooperative Bank, Ltd.	2025.09.26~2028.09.26	Facility amount NT\$ 3,000 million	None
Term Loan	Ta Ching Bills Finance Corporation	2025.05.14~2028.05.14	FRCP amount NT\$ 2,300 million	None
Term Loan	Chung Hwa Bills Finance Corporation	2025.09.15~2028.09.14	FRCP amount NT\$ 1,500 million	None
Term Loan	Mega Bills Finance Co., Ltd.	2025.09.03~2028.09.01	FRCP amount NT\$ 2,000 million	None

5

176	5.1 Financial Position Analysis
178	5.2 Financial Performance Analysis
480	5.3 Cash Flow Analysis
181	5.4 Major Capital Expenditure
183	5.5 Latest investment policy, major causes of profits and losses, and improvement plans for upcoming year
184	5.6 Analysis of Risk Management
188	5.7 Other Important Matters

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	2025	2024	Difference	
				Amount	%
Current Assets		\$10,611,420	\$11,413,812	(\$802,392)	(7.03)
Funds and Investments		227,035,778	223,920,393	3,115,385	1.39
Fixed Assets		31,958,721	30,915,635	1,043,086	3.37
Intangible Assets		119,836	142,421	(22,585)	(15.86)
Other Assets		2,148,981	1,589,851	559,130	35.17
Total Assets		271,874,736	267,982,112	3,892,624	1.45
Current Liabilities		42,657,825	30,937,978	11,719,847	37.88
Long-term Liabilities		80,392,940	89,094,692	(8,701,752)	(9.77)
Other Liabilities		13,041,761	12,749,091	292,670	2.30
Total Liabilities		136,092,526	132,781,761	3,310,765	2.49
Capital		56,820,154	56,820,154	0	0.00
Capital Reserve		2,635,231	2,804,549	(169,318)	(6.04)
Retained Earnings		79,382,407	76,035,175	3,347,232	4.40
Other Equity		(3,055,582)	(459,527)	(2,596,055)	564.94
Total Stockholders' Equity		\$135,782,210	\$135,200,351	\$581,859	0.43

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

- Increase in other assets: Primarily due to an increase in net defined benefit assets.
- Increase in current liabilities: Due to funding requirements for investments and adjustments in the allocation of long- and short-term borrowings. The Company raised the required funds by issuing short-term notes.
- Decrease in other equity: Mainly due to unfavorable changes arising from foreign currency exchange rate appreciation, which affected the translation adjustments of financial statements of overseas operating entities.

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	2025	2024	Difference	
				Amount	%
Current Assets		\$237,174,040	\$238,263,706	(\$1,089,666)	(0.46)
Funds and Investments		75,481,052	67,056,831	8,424,221	12.56
Fixed Assets		223,323,226	206,968,521	16,354,705	7.90
Intangible Assets		44,428,153	45,783,574	(1,355,421)	(2.96)
Other Assets		157,034,799	151,878,514	5,156,285	3.40
Total Assets		737,441,270	709,951,146	27,490,124	3.87
Current Liabilities		271,227,631	242,798,727	28,428,904	11.71
Long-term Liabilities		98,835,952	108,584,731	(9,748,779)	(8.98)
Other Liabilities		156,702,536	149,049,094	7,653,442	5.13
Total Liabilities		526,766,119	500,432,552	26,333,567	5.26
Capital		56,820,154	56,820,154	0	0.00
Capital Reserve		2,635,231	2,804,549	(169,318)	(6.04)
Retained Earnings		79,382,407	76,035,175	3,347,232	4.40
Other Equity interest		(3,055,582)	(459,527)	(2,596,055)	564.94
Non-controlling interest		74,892,941	74,318,243	574,698	0.77
Total Stockholders' Equity		\$210,675,151	\$209,518,594	\$1,156,557	0.55

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

- a. Decrease in other equity: Mainly due to unfavorable changes arising from foreign currency exchange rate appreciation, which affected the translation adjustments of financial statements of overseas operating entities.

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	2025	2024	Difference	
				Amount	%
Net Sales		\$53,194,647	\$50,975,501	\$2,219,146	4.35
Cost of Sales		(40,033,521)	(37,596,018)	2,437,503	6.48
Gross Profit		13,161,126	13,379,483	(218,357)	(1.63)
Operating Expenses		(11,128,589)	(10,929,721)	198,868	1.82
Operating Income		2,032,537	2,449,762	(417,225)	(17.03)
Non-operating Income and Gains		19,103,365	19,670,306	(566,941)	(2.88)
Income before Income Tax		21,135,902	22,120,068	(984,166)	(4.45)
Income Tax Benefit (Expense)		(1,508,308)	(1,446,782)	61,526	4.25
Net Income		\$19,627,594	\$20,673,286	(\$1,045,692)	(5.06)

A. Explanation for variance (if the variation is 20 % or more): Not applicable.

B. Estimated Sales Quantities :

The target volumes by product categories in 2026 are as follows: foodstuff 277 kilotons, instant noodle 23.28 million packs, beverage 56,490 thousand cartons, dairy products 353million tons, soy sauce 32 thousand cartons, bread 277 million packs and others such as frozen food, meat products and ice cream products 66 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	
					%
Net Sales		\$672,863,578	\$657,636,534	\$15,227,044	2.32
Cost of Sales		(450,283,343)	(442,507,068)	7,776,275	1.76
Gross Profit		222,580,235	215,129,466	7,450,769	3.46
Operating Expenses		(187,708,876)	(181,302,693)	6,406,183	3.53
Operating Income		34,871,359	33,826,773	1,044,586	3.09
Non-operating Expenses and Losses		6,624,370	8,400,399	(1,776,029)	(21.14)
Income before Income Tax		41,495,729	42,227,172	(731,443)	(1.73)
Income Tax Benefit (Expense)		(10,278,198)	(9,894,897)	383,301	3.87
Net Income		\$31,217,531	\$32,332,275	(\$1,114,744)	(3.45)

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

- a. Decrease in Non-operating Income and Expenses, and Loss: Mainly due to the recognition of investment losses, impairment losses, and an increase in interest expenses.

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 (1)	Net Cash Flow from Operating Activities (2)	Cash Outflow (3)	Cash Surplus (Deficit) (1)+(2)-(3)	Leverage of Cash Deficit	
				Investment Plans	Financing Plans
97,737	18,064,740	18,087,649	74,828	NA	NA

a. Operating Activities:

In 2025, net cash inflow from operating activities decreased compared with 2024, primarily due to higher interest and income tax payments during the period.

b. Investing Activities:

In 2025, net cash outflow from investing activities decreased compared with 2024, mainly because the net cash outflow from equity-method investments acquired during the period declined.

c. Financing Activities:

In 2025, net cash outflow from financing activities increased compared with 2024, primarily due to higher repayment 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 2024 (inclu.)	2025	2026	2027	2028	2029
Land, in Tree Valley Park, Sinshih District, Tainan	Retained earnings	2025.02	1,896,633	1,895,585	1,048				
Jatai DC Frozen Storage Facility	Retained earnings	2026.09	138,099	75,248	56,354	6,497			
Jatai DC Fresh & Ready-to-Eat Food Storage Facility	Retained earnings	2026.09	211,745	115,423	87,950	8,372			
President International Tower Renovation - Building Works	Retained earnings	2026.12	364,722	73,054	205,902	85,766			
President International Tower Renovation - MEP & Fire Protection Works	Retained earnings	2026.12	957,795	380,979	450,650	126,166			
Solar PV Installation - Sinshi Logistics Park.	Retained earnings	2026.12	104,499	8,476	43,604	52,419			
TBA9 Filling Machine (Including downstream equipment)	Retained earnings	2026.03	168,740		108,387	60,353			
375 A3/CF Filling and Packaging Line	Retained earnings	2026.04	97,880		58,833	39,047			
TR18-B Filling Machine Replacement Project	Retained earnings	2028.02	105,605			10,561	73,923	21,121	
TR18D Filling Machine and Peripheral Equipment Replacement Project	Retained earnings	2028.02	116,810			11,681	81,767	23,362	
TR18C Filling Machine and Peripheral Equipment Replacement Project	Retained earnings	2029.02	116,260			11,626	34,878	46,504	23,252
TR18 Filling Machine	Retained earnings	2026.03	98,000		60,205	37,795			
TR Filling Machine – Installed at Hon Chuan for OEM Production	Retained earnings	2026.02	90,000		22,466	67,534			
TR Filling Machine Replacement for OEM Production of Pure Tea at Hon Chuan	Retained earnings	2027.04	90,000			72,000	18,000		

5.4.2 Expected Benefits

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

Unit: NT\$ thousands

Year	Item	Production Volume (in thousand cases)	Sales Volume (in thousand cases)	Amount of Sales	Gross Profit
Yearly	TBA9 Filling Machine (Including downstream equipment)	4,601	4,849	649,187	162,044
Yearly	375 A3/CF Filling and Packaging Line	2,881	2,975	546,673	165,412
Yearly	TR18-B Filling Machine Replacement Project	1,747	1,747	581,007	213,593
Yearly	TR18D Filling Machine and Peripheral Equipment Replacement Project	708	708	446,805	131,264
Yearly	TR18C Filling Machine and Peripheral Equipment Replacement Project	972	972	1,122,084	263,989
Yearly	TR18 Filling Machine	1,674	1,674	444,952	157,240
Yearly	TR Filling Machine – Installed at Hon Chuan for OEM Production	1,350	1,350	428,000	133,000
Yearly	TR Filling Machine Replacement for OEM Production of Pure Tea at Hon Chuan (Taiwan)	1,350	1,350	428,000	133,000

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

- (1) Land, in Tree Valley Park, Sinshih District, Tainan: In response to the construction needs of UPEC group's warehousing and logistics parks.
- (2) Jatai DC Frozen Storage Facility & Fresh & Ready-to-Eat Food Storage Facility: 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 Works & MEP & Fire Protection Works: 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 PV Installation - Sinshi Logistics Park: Estimated annual carbon reduction of 1,099 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 refine 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.

The Company reported a net income of NT\$19.628 billion for 2025, representing a decrease of NT\$1.045 billion, or 5.1%, compared to NT\$20.673 billion in the same period last year. Earnings per share (EPS) were NT\$3.45, down NT\$0.19 from NT\$3.64 in the prior year. The decline was primarily attributable to a sharp increase in coffee bean costs and the ongoing restructuring of the e-commerce business.

Uni-President China Holdings Ltd. (Cayman) recorded a net income of RMB 2.05 billion for 2025, reaching another record high. This reflects an increase of RMB 201 million, or 10.9%, compared to the same period last year. The growth was mainly driven by simultaneous increases in the performance of the food, beverage, and strategic alliance segments, along with the stabilization of certain raw material prices and improved capacity utilization, supporting steady overall operational growth. President Chain Store Corp. reported a net income of NT\$11.210 billion for 2025, a decrease of NT\$328 million, or 2.8%, compared to the same period last year. The decline was primarily due to the absence of one-off gains recognized in 2024, including disposal gains from the Shandong supermarket business and income tax reversal benefits. Ton Yi industrial Corp. reported a net income of NT\$2.152 billion for 2025, representing an increase of NT\$620 million, or 40.4%, compared to the same period last year. The growth was mainly driven by significantly higher sales of tinplate products compared to the prior year.

(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 2025(TWD in thousand ; %)
Interest Expenses	1,587,937
Interest Expenses to Net Sales	2.99%
Interest Expenses to Pre-Tax Income	7.51%

In 2025, the global economy experienced moderate growth; however, amid geopolitical tensions and uncertainties surrounding trade policies, monetary policy paths among major economies diverged. In the United States, the Federal Reserve implemented preemptive interest rate cuts in the second half of 2025 as inflationary pressures eased. In Taiwan, although the economy faced headwinds from U.S. reciprocal tariff measures, overall economic performance remained resilient, supported by growth in AI-related industries. Meanwhile, the annual increase in the domestic CPI over the past year remained within the range of 1.2% to 1.8%, indicating moderate inflation. Accordingly, the Central Bank of the Republic of China (Taiwan) maintained its policy rate at 2% in 2025 and complemented its stance with open market operations and selective credit control measures. Looking ahead, the Company will continue to utilize diversified financing channels to strengthen its financial structure while closely monitor macroeconomic developments. When appropriate, the Company will issue medium to long-term fixed-rate corporate bonds to secure stable funding sources and flexibly employ short-term financing instruments to balance funding flexibility with liquidity management.

(2) Foreign exchange

Item	Year 2025(TWD in thousand ; %)
Net Foreign exchange gain/loss	-33,009 thousand dollars
Net Foreign exchange gain/loss to net sales	-0.06%
Net Foreign exchange gain/loss to net income	-0.16%

In 2025, the U.S. Dollar Index declined by more than 9%, reflecting market expectations regarding the direction of U.S. monetary policy, changes in interest rate differentials among major economies, and concerns over the U.S. fiscal and political environment. Taiwan's exports benefited from demand driven by emerging technology industries, while foreign capital inflows and the repatriation of funds by domestic life insurance companies supported an appreciation of approximately 4.27% of the New Taiwan Dollar against the U.S. dollar. Looking ahead, global demand for technology-related applications is expected to remain an important factor influencing Taiwan's export performance. However, shifts in monetary policies, changes in the international trade environment, and capital flow dynamics may increase exchange rate volatility. The Company's imported raw materials are denominated in U.S. dollars. It has used forward foreign exchange contracts for hedging to reduce the impact of exchange rate fluctuations on costs, and will continue to prudently manage foreign exchange risk going forward.

(3) Inflation

2025 CPI in Taiwan increased by 1.66% and PPI decreased by 1.84%. 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, 2025, the upper limit of our endorsement was NTD 135,782,210 thousand dollars; announced remaining endorsement guarantee was NTD 21,624,650 thousand dollars. Actual amount used was NTD 3,380,500 thousand dollars, which is NTD 2,708,000 thousand dollars more than NTD 2,672,000 thousand dollars in 2024. 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 2025.

(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 499 million in 2026.

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. In 2025, policy and regulatory changes closely related to the Company included strengthened regulations on food containers and packaging, revisions to permitted pesticide residue limits, the inclusion of multiple food ingredients under food additive management, and the expanded scope of the “Guidelines for Good Hygiene Practices in Food.” 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 importance on the relationship between industry trends and technological development and is committed to promoting the application of information technology. The Company has implemented internationally recognized enterprise resource planning systems, including the Oracle ERP Financial Module, developed its proprietary Uni ERP system, and continuously optimized related ERP systems. It has also successfully developed a commercial logistics and sales system in-house and fully implemented it across all distribution units, enabling real-time monitoring of product sales trends. In addition, the Company has promoted online ordering operations and developed the Mobile Sales Management (MSM) system and the New Retail Management (NRM) system to reduce the daily order-processing workload of distribution units and to ensure fast and accurate capture of downstream sales data.

Through the concept of shared services, the Company assists domestic and overseas affiliated enterprises in applying information technology, thereby improving operational performance while reducing investments in IT software and hardware. By developing and integrating financial transaction systems, the Company has significantly shortened accounts receivable processing procedures and timelines while eliminating bad debt issues. A data warehouse system has also been established to provide information necessary for real-time decision-making analysis, and a shared platform is being developed to consolidate company-wide data, information, and knowledge, facilitating integration, sharing, and experience transfer.

The Company supports its manufacturing units in implementing a Manufacturing Execution System (MES) and a Warehouse Management System (WMS) to ensure accurate material input during production processes. In addition, inbound traceability systems have been developed, and a batch barcode digitization mechanism has been introduced to link batch management from raw material sources through to final production. These initiatives establish a comprehensive food safety traceability system, ensuring the implementation of food safety policies and minimizing the impact of potential food safety incidents on consumers and the Company. Food traceability information is also uploaded to the public cloud for consumer inquiries. By actively and effectively leveraging human resources and information technology, the Company aims to achieve the dual objectives of reducing costs and enhancing corporate competitiveness.

In response to the industrial transformation driven by the global rise of artificial intelligence (AI), the Company regards AI as a key driver for enhancing organizational productivity. AI transformation has been designated as a core policy, and the Company is committed to leveraging generative technologies

to significantly improve organizational productivity and development efficiency, thereby driving business model innovation and strengthening the Group's long-term competitive advantages.

The Company has established comprehensive network and IT security measures to prevent cyberattacks from any third party that could paralyze critical business functions, including manufacturing operations and financial systems. To prevent malware and minimize potential damages from such attacks, the Company continuously implements improvements and updates its security measures, strengthening network firewalls and access controls to prevent the spread of computer viruses. An integrated, automated cybersecurity maintenance and operations platform has been developed, and regular employee security awareness tests are conducted. In addition, external experts are engaged to perform periodic cybersecurity assessments. These measures serve to reinforce the Company's IT security framework and ensure the resilience and continuity of its critical business operations.

(2) Effects of Industrial Changes

Affected by stricter food safety regulations and fluctuations in raw material prices, Taiwan food companies are facing higher industry standards. Companies must continue to uphold the highest standards of food safety in order to restore consumer confidence. As a result, we continue to implement the policies of "adjust structure, stable growth, and value-based marketing," strengthening pricing stability and applying freshness management principles to respond to industry changes.

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

During the 2025 fiscal year, the Company did not encounter any significant negative incidents that would impact its corporate image. 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 as its foundation, complemented by a flexible "Alliances & Integration" approach to further expand and deepen its business scope. Leveraging a mindset of complementary strengths, the Company will actively seek suitable strategic partners, while enhancing organizational management capabilities and integrating group operational resources to strengthen its international competitiveness, continuously deepen market influence, and realize operational synergies.

In response to the advent of the digital economy era, the Company will continue to invest additional resources to optimize a comprehensive customer experience and reinforce its market leadership. In doing so, it aims to enhance shareholder returns while upholding ESG sustainability principles, fulfilling corporate social responsibility, creating greater value for the industry, and promoting overall social 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.

5.6.13 Other Major Risks : None.

5.7 Other Important Matters : None.

6

192	6.1 Summary of Affiliated Enterprises
192	6.2 Issuance of Private Placement Securities
192	6.3 Other Supplementary Disclosure

SPECIAL DISCLOSURES

6.1 Affiliated Enterprises Information:

Please refer to the Market Observation Post System (MOPS)

Website:

https://mopsov.twse.com.tw/mops/web/t57sb01_q10

6.2 Private Placement of Securities:

Please refer to the Market Observation Post System (MOPS)

Website:

<https://mops.twse.com.tw/mops/#/web/t116sb01>

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.

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