

全家就是你家

FamilyMart

2023 Sustainability Report



About This Report



Report Contents

Taiwan FamilyMart Co., Ltd. (Stock Code: 5903, hereinafter called this Company, FamilyMart, or we) was founded in 1988. Over the years we have focused on operating a convenience store chain that provides consumers with convenience and all kinds of daily necessities in life. In 2023, we published the Taiwan FamilyMart Co., Ltd. Sustainability Report (hereinafter called "the/this Report") again and uploaded it to the Market Observation Post System (MOPS) and our corporate website.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021 version. It is also based on the disclosure requirements of the Taiwan Sustainability Disclosure Guidelines (applicable to industries with food manufacturing and catering revenue accounting for over 50% of their operations) and the framework provided by the Task Force on Climate-Related Financial Disclosures (TCFD). Additionally, some disclosures are aligned with the industry-specific guidelines of the Sustainability Accounting Standards Board (SASB) for the food retail and distribution industry. All financial figures are expressed in New Taiwan Dollar (NTD/NT\$), and the related statistics have been produced in accordance with the internationally universal indicators. Quantitative indicators disclosed in this report with special meanings will be footnoted.



Report Publication Time and Cycle

This report discloses the sustainability performance and responses to the issues of stakeholders for the year 2023 (covering the period from January 1, 2023 to December 31, 2023). In order to ensure the completeness and comparability of information, some data may be traced back to 2020 or extended to 2024. In the future, we will continue to publish the sustainability report every year.

Current issue: Published in August 2024

Previous issue: Published in June 2023



Boundary and Scope

The geographic boundary of this report is Taiwan FamilyMart Co., Ltd. and all of its convenience stores in Taiwan. Except for financial information and some sustainability information certified by the accountants, it does not include investee companies in the consolidated financial statements.



Report Management

Internal audits:

- The source of data in this report has been reviewed by the heads of each department for accuracy, reviewed by the ESG Committee, and the report was issued after being approved by the Board of Directors.

External certification:

- Financial data: PwC issued an audit report containing an unqualified opinion in accordance with the Regulations Governing Auditing and Attestation of Financial Statements by Certified Public Accountants.
- Occupational safety and health data: ISO 45001 Occupational Health and Safety Management Systems (SGS Taiwan)
- Environmental data: ISO 14064-1 GHG Inventory (DNV)
- Information security data: ISO 27001 Information Security Management System (BSI Taiwan Branch)
- Personal data protection data: Taiwan Personal Information Protection & Administration System (TPIPAS) (Institute for Information Industry)
- Sustainability data: PwC Taiwan provides limited assurance that the sustainability report complies with TWSAE3000: Assurance Engagements Other than Audits or Reviews of Historical Financial Information.



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Message from the Chairman

Looking back on 2023, which marked the 35th anniversary of FamilyMart convenience store, we had a wonderful and fruitful year, thanks to the support of franchise store managers, the efforts of all employees and partners, the cooperation of suppliers, and the visits and suggestions of customers!

FamilyMart's performance in 2023 was remarkable in the three major operating indicators of the retail industry - "market scale influence," "single-store YoY revenue growth YoY," and "gross profit margin." As of the end of 2023, the total number of FamilyMart stores reached 4,234 stores; Single-store revenue growth of existing stores reached a record high, and gross margins also increased; The "general fresh food composition ratio" that represents our brand differentiation reached the target ahead of schedule, exceeding 33%. As competition becomes increasingly fierce in the retail industry, these meaningful growths indicate that we are on the right track.

Facing rapidly changing external environments, FamilyMart understands that the greater the influence of a company, the heavier the responsibility it bears. As the retail format closest to consumers, convenience stores have become the key players with the greatest opportunity to influence consumers using channel resources.

Convenience for Sustainability, You+1, Easily Practice a Green Lifestyle

FamilyMart, with sales at its core, builds a sustainable action that all upstream and downstream partners can participate in along the industry value chain. We continue to integrate ESG awareness into our corporate culture and business activities through the four major value chains: "Sustainable Food," "Kind Sharing," "Environmentally Friendly," and "Corporate Commitment," embracing and benefiting stakeholders. Starting in 2022, we proposed the core ESG theme of "Convenience for Sustainability, You+1". By 2023, this concept has fermented and expanded within the Company, becoming the catchphrase "sustainability DNA."

In the post-pandemic era, people's lifestyles and consumption patterns have changed, but FamilyMart continues to provide simple and convenient sustainable living services. Since the launch of the "friendly food time" mechanism to cherish food, the amount of leftover food has been reduced by more than 714 tons per month, double the amount in 2020, creating the best example of mutual benefit among franchisees, consumers, the Earth, and the head office.

In 2023, we also called on six major industries and eight major brands to create Taiwan's only "Circular Cup" alliance, including chain convenience stores, coffee shops, breakfast restaurants, and fast food restaurants, and joined hands with the government and non-governmental organizations to tear down the barrier of competition and declare the "reduction of waste from disposable cups" on Earth Day. As of today, consumers can enjoy free reusable cup services at more than 1,500 locations across Taiwan, borrowing from one place and returning them to another, reducing the use of disposable beverage cups by more than 100,000.

Energy transition brooks no delay, incorporating energy conservation and carbon reduction into daily operations

Facing the "energy transition" goal in the transition to net-zero by 2050, FamilyMart is also committed to implementing innovative service solutions. At the end of 2023, we opened the country's first "Energy Resilience Experimental Convenience Store - Tainan Pingfeng Store," which uses solar power, energy storage system, and electric vehicle charging stations to provide stable power supply and use green energy. The store can reduce carbon emissions by nearly 500 kg per month by switching between different power sources during peak and off-peak hours. It not only attempts to become a demonstration store for energy transition in retail channels, but also functions as a community environmental education base.

Protecting the Earth's environment is a nationwide consensus. FamilyMart has taken two strategic actions: "IoT & Energy Management System" and "Store Manager Energy Saving Map" to reduce store energy consumption and become the best promoter of caring for the Earth. At present, more than 90% of FamilyMart stores have IoT & energy management systems, such as using sensors to adjust indoor and outdoor temperature difference, reducing the power consumption of refrigeration equipment through dynamic defrosting, and controlling the brightness of lamps based on the number of customers and weather conditions to achieve energy conservation and carbon reduction. With the assistance of two major strategies, electricity consumption in 2023 was reduced by over 2 million kWh.



Public welfare practices, social innovation and empowerment, becoming a social influencer

In terms of promoting charity, FamilyMart uses four convenient channels, including change donations, FamiPort donations, membership APP, and Fa points, with stores attracting customers and the app diverting traffic, to make the 4,234 stores in Taiwan into a charity platform that merges online and offline. The cumulative amount of donations in 2023 hit a record high of NT\$140.9 million.

At the same time, FamilyMart continues to provide non-stop support to public welfare groups. In 2023, we worked with 25 non-profit organizations. In addition to building a donation platform, we also responded to public welfare needs through action, empowered social innovation organizations, and became a social influencer.

FamilyMart focuses on caring for five major themes: "poverty and hunger," "health and well-being," "disadvantaged and empowerment," "people with disabilities," and "human rights and the environment," including advocating a circular economy, promoting the convenience of operations for people with disabilities, and paying attention to a migrant worker-friendly shopping environment. We hope to be able to respond to environmental protection and DEI (diversity, equality, and inclusion) issues that are particularly valued by external stakeholders, while caring for public welfare.

Looking towards the market environment in 2024, we must pay equal attention to "long-term trends" and "rapid changes," especially in the severe competition of the retail industry, which tests our two key capabilities: The "kinetic energy" to make rapid and flexible adjustments, and the "driving force" to change customer behavior. We would like to share several trend observations and responses with all stakeholders:

Political changes

High political uncertainty has persisted in recent years, including the US-China trade war, the Russo-Ukrainian War, and the Israeli-Palestinian conflict in the Middle East. These global supply chain crises caused by geopolitics may all bring massive unpredictable changes to the international economic situation and raw material prices at any time.



Economic expectations

From an economic perspective, inflation eased last year compared with the previous year, and the economic growth rate also increased each month. We can expect this year to be even better. Following the policy of net-zero emissions by 2050 and the era of carbon pricing, many scholars have pointed out the possibility of green inflation. However, the low-carbon economy is also bound to attract end consumers and create new business opportunities and new business issues.

Social development

In the social aspect, population aging and severe labor shortages are irreversible trends. After the pandemic, paying attention to health has become a national movement. People are still uneasy about health and their health needs have become more detailed and a part of everyday life. For example, soy milk was only divided into sugar, sugar-free, and low-sugar, but now calcium and protein are also being added. FamilyMart's long-term promotion of Clean Label fresh food products with less additives, healthy ambitions, and plant-based living are highly recognized by consumers. In the future, we will become even more keenly aware of new health trends.

Technology IP

The development of generative AI and IoT applications demand the most attention. When the threshold for AI application is lowered, the breadth and depth of affected industries will expand rapidly. If IoT applications are combined with smart home appliances in the future, it will derive the D2C (Direct-to- Consumer) business model, and brick-and-mortar stores closest to consumers will gain a niche.

Facing the cross-business fierce competition, the ultimate winner will surely be the company that puts consumer needs first and implements it thoroughly. FamilyMart's top priority in 2023 was to continue to focus on "customer needs as the core," while integrating ESG thinking into daily operations, creating "Convenience for Sustainability, You+1" action plans that benefit all parties.



Sustainability Chapter

Energy transformation

Respond to international climate resolutions with action and lead consumers towards net-zero emissions by 2050

The impact of climate change cannot be underestimated, and countries have responded by formulating their own net-zero carbon emission pathways. Finding a low-carbon energy transition pathway is a matter that brooks no delay. As the consumer space closest to the public, FamilyMart convenience stores hope to work with consumers to find a sustainable operation method for co-existence and co-prosperity as the times evolve.

Company energy transformation

In the face of fierce competition, convenience stores are introducing more machines to provide more services, causing the electricity consumption of stores to increase. Energy efficiency is an important carbon issue faced by convenience stores. Starting from 2023, we planned store energy with three major strategies: "energy saving, energy storage, and energy creation."

⚡ Energy Conservation

Through four major methods of energy conservation: raise awareness, training, on-site execution, and regular inspection, we designed an "energy conservation map" for store staff to develop good daily electricity usage habits, reduce unnecessary energy waste, and achieve long-term energy saving.

⚡ Energy storage

To stabilize the store's energy supply and ensure that business is not suspended, FamilyMart built a solar power and energy storage microgrid system in the Tainan Pingfeng store in 2023. Its operating equipment is composed of energy storage batteries and solar panels. The microgrid has two major execution items:

- ① Uses green electricity during the store's electricity consumption peaks, and uses the price difference between peak and off-peak hours to compensate for the store's electricity consumption.
- ② The energy storage system provides stable power supply to the store. In the event of a power outage, the energy stored can provide power to the store's basic operating equipment and business equipment, including automatic doors, cashier systems, refrigerators and freezers, hot food areas, and basic lighting and air conditioning, and maintain operations for 2 to 3 hours, providing consumers with uninterrupted services.

⚡ Energy creation

Solar panels are installed in stores in areas with sufficient sunlight, and the alternative energy generated by sunlight is stored in an energy storage system. The electricity generated is used for daily operations. In addition to electricity generated for self-use, we also started purchasing green electricity to try to find feasible ways to reduce carbon emissions of our stores.



FamilyMart IoT energy management system panel (figure on the left); Schematic diagram of energy storage batteries & solar panels in stores (figure on the right)

Promoting the transition to a sustainable circular lifestyle

We attempt to promote low-carbon lifestyles in places of consumption, and introduce the concept of carbon credit accumulation to allow consumers to proactively understand their carbon footprint before they can take low-carbon actions (such as: circulation mechanism). We also verify low-carbon business models through the collaboration of multiple parties.



Low-carbon lifestyle pathway 1: Carbon-negative stores

To make consumers pay attention to the carbon footprint of products and start accumulating carbon credits, FamilyMart began working with a team from National Taipei University in 2019 to measure the carbon footprint of products and understand the psychology of consumer behavior, establishing a consumption model that accumulates carbon credits while purchasing products.



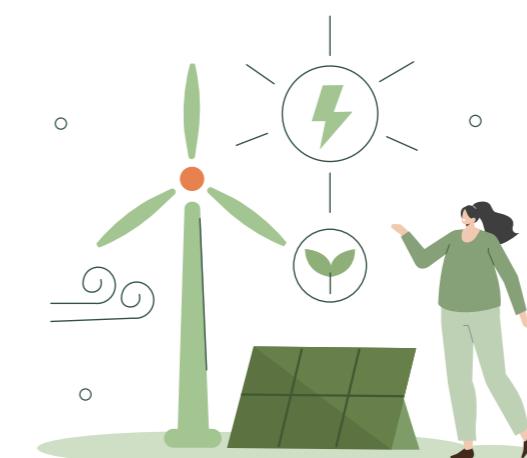
Low-carbon lifestyle pathway 2: Circulation mechanism

FamilyMart actively promotes various sustainable circular services, including ECOCO recycling machine, TPC Life Care laundry detergent refill stations, and reusable cup borrowing services, allowing consumers to experience the greatest intersection of green life and simplicity and convenience.



Low-carbon lifestyle pathway 3: Carbon Neutrality Collaboration Sandbox Experiment

In response to the era of carbon pricing, we use single stores as demonstration sites and All Win +PAY "Carbon Reduction Winner" as a platform to let consumers accumulate carbon credits with low-carbon behavior, and provide the carbon credits to FamilyMart stores to achieve carbon neutrality and achieve net-zero emissions within a specific period.





Sustainability Chapter

Industry transformation

Promoting "low-carbon transportation" to contribute to the environment

Transportation is the largest component of carbon dioxide emissions. Of the total carbon dioxide released directly from fuel combustion, the transportation process accounts for 25% of the world's total. It is also the sector that consumes the most oil, accounting for 92% of the world's total consumption. Convenience stores are highly dependent on the number of deliveries made to be open 24/7. Therefore, reducing the carbon dioxide generated during transportation is a top priority for FamilyMart. We took the following measures in response to low-carbon transportation in 2023:

- ① Gradually replaced Phase 5 and under logistics vehicles and gradually adjusted Phase 6 vehicles to reduce fuel consumption.
- ② Adjust multi-temperature joint distribution to reduce multiple deliveries.
- ③ The system adjusts the appropriate number of vehicles to be used and plans routes to reduce carbon emissions.
- ④ The cargo in truck uses a waterproof cover made from eco-friendly material that can be repeatedly used, reducing the use of disposable plastic film.
- ⑤ Roll containers are used for goods distribution to reduce the amount of tape used to secure consumables when moving within the factory.

Implementation of Local Sustainable Development Commitment of Small-Farmers and Small-Business-Owners

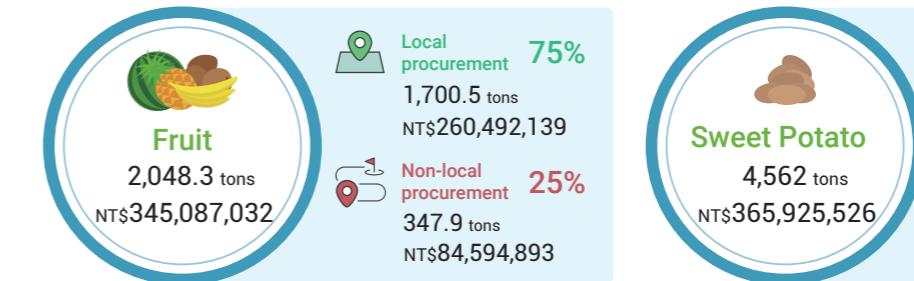
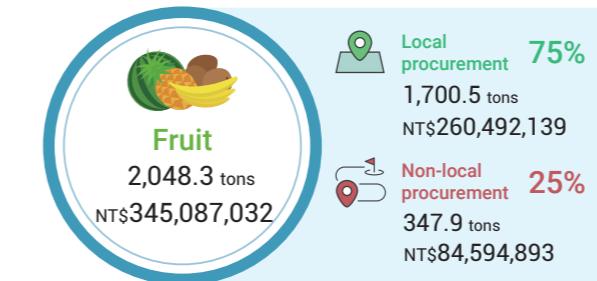
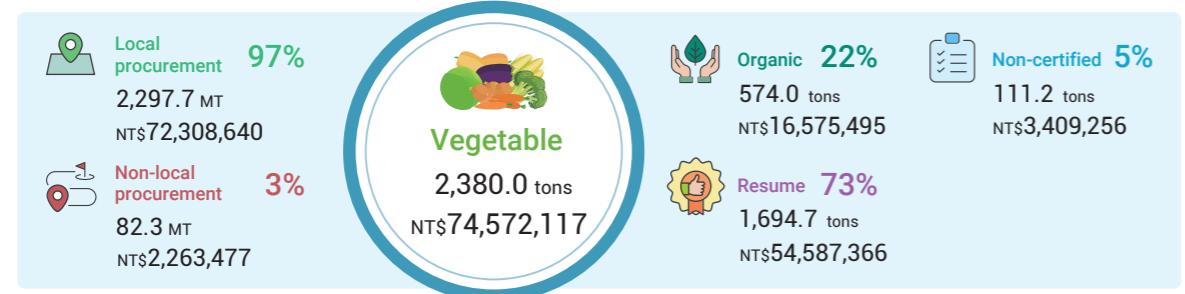
We agree with the environmental sustainability concept and care about the land and future generations of Taiwan. Many ingredients used in our fresh food products are diligently grown by frontline farmers. We hope to ensure the income of farmers and quality of crops through our retailing power. Hence, in fresh ingredient supply, through contract farming, pesticide use, and procurement regulations, we established local sustainable agriculture and organic farms.

At the same time, FamilyMart is committed to providing consumers with more sustainable agriculture, fisheries, and livestock products and circular services. FamilyMart received First Prize in purchases of "Buying Power – the Social Innovation Product and Service Purchase Award" for the seventh consecutive year with a buying power of NT\$160 million in 2023, the longest streak since the awards have been held.

In addition to purchasing high-quality social innovation products and services, we also hope to support social innovation organizations through the power of channels. The "FamilyMart Sustainability Innovation Award" of the Sustainability Empowerment Accelerator was held for the first time in 2023. Five of the over a hundred teams were selected into the final round, including social innovation organizations "CCILU International," "Swingreeds," "The can," "Originlimit," and "NPUST," which experimented with waste reuse and circular economy solutions at FamilyMart stores, in hopes of inspiring new ESG thinking through the series of collaborations.

FamilyMart not only continues to cooperate with social enterprises, but also went from simple product purchase and sales to developing co-branded products with social innovation partners. In the future, FamilyMart will continue to support social enterprises and respond to regional revitalization.

Local procurement



Products from cooperation with social enterprises and small farmers

- ① FamilyMart collaborated with the local company "Blueseeds" to develop 4 personal hygiene products of the plant extract series, using natural farming methods to grow and extract essential oils, which do not contain artificial chemical additives and make an appeal to reject environmental hormones.
- ② FamilyMart uses fresh milk from "Bettermilk" to make butter biscuits.
- ③ FamilyMart uses local ingredients to produce products under its own brand, such as: Fami Collection Taiwan Tea Series

Sustainable products

- ① 5 household paper products obtained the Forest Friendly Label
- ② Pineapple & Mango Dark Chocolate 72% and Psidium Guajava Linn Dark Chocolate 72% are both made from 100% fair trade sustainable cocoa beans
- ③ 8 items of tea, packaged water, and sparkling water obtained the carbon footprint certification
- ④ 2 items of plant fiber bowls and plates are biodegradable
- ⑤ 3 items of fragrance packs use natural mineral diatomaceous earth pellets, and the outer bag of the fragrance packs uses recycled materials that meet global recycling standards, and uses Ecocert natural plant essential oils.
- ⑥ 6 items of BPA-free tableware series



Sustainability Chapter

Lifestyle transition

FamilyMart is Promoting the "Friendly Food Time" Mechanism to Reduce Food Waste

To address food waste and respond to the UN Sustainable Development Goal of reducing

food waste, FamilyMart introduced the "friendly food time" in 2019, which is a mechanism for fresh food called the "30% discount within 7 hours before the expiration date." This mechanism utilizes the "time-limited barcode" and "time-based pricing" technologies. FamilyMart released the "Friendly Food Time Map" in 2021. Consumers who want to buy specific products only need to pick up their mobile phones to check the quantity of friendly food time products in each store, greatly improving its convenience.

To attract more people to participate in friendly food time, FamilyMart launched the "Dining Together, Planting Together" event in 2023. During the event, FamilyMart members can earn points by purchasing friendly food time products. When members accumulate 2 million points, FamilyMart and the foundation will plant 1,000 trees. People who want to do their part to protect the environment can not only reduce food waste and carbon emissions by purchasing friendly food time products, but also support the tree planting event with their daily consumption. The event was warmly welcomed by consumers. In 2023, three friendly food time tree planting activities were held, with a total of 3,000 trees planted, passing on this goodwill to care for the Earth.

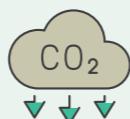
As of 2023, the friendly food time membership has reached a total of 3.05 million people. Since the implementation of the campaign, a total of 26,141 metric tons of food waste has been reduced, resulting in a reduction of 8,714 kg of carbon emissions for the planet. Compared with 2020, fresh food waste has been reduced by 23.5%, and the target is to reduce food waste by 35% in 2030.



98% of fresh food products in all stores have joined the initiative



2.61 million metric tons of food waste has been reduced in total



8.714 metric tons of carbon emissions was reduced for the planet



More Than Just Waste Reduction, It's about Circularity! FamilyMart Creates a "Sustainable Circular Living Ecosystem"

The environmental protection issue is gaining increasing attention, and plastic pollution has become an important environmental issue alongside climate change in recent years. Although the durable and low-cost characteristics of plastics have made life more convenient, it also damages marine ecology and terrestrial ecology.

Sustainability and environmental consciousness have become universal values in recent years. As the consumer field closest to people, FamilyMart actively utilizes its retail power to demonstrate social value. In response to public environmental awareness and in line with the United Nations Sustainable Development Goal 12 on responsible production and consumption, FamilyMart has set "more than just waste reduction, it's about circularity" as the core objective for plastic reduction. We actively identify and implement innovative and replicable action plans from various aspects of daily operations to reduce plastic and carbon emissions. Our aim is to move towards becoming a sustainable lifestyle service platform in the retail industry.

To invite consumers to become participants in the "sustainable circular living ecosystem," FamilyMart focuses on consumers' most common purchasing behaviors, such as coffee, meal boxes, and the shopping process. We have introduced innovative circular solutions, including reusable cups, reusable meal boxes, reusable packaging for online shopping, and refill stations for unpackaged daily necessities such as laundry detergent. These initiatives aim to lead consumers in achieving substantial waste reduction results.

■ Implementation status of plastic reduction

The plastic reduction eco-friendly business model established in a top-down manner begins with the corporate vision and own brands. By integrating with operating strategies in all aspects: goods, services, logistics, and e-commerce, we established the plastic reduction policy and schedule and maintain constant internal and external communication to demonstrate our determination in sustainable development. In October 2020, FamilyMart's ESG Committee formed the Plastic Reduction Task Force to establish strategies, medium-and long-term targets, and action plans and hold a routine monthly meeting to follow up the progress of various action plans.

■ Promotion of Reusable Containers

Leading the retail industry in introducing reusable coffee cups

We officially established "Let's Café Sustainable Cup Recycling Stations" in 2022, and first began providing reusable coffee cups at the 4,000th FamilyMart, the "Banqiao Guangrong Store." By the end of 2023, they were implemented in 1,000 stores across Taiwan, accounting for 15% of the total number of stores. This achievement is far ahead of the regulatory requirement of reaching 5% of stores by 2023.



Circular Packaging for Online Shopping

Starting in 2022, FamilyMart cooperated with "PackAge+" to recover reusable packaging for online shopping. In 2023, recovery services are provided in 3,700 stores across Taiwan, and over 1,000 reusable packaging materials have been recovered as of the end of 2023.



Unpackaged Daily Necessities

In response to the most environmentally friendly concept of zero packaging waste, FamilyMart collaborated with TPC Life Care to introduce "Laundry Detergent Refill Stations." We invited consumers to bring their own containers to purchase laundry detergent, and by 2023, this initiative had been implemented in 22 demonstration stores.





Promoting Plastic Reduction for Packaging Materials

Fresh Food Packaging: Plastic Reduction and Lightweighting

FamilyMart hopes to provide consumers with safe and convenient products while embodying the concept of loving the Earth and being eco-friendly. To ensure information transparency, FamilyMart discloses the plastic usage in our private label products, FamiCollection, and fresh food packaging. We focus on three aspects: plastic reduction, lightweighting, and zero plastic. This includes expanding the use of paper containers, replacing plastic lids with flat film seals, and making bread bags lighter and thinner. We aim to go beyond slogans and implement environmental sustainability in our business operations, harnessing the power of the community.

Fresh food packaging accounts for a significant portion of FamilyMart's plastic usage. In 2023, through the use of paper containers, lightweighting, and material changes, we reduced plastic usage by 400.07 metric tons. We will continue to promote plastic reduction in packaging and encourage consumers to minimize the use of disposable containers and tableware. In comparison to 2020, the use of plastic packaging for fresh food products decreased by approximately 24.2% in 2023. We have set a target to further reduce plastic usage by 30% by 2030 (the baseline year is 2020).

Furthermore, we observed that consumers enjoy shaking their tea beverages to evenly mix the ingredients. To provide a better drinking experience while responding to the plastic reduction trend, we have replaced cup lids with film seals. This change not only prevents drink spillage during shaking but also reduces plastic usage. Switching from plastic cup lids to film seals allows for an 85% reduction in plastic usage per cold beverage.

Statistics of Package and Packaging Materials Consumption

Plastics consumption of packages for self-branded products and fresh food products (Unit: MT)					
Year	PP	Cup cover	Total	Fresh food revenue (million NTD)	Proportion of plastic packaging materials of fresh food (MT/million NTD revenue)
2021	1,874.5	584.4	2,458.9	15,288	0.161
2022	2,019.0	605.8	2,624.8	17,105	0.153
2023	2,029.7	475.5	2,505.2	20,050	0.125

In 2023, the plastic packaging material consumption per million NTD revenue was 0.040 MT less than 2020 ^(Note), packaging material consumption was 24.2% less.

Note: In 2020, the plastic packaging material consumption per million NTD revenue was 0.165 MT.

Specific Measures to Reduce Plastic Usage

Food Products	Tableware
<ul style="list-style-type: none"> The use of flat film seals on soup bowls to save the plastic on the top cover. Launched in the fourth quarter of 2023 and initially used in 4 items. Container lightweighting, packaging material shape changes, and the use of paper containers: Cumulative plastic reduction in 2023 reached 400.07 metric tons. 	<ul style="list-style-type: none"> Direct provision of reusable cup services to consumers in stores, allowing beverage cups to be easily reused. In 2023, there was a large-scale implementation of this service across regions, with a total of 1,000 stores offering reusable cups by the end of 2023. This resulted in a plastic reduction of 492.95 kg. Starting from July 2022, cup sealing machines were introduced for bottled beverages, replacing cup lids with film seals. By the end of 2023, 2,982 stores had implemented this change, resulting in a total plastic reduction of 83.81 metric tons.

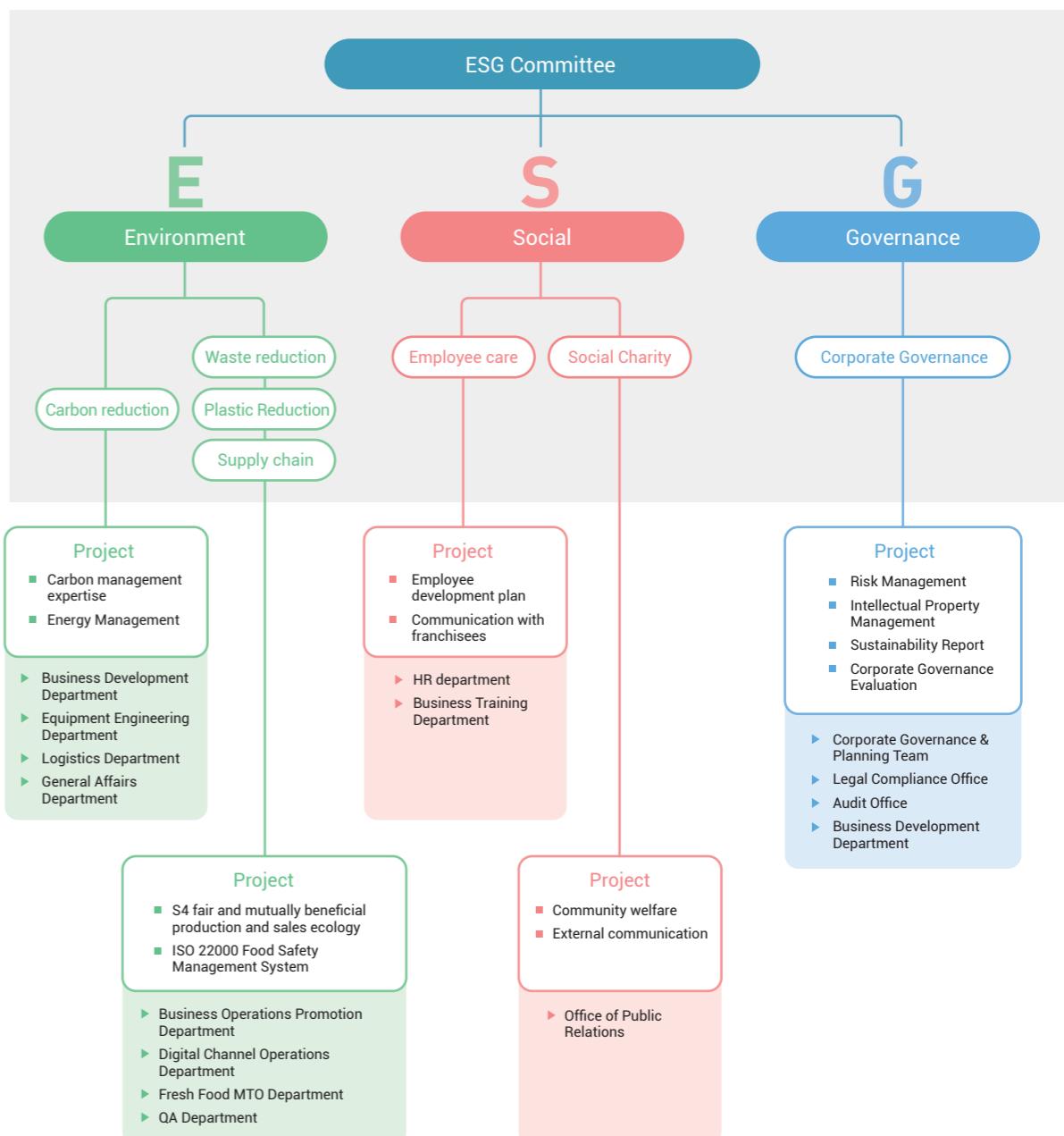
Future Plans

Circular economy	Plastic reduction and lightweighting
<ul style="list-style-type: none"> Expansion of stores providing reusable cup service Providing reusable meal boxes on a trial basis Using reusable packaging for online shopping Recycling of milk bottles for coffee 	<ul style="list-style-type: none"> Using eco-friendly packaging materials - FSC paper Paper packaging materials extension Expanding the use of flat film seals Using vegetable fiber tableware

Corporate Sustainable Governance

Organization and Strategy for Sustainable Development

As FamilyMart continues to grow its business performance, we recognize the increasing responsibility that companies have in sustainable development. The issues valued by stakeholders are essential for the sustainable development of our business. In order to implement the concept of sustainable management, we have established a dedicated "Sustainable Development Committee" led by the General Manager. The committee has three working groups for "environment," "social," and "governance" related sustainability issues. It consists of selected managers and employees from various departments. Quarterly meetings are held to integrate cross-departmental resources, promote action plans for corporate sustainable development, and report the implementation results to the Board of Directors annually. In the future, we will continue to improve our governance mechanism with the goal of elevating the level of the Sustainable Development Committee to a functional committee under the jurisdiction of the Board of Directors. The Corporate Governance Task Force plans, manages, and implements FamilyMart's ESG policies and activities and takes charge of the preparation and publication of the annual sustainability report.



Glory and Recognition in 2023

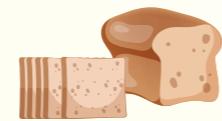
Sustainable Performance Management

Ranked 29th among large enterprises in the 2023 Sustainable Citizen Award presented by CommonWealth Magazine

Won the "Sustainability Report Gold Award" in the Oscars of sustainability awards, the Taiwan Corporate Sustainability Awards

FamilyMart supports local social enterprise innovation and won first prize in the "Buying Power Social Innovation Product and Service Procurement Award." It demonstrates responsible production and consumption practices aligned with the UN SDG 12. This is the seventh consecutive year the Company has won the award with a buying power of NT\$160 million in 2023, making it the most frequently awarded and consistently recognized company!

FamilyMart's New Fiber Wheat Toast, which has the Clean Label double clean label, won the 2023 Monde Selection Gold Award, which is known as the "Oscars of the food industry." It has less food additives so that consumers can eat healthily and with peace of mind.



FamilyMart formed the "Circular Cup Alliance" and won the special award in "Buying Power – the Social Innovation Product and Service Purchase Award"

FamilyMart won six awards in the "Food Innovation Award," including industrial service innovation, catering service innovation, design aesthetic innovation, 2 social media marketing innovations, and food and beverage innovation

The "FamilyMart DEI Convenience Store" and "See Taiwan Together with Family" environmental education project won the Gold Award and Bronze Award in the 2023 Taiwan Sustainability Action Awards, respectively.

The "0800 Storytelling" video and the "Convenience for Sustainability, You+1" sustainability image video were recognized with the 2023 Golden Eagle Micro Movie Silver Award and Bronze Award, respectively.

Financial Performance Highlights

2023 consolidated revenue:
NT\$ **99.61** billion

2023 consolidated net income after tax:
NT\$ **1.689** billion

Non-Financial Performance Highlights

Self-owned fresh food factory, FCM factory audit rate **100%**, audit passing rate **100%**

As of the end of December 2023, a total of 1,270 ingredients and materials, 1,119 fresh food items, and 236 self-branded products obtained the **Clean Label** certification.

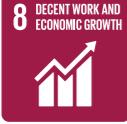
Raised up to NT\$ **140 million** a year through the store small change donation, FamiPort (FP) small-amount donation, app donation, and reward point for charity platforms

Hired over 109 persons with disabilities (accounting for 1.84% of all employees), **85%** higher than the regulatory requirement

Stores have a "**Muslim-friendly product shelf**" and strengthened notices in stores to create a friendly channel for diverse ethnic groups.



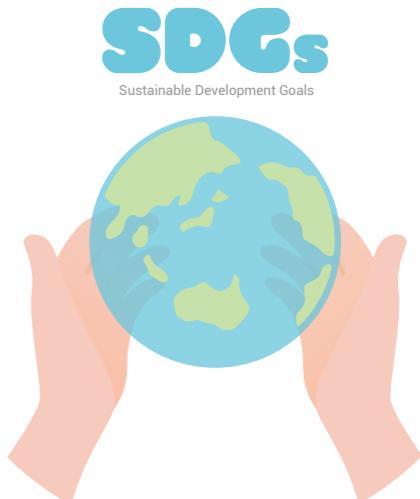
UN SDGs

SDGs	Plans and achievements corresponding top SDGs	Corresponding Section
	<ul style="list-style-type: none"> In 2023, the audit rate of self-owned and commissioned fresh food factories was 100%, and the passing rate was also 100% In 2023, we invested NT\$11.518 million in food safety management 	<ul style="list-style-type: none"> 2.1 "Safe, Worry-free, Healthy" Foods 2.2 Sustainable Supply Chain Management
	<ul style="list-style-type: none"> With reference to the CNS 45001 Occupational Health and Safety Management System, we established the "Occupational Safety and Health Work Rules" and obtained ISO 45001 external certification in 2023. We hire occupational health nurses, constantly promote maternity health protection, workplace bullying prevention, health classroom e-learning courses, and arrange employee health checkups regularly. In 2023, we subsidized NT\$11.36 million for employee health checkups. We set up the employee health consultation hotline to provide mental health and healthcare-related consultation services. 	<ul style="list-style-type: none"> 5.2 Human Rights and Healthy and Safe Workplace
	<ul style="list-style-type: none"> Training expenses (including head office and stores): NT\$35.081 million Training hours of all employees: 232,280 hours in total Training hours of store workers: 137,874 hours in total We have also established the enterprise university to cultivate talents for the management. A total of 787 employees graduated from the training. FamilyMart's e-learning platform "eHRD" surpassed 1 million visitors in 2023 FamilyMart collaborated with the Jing Chuan Foundation in the Yellow Hat Traffic Safety Program in 2023, delivering a total of 755 traffic safety lessons and benefiting 19,072 students. 	<ul style="list-style-type: none"> 4.1 FamilyMart: Goodwill-Sharing Value Chain 5.4 Talent Development
	<ul style="list-style-type: none"> With the Internet of Things (IoT) monitoring system as the core, we enhanced electricity efficiency and demand control. By using energy-saving LED lights in signs, stores, and arcades, the effectiveness of energy conservation in 2023 was estimated at 884,681 kWh, equivalent to 437.92 tCO₂e. 	<ul style="list-style-type: none"> 3.1 Environmental Management Policy 3.2 Climate Change Response
	<ul style="list-style-type: none"> In 2023, the consolidated revenue was NT\$99.61 billion; consolidated net income after tax was NT\$1.689 billion; and the cash dividend was NT\$5.8 per share. Protected labor rights and interests through diversity and equality in the employment policy. Developed a well-established remuneration and welfare system and built an "employee benefits platform" for employees to purchase daily necessities with discounts. 	<ul style="list-style-type: none"> 1.1 About FamilyMart Taiwan 5.2 Human Rights and Healthy and Safe Workplace 5.5 Remuneration and Benefits

SDGs	Plans and achievements corresponding top SDGs	Corresponding Section
	<ul style="list-style-type: none"> Promoted "Cherish Food" to address the food leftover issue to reduce the waste of food. Promoted the Clean Label to reduce unnecessary additives and carbon footprint (CFP). Enforced local sustainable development, increased purchase and collaboration with small-farmers and social enterprises, and recognized as with the Buying Power: Social Enterprise Procurement Award from MOEA for 7 consecutive years. In 2023 FamilyMart was the first convenience store in Taiwan to introduce the concept of carbon credits. We collaborated with National Taipei University to establish 8 carbon-negative stores. Implemented the Environment-Friendly Project (exchange waste resources for purchase discounts) to encourage public participation. 	<ul style="list-style-type: none"> Sustainability Chapter 2.4 Innovative and Sustainable Products 3.1 Environmental Management Policy 3.4 Waste Reduction from Love for Earth
	<ul style="list-style-type: none"> The environment team under the ESG Committee establishes the environmental management policy, identifies climate-related risks and opportunities, and proposes related countermeasures to mitigate the climate-related impacts on business operations. Operational risks (including environment - climate change) are one of the 8 major risk categories, as established by the risk management policy, and related procedures and implementation results are recorded and reported to the Board each year. 	<ul style="list-style-type: none"> 3.2 Climate Change Response
	<ul style="list-style-type: none"> Established the Ethical Corporate Management Committee which reports the performance of ethical corporate management to the Board every year. Supplier contracts include an ethical corporate management clause, and 100% of tier-1 suppliers signed an ethical corporate management agreement. Established the "Regulations for Handling Reports on Illegal and Unethical or Dishonest Acts", set up internal report channels, defined the handling SOPs, and ensured the protection of the legal rights and interests of whistleblowers and the relevant parties. 	<ul style="list-style-type: none"> 1.2 Corporate Governance

(Source: UN Sustainable Development Knowledge Platform Website)

In 2015 the UN planned 17 Sustainable Development Goals (SDGs) based on the human need for sustainable development and the environmental, social, and economic problems that all countries in the world are facing as the agenda for sustainable development in 2030. In response to the SDGs, we voluntarily inventoried and disclosed our contributions to the SDGs for stakeholders to understand our positive attitude to connect with the world and determination to promote global sustainable development.



Stakeholder Communication and Material Topics



Besides assigning the ESG Committee and its working groups as the platform to identify stakeholders and material topics, we also hired external independent consulting companies to provide recommendations that meet the sustainability context of the Company.

After the discussion of various professional teams, the consensus and questionnaire methods were used to identify our stakeholders and sustainable topics. Based on the Company's sustainability context, industry characteristics, and practical experience, and with reference to the five attributes: dependency, responsibility, tension, influence, and diverse perspective as stated in the AA1000 Stakeholder Engagement Standard (AA1000SES), all ESG working teams and external consulting companies identified our stakeholders for sustainable development: shareholders and investors, government agencies, employees, local communities, suppliers and contractors, customers and consumers, banks, the media, franchisees, and charity groups.

Besides communicating with stakeholders through comprehensive channels, we set up the [stakeholder section on the corporate website](#) and a mailbox to understand the needs and expectations on FamilyMart of stakeholders and immediately provided responses. From 2021 onward, have requested a periodic report to the Board on the status of communication with stakeholders once a year. The report contents include the concerned issues, communication methods, and communication performance.

List of Channels for Stakeholder Communication

Stakeholders / Investors [Corporate Governance & Planning TEAM]

Significance of FamilyMart

FamilyMart values the opinions of its shareholders and investors. It has established a spokesperson system and an investor relations contact point to enhance communication. It regularly holds corporate briefings and shareholder meetings to strengthen the timeliness and transparency of information disclosure, ensuring the rights of shareholders and investors.

Concerned Topic

- ▶ Legal Compliance
- ▶ Risk Management
- ▶ Operating performance
- ▶ Corporate Governance
- ▶ Ethical Corporate Management

Communication Channel and Frequency

- ▶ Annual general meeting of shareholders.
- ▶ Regular updates of information disclosed in the "Investor Relations" section on the official website.
- ▶ Quarterly announcements of financial statements/Annual publication of annual reports.
- ▶ Annual publication of sustainability reports in both Chinese and English.
- ▶ Invitations or self-organized corporate briefings on a quarterly basis.
- ▶ Irregular updates to information disclosed on the official website.
- ▶ Timely response to inquiries and needs through the investor mailbox and hotline.

Communication Achievements or Responses in 2023

- ▶ Annual shareholders' meeting.
- ▶ Up date on the company's official website:
 - Monthly revenue, quarterly financial reports, and annual updates to the Company's annual report.
 - Annual publication of sustainability reports in both Chinese and English.
 - Participation in 4 quarterly investor conferences by invitation.
- ▶ 68 major announcements in both Chinese and English.
- ▶ 2 responses to feedback in the investor mailbox, 26 conference calls with domestic and international corporations and analysts.

Government agencies [Legal Compliance Office]

Significance of FamilyMart

FamilyMart continuously monitors government policies and regulatory compliance. It maintains effective communication channels to ensure legal compliance and support policy implementation.

Concerned Topic

- ▶ Social Charity
- ▶ Legal Compliance
- ▶ Product labeling and marketing communication
- ▶ Food hygiene and safety
- ▶ Labor Human Rights
- ▶ Occupational health and safety
- ▶ Ethical Corporate Management

Communication Channel and Frequency

- ▶ Monthly regulatory identification and dissemination.
- ▶ Irregular participation in policy seminars or public hearings.
- ▶ Irregularly cooperate with government documents and correspondence.

Communication Achievements or Responses in 2023

- ▶ Annual convening of 5 compliance meetings to grasp the latest policies and internal information dissemination.
- ▶ Participated in 6 hours of public hearings of the Ministry of Environment on amendments to sub-laws of the Climate Change Response Act.
- ▶ Organized 2 hours of training on the Money Laundering Control Act for the subsidiary FamilyNet Co., Ltd.

Employees [HR department]

Significance of FamilyMart

FamilyMart's momentum comes from the efforts and innovative spirit of its partners. It provides comprehensive compensation and benefits, as well as training systems, and is committed to providing employees with a pleasant and healthy working environment.

Concerned Topic

- ▶ Occupational health and safety
- ▶ Labor Human Rights
- ▶ Talent Development and Cultivation
- ▶ Employee diversity and equality
- ▶ Talent attraction and retention
- ▶ Ethical Corporate Management

Communication Channel and Frequency

- ▶ Regular convening of labor-management meetings.
- ▶ Real-time response to the stakeholder section on the official website
- ▶ Immediate response through dedicated hotline and mailbox for employee feedback.
- ▶ Quarterly convening of the Employee Welfare Committee.
- ▶ Annual employee satisfaction surveys.

Communication Achievements or Responses in 2023

- ▶ Annual convening of 3 labor-management meeting.
- ▶ Accumulated 64 cases of employee feedback and consultation in the stakeholder section of the official website.
- ▶ The employee feedback hotline and email inbox have received a total of 0 feedback and inquiries from employees.
- ▶ Annual convening of 3 Employee Welfare Committee meetings.
- ▶ Employee satisfaction survey with a total of 1,399 participants, with an average satisfaction score of 4.29.



Local communities
[Office of Public Relations / Business Advancement Department]

Significance of FamilyMart

As a good partner in the community neighborhood, FamilyMart actively engages in local community development and promotes community services, implementing sustainable community development and care.

Concerned Topic

- Social Charity
- Waste management
- Customer rights and interests
- Products and Services Innovation
- Food hygiene and safety

Communication Channel and Frequency

- Community care activities/irregularly
- Consumers who recycle waste electronic products at stores can get a deduction from a purchase

Communication Achievements or Responses in 2023

- Held 567 Little Store Manager events with approximately 11,340 participants
- Collected approximately 254,057 kg of waste batteries, 58,594 waste mobile phones, 56,778 kg of waste CDs, 7,318 waste laptops, 7,923 waste tablets, and 49,743 waste power banks.



Customers and consumers
[Customer Service Department]

Significance of FamilyMart

FamilyMart adheres to the principle of placing customer needs at its core and strives to meet various shopping needs and provide a positive consumer experience. It actively works towards creating the most convenient lifestyle service platform.

Concerned Topic

- Food hygiene and safety
- Customer rights and interests
- Products and Services Innovation
- Product labeling and marketing communication

Communication Channel and Frequency

- Real-time response to the consumer service hotline 0800-221-363
- Immediate response to the stakeholder section on the official website (suppliers, consumers, franchisees/landlord)
- Conduct periodic customer satisfaction surveys.

Communication Achievements or Responses in 2023

Customer feedback received through the customer service hotline and the stakeholder section of the official website totaled 26,004 cases.



Suppliers and Contractors
[QA Department / Product HQ]

Significance of FamilyMart

Suppliers and contractors are important partners in FamilyMart's operations. Through close collaboration and supplier management systems, they work together to create growth and establish a sustainable value chain.

Concerned Topic

- SCM
- Products and Services Innovation
- Sustainable procurement
- Packaging materials management
- Ethical Corporate Management

Communication Channel and Frequency

- Annual supplier meetings are held.
- Annual vendor social events are organized.
- Annual supplier audits are conducted.

Communication Achievements or Responses in 2023

- 1 annual supplier meeting is held.
- 1 annual vendor social event is organized.
- Completion of annual audits for 80 key suppliers. 100% completion of audits for raw materials suppliers and egg suppliers.



Media
[Office of Public Relations]

Significance of FamilyMart

The media serves as an important bridge for FamilyMart's external communication. It has a spokesperson system and a public affairs and brand communication unit to ensure consistent delivery of company information and brand image through various communication channels to the public and stakeholders.

Concerned Topic

- Legal Compliance
- Corporate Governance
- Food hygiene and safety
- Customer rights and interests
- SCM

Communication Channel and Frequency

- Organize periodic interview activities and press conferences.
- Issue news releases and accept interviews on an irregular basis.
- Dedicated hotline and email for immediate response to inquiries and needs.

Communication Achievements or Responses in 2023

- Held 6 media events and 13 media interviews
- Issued 141 press releases
- Dedicated hotlines received a total of 130 calls; Responded to 20 questions via e-mail



Banks
[Department of Finance and Accounting]

Significance of FamilyMart

FamilyMart maintains close communication and interaction with banks to secure stable and competitive sources of operating funds.

Concerned Topic

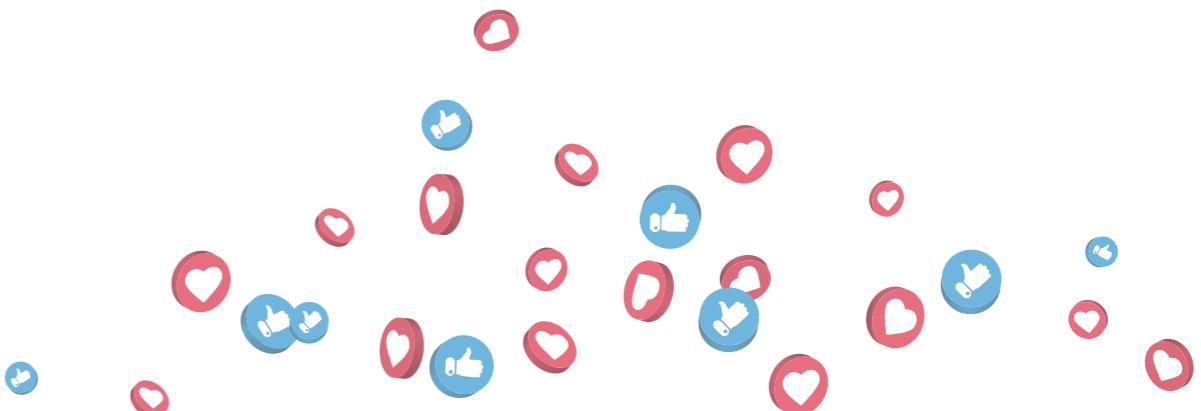
- Legal Compliance
- Corporate Governance
- Operating performance

Communication Channel and Frequency

- Conduct periodic business visits and meetings.
- Quarterly financial auditing by PwC Taiwan.

Communication Achievements or Responses in 2023

- Conduct periodic business visits and meetings with banks.
- Hold 4 annual financial report audit meetings.





Franchisees
[Business Operations
Department]

Significance of FamilyMart

Utilizing Japanese expertise in business operations and combining it with years of local experience, FamilyMart has developed a comprehensive franchise system, logistics support system, and professional management guidance. FamilyMart regards franchisees as business partners and works together to achieve business success. It promotes various cooperative projects and integrates various resources to enhance the brand's market competitiveness, making franchisees the most reliable allies.

Concerned Topic

- ▶ Talent Development and Cultivation
- ▶ Products and Services Innovation
- ▶ Occupational health and safety
- ▶ Customer rights and interests
- ▶ Ethical Corporate Management
- ▶ Franchisee rights

Communication Channel and Frequency

- ▶ Conduct annual policy briefings.
- ▶ Organize franchisee forums and training courses on an irregular basis.
- ▶ Regularly update the franchise briefing session information on the official website.

Communication Achievements or Responses in 2023

- ▶ Organize 4 policy presentation events.
- ▶ Organized 9 lectures and courses for franchisees; Planned weekly store visits 2.3 times per store. Planned weekly store visits 1.5 times per store.
- ▶ 690 franchise briefing sessions posted on the official website.



Charity groups
[Office of Public Relations]

Significance of FamilyMart

FamilyMart continues to pay attention to the activities and initiatives of charitable organizations, engaging in mutual communication and leveraging influence, with a commitment to practicing sustainable development.

Concerned Topic

- ▶ Social Charity
- ▶ Labor Human Rights
- ▶ Climate change
- ▶ Customer rights and interests
- ▶ Food waste management
- ▶ Occupational health and safety

Communication Channel and Frequency

- ▶ Respond to charitable activities on an irregular basis.
- ▶ Regularly set up platforms for loose change and small donations.
- ▶ Participate in forums and seminars on an irregular basis.
- ▶ Dedicated hotline and email for immediate response to inquiries and needs.

Communication Achievements or Responses in 2023

- ▶ Support 2 volunteer activities
- ▶ Raised NT\$140 million a year through the store small change donation, FP small-amount donation, and app donation platforms.
- ▶ Participate in 5 forums/seminars.
- ▶ Dedicated hotlines received a total of 60 calls; Responded to 150 questions via e-mail



Significance of FamilyMart

FamilyMart continues to pay attention to the activities and initiatives of charitable organizations, engaging in mutual communication and leveraging influence, with a commitment to practicing sustainable development.

Concerned Topic

- ▶ Social Charity
- ▶ Labor Human Rights
- ▶ Climate change
- ▶ Customer rights and interests
- ▶ Food waste management
- ▶ Occupational health and safety

Process for Determining Material Topics of Sustainable Development

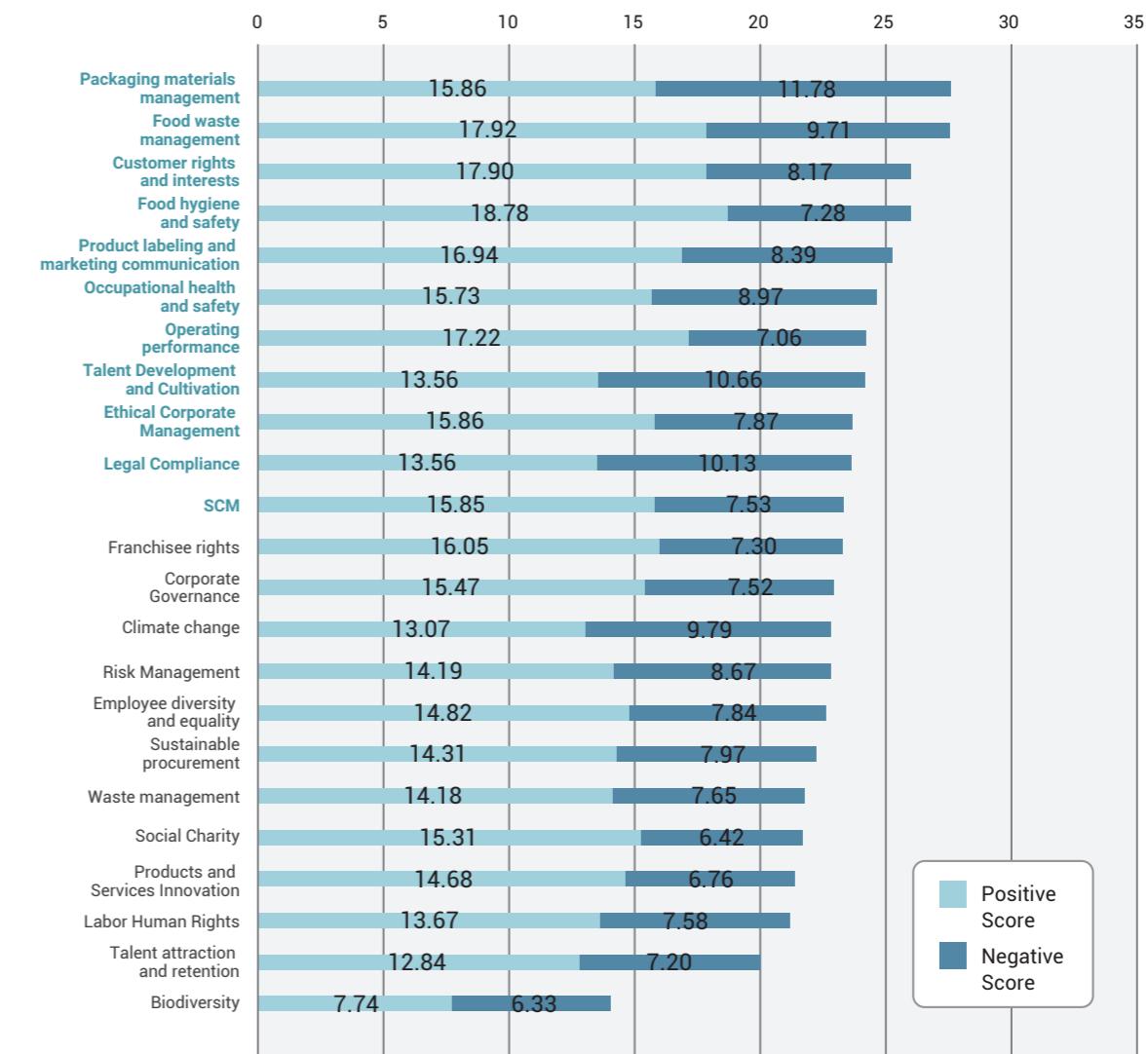
Referring to the guidelines of the GRI Sustainability Reporting Standards 2021 and the AA1000 Stakeholder Engagement Standard (AA1000 SES), FamilyMart identifies significant issues based on the principles of inclusivity, materiality, responsiveness, and impact. These significant issues are assessed for their impact on the economy, environment, and human rights, serving as the basis for sustainable development strategy planning and disclosure of information in this report.

■ Process of Identifying Significant Topics



■ Assessment of Impact Significance

Through internal questionnaires distributed to the Sustainability Development Committee working group, the impact of 23 significant issues on the economy, environment, and people (including their human rights) is evaluated. Actual and potential positive and negative impacts are identified, and the assessment factors for impact severity are categorized into likelihood of occurrence and scale of impact for comprehensive evaluation. The preliminary results are compiled, and feedback is provided based on the survey results of significant topics. The 11 prioritized sustainable topics for 2023 are confirmed, including franchisee rights, biodiversity, boundaries of significant topics, and their management policies, as well as food waste management and packaging materials management.



Description of Material Topics

The changes in priority are based on the ranking of each sustainability issue according to the average impact score, and comparing the ranking of material topics this year with the previous year. The changes in priority of material topics over two years is obtained on this basis.

Material Topics	Description of Impact		Corresponding GRI Standards	Corresponding Section	Changes in priority
	Positive	Negative			
Packaging materials management	The use of sustainable packaging materials or the reduction of plastic packaging materials will improve the efficiency of resource use and reduce the impact on land and marine ecology.	Failure to reduce the use of plastic packaging materials will seriously affect the environment and ecology, and the plastic waste disposal process will also have a serious impact on human health.	---	▶ Sustainability Chapter ▶ Chapter 3. Love Earth with FamilyMart	 Rise
Food waste management	Proper management of leftover food can make more effective use of food resources, improve food security, and reduce environmental impact.	If leftover food is not properly reduced and reused, it will cause carbon emissions during the decomposition process and represent a waste of resources in the food production process.	---		 Decline
E Food hygiene and safety	Formulate a well-rounded food safety management policy (including food traceability, third-party certification, etc.), and inspect every aspect from raw materials to food products to ensure food safety for consumers.	If contamination occurs in the procurement, manufacturing, and sales of food or raw materials, it will endanger the health of consumers.	GRI 416	▶ Chapter 2. FamilyMart, Your Trusted Store	 Decline
Product labeling and marketing communication	Discriminatory or hateful speech in advertising or marketing activities will affect the Company's image. Correctly labeling product information helps consumers make choices that meet their needs and gains customers' trust.	If the product label is inconsistent with the product, it will damage consumers' rights and interests.	GRI 417	▶ Chapter 2. FamilyMart, Your Trusted Store	 New!
SCM	Properly manage food safety and human rights of value chain partners, reduce the impact of improper supply chain management on the Company's image, and strengthen the sustainable value of the supply chain.	If food safety issues or human rights violations occur in the supply chain, it will lead to negative public opinion and affect the Company's reputation.	GRI 308 GRI 414	▶ Chapter 2. FamilyMart, Your Trusted Store	 Decline
Customer rights and interests	Improve information security to avoid leakage of consumer privacy or information, and improve consumer satisfaction	If information is leaked or consumer data is lost in violation of laws and regulations related to personal data, the Company will face the risk of litigation.	GRI 418	▶ Chapter 4. Care from FamilyMart	 Rise
S Occupational health and safety	Protect employees' health and safety rights at work by effectively managing occupational safety and health and providing employees with a healthy and safe working environment.	Improper occupational safety and health management will lead to occupational injuries, occupational diseases, and work safety accidents.	GRI 403	▶ Chapter 5. FamilyMart, A Happy Enterprise	 Decline
Talent Development and Cultivation	The Company's related policies can help employees acquire the skills needed in the workplace and help their career development, thereby improving employees' professional capabilities and identification with the Company.	Incomplete employee training and career planning, or failure to put employees in positions suitable for their expertise, will lead to a reduction in the Company's operating efficiency.	GRI 404	▶ Chapter 5. FamilyMart, A Happy Enterprise	 Unchanged

Material Topics	Description of Impact		Corresponding GRI Standards	Corresponding Section	Changes in priority
	Positive	Negative			
Operating performance	Increased revenue will strengthen the Company's stable operations and increase investments from shareholders and investors.	If operating losses occur, it will damage the Company's image and cause resources to dwindle.	GRI 201	▶ Chapter 1. FamilyMart Convenience Store	 Decline
G Ethical Corporate Management	Implementing ethical corporate management and complying with business ethics will help the Company build a good image, increase the trust of stakeholders, and also jointly maintain stable market order and safeguard the interests of stakeholders.	If an event violates ethical corporate management and undermines market fairness, it will not only damage the Company's reputation and damage the rights and interests of stakeholders, but also cause the Company to face the risk of litigation and investors to withdraw their investment.	GRI 205 GRI 206	▶ Chapter 1. FamilyMart Convenience Store	 New!
Legal Compliance	Ensure that the Company's operations comply with government laws and regulations to maintain the Company's positive image of being law-abiding and protect the rights and interests of stakeholders.	A violation of laws and regulations may cause the Company to be fined and punished and damage the Company's image.	GRI 2-27	▶ Chapter 1. FamilyMart Convenience Store	 Unchanged

Boundaries of Significant Topics

Material Topics	Within Organization		Outside of Organization			
	FamilyMart (including Employees)	Franchisees	Stakeholders/Investors	Local communities and Charity groups	Suppliers	Customers and consumers
Food waste management	●	●		●	●	●
Packaging materials management	●	●		●	●	●
E Food hygiene and safety	●	●	●	●	●	●
Product labeling and marketing communication	●	●		●		●
SCM	●	●	●	●	●	●
Customer rights and interests	●	●		●		●
S Occupational health and safety	●	●			●	●
Talent Development and Cultivation	●	●		●		●
Operating performance	●	●	●	●	●	●
G Ethical Corporate Management	●	●	●		●	●
Legal Compliance	●	●	●	●	●	●

Management of Goals for Material Topics

Material Topics	Management goals	2023 Performance	Short-term goals (2024)	Mid-term goals (2025~2027)	Long-term goals (2030)
E Packaging materials management	1. Ratio of stores that provide reusable cup service	15%	10%	2025: 30%	
	2. Annual reduction rate of stores that provide reusable cup service	20%	18%	2025: 25%	Continue to promote and comply with laws and regulations
	3. Reusable box (bag) usage rate	No data available ^(Note)	2%	2025: 8.5% 2026: 15%	
	4. Reduction rate of fresh food plastic packaging materials (the baseline year is 2020)	24.2%	24.5%	25%	30%
E Food waste management	Reduction rate of food waste (the baseline year is 2020)	23.5%	24%	29%	35%
Food hygiene and safety	Compliance rate of fresh food suppliers and suppliers of FamiCollection products in audits	100%	100%	100%	100%
	Store quality assurance inspection pass rate	98%	98%	98.5%	99%
Product labeling and marketing communication	Number of incidents involving FamiCollection products violating product or service information labeling and marketing regulations	0 cases	0 cases	0 cases	0 cases
SCM	Compliance rate of both suppliers in audits	100%	100%	100%	100%
S Customer rights and interests	Number of major personal data or infringement incidents	0 cases	0 cases	0 cases	0 cases
	Passed external verification of the ISO 45001 Occupational Safety and Health Management System	The head office obtained ISO 45001 external verification	Maintained the effectiveness of ISO 45001 external verification for the head office	The head office and business premises (directly operated stores) obtained ISO 45001 external verification	Maintain the effectiveness of external verification of ISO 45001
	Number of major occupational safety incidents	0 cases	0 cases	0 cases	0 cases
	The frequency severity indicator (FSI) was lower than the average in Taiwan's retailing industry in the last 3 years.	Frequency severity indicator of 0.04	The frequency severity indicator (FSI) was lower than the average in Taiwan's retailing industry in the last 3 years.	The frequency severity indicator (FSI) was lower than the average in Taiwan's retailing industry in the last 3 years.	The frequency severity indicator (FSI) was lower than the average in Taiwan's retailing industry in the last 3 years.
Talent Development and Cultivation	1. Continue to invest in and increase training expenses each year 2. Obtain the TTQS talent development quality certification	Training expenses (including head office and stores): NT\$35.081 million	Training expenses reached NT\$40 million	1. Continue to invest in training 2. TTQS Silver Award	1. Continue to invest in training 2. TTQS Gold Award
G Operating performance	Distribute dividends steadily.	Cash dividend of NT\$5.8 per share	Distribute dividends steadily.	Distribute dividends steadily.	Distribute dividends steadily.
	Number of ethical corporate management violations	0 cases	0 cases	0 cases	0 cases
	Number of major violations	0 cases	0 cases	0 cases	0 cases

Note: This management goal will be applicable in 2024 and relevant performance will be disclosed

Management Approach for Material Topics

Material Topics	Policy and Commitment	Management approaches	Action plans		Assessment Mechanism	Grievance Mechanism
			Positive plan implementation	Negative risk management		
E Packaging materials management	Reduce the use of disposable cups	"Eco-friendly and loving the Earth" is not just a slogan. FamilyMart takes action to provide safe products, and also strives to reduce plastics in fresh food packaging materials and disposable cups. Eco-friendly materials are used for e-commerce product packaging, and we are committed to promoting the use of reusable bags among consumers.	Set annual goals to achieve the regulatory goal of "limiting the use of disposable cups" (Proportion of stores that provide reusable cups/annual reduction rate)	<ol style="list-style-type: none"> Increase stores that provide reusable cup services in accordance with the target set according to regulations Encourage consumers to use reusable cups or bring their own cups 	The cross-departmental plastic reduction project implementation team regularly reviews performance and goal achievement, and plans corresponding plastic reduction action plans to reduce the amount of waste from disposable products and mitigate damage to the environment.	Regular meetings are held to review the implementation status of reducing disposable cups and online shopping packaging materials in each stage, and the PDCA management approach is used to achieve annual goals
	Online shopping packaging reduction	Set annual goals to achieve the regulatory goal of "limiting the use of online shopping packaging" (Reusable box (bag) usage rate)		<ol style="list-style-type: none"> Optimization of packaging material recommendation system in logistics centers (systematic management of packaging material weight and recommended packaging material size) Promote and encourage consumers to use reusable packaging for online shopping 		
Food waste management	To actively respond to the problem of leftover food, FamilyMart created the "friendly food time" mechanism in 2019, which has significantly reduced the amount of leftover food discarded. FamilyMart has become a benchmark for reducing leftover food in the retail industry, and continues to optimize friendly food time categories and the app's search map function, in hopes of fulfilling our social responsibility and protecting Earth's environment.	Food waste management policy (precise ordering reform on the production and ordering end and the friendly food time mechanism)		<ol style="list-style-type: none"> Develop long-lasting fresh food products and expand the number of items to increase consumers' options Continue to improve the accuracy and usage of the store-side fresh food recommendation and ordering system 	Continue to promote participation in "friendly food time" and accelerate the consumption of leftover food	<ol style="list-style-type: none"> Establish a dedicated project team for food waste management, hold regular meetings to track the implementation of action plans and progress toward interim targets. The store-side fresh food ordering system's estimated ordering and sales accuracy improves to over 95% Set the yearly target for friendly food time membership growth
Food hygiene and safety	Providing consumers with safe, healthy and delicious food is one of FamilyMart's missions. We ensure that the food purchased by consumers from FamilyMart is safe and worry-free through rigorous quality assurance regulations and employee training.	Store food safety management measures	Establish a food safety management platform and use the farm-to-table concept for regular tracking, inspection and traceability management, in order to provide consumers with safe, secure, high-quality, and delicious products.		Irregularly outsource quality assurance inspections of stores to ensure product quality.	<p>Quality assurance inspection tracking and confirmation. If a store's score is lower than 80 points, it will need to make improvements to deficiencies and be subject to inspection until the improvement is completed.</p> <ol style="list-style-type: none"> FamilyMart's official website has a stakeholder section as a complaint channel for internal and external complaints about product and service issues. Consumers can also submit complaints and comments through the consumer service hotline 0800-221-363 and the e-mail address service@family.com.tw. After a case is accepted, its handling status will be continuously tracked and the case will not be closed until a complete response is given to the consumer. Handling process: Respond to complaint → Assessment by responsible unit → Propose corresponding/optimization plan → Execute plan → Track results
Product labeling and marketing communication	Facing rapid changes in the internal and external environment, as well as constantly changing consumption patterns and demands, FamilyMart strives to provide consumers with safe and compliant products, and at the same time supports social enterprises with action. FamilyMart works with local partners to develop social innovation products, and strives to provide safe and high-quality products and services that better meet consumer needs.	Supplier Management Guidelines		<ol style="list-style-type: none"> Continue to promote Clean Label evaluation for FamiCollection products Develop products using local ingredients and continue to deepen cooperation with social enterprises Continue to promote and optimize the "Food Safety Assurance" platform 	Implement various management mechanisms and strive to provide safe products with compliance labels to avoid food safety risk incidents	Hold regular meetings to track the implementation of action plans and progress toward interim targets.
SCM	Facing the complete process of products from traceability, design, production, warehousing, to shipping to stores, FamilyMart has established a complete supply chain management method, and completes tasks with the highest standards to provide consumers with a safe and worry-free shopping experience.	Supplier Management Guidelines		<ol style="list-style-type: none"> Comply with the "three-level management and three-stage traceability" principles for suppliers to ensure the quality of released products All suppliers have completed basic data verification, we examine the registration of companies or factories we intend to work with, and give priority to those with relevant international certifications. 	<ol style="list-style-type: none"> For suppliers (fresh food self-owned/outsourced factories, FamiCollection factories, egg washing plants/ranches, and coffee packaging material factories), second-party audits are conducted every year to ensure the quality and stability of the supply chain. Every year, the content of the audit items and the score distribution are revised based on internal and external environmental factors to maintain the accuracy of audits. 	In the second-party audit score of suppliers (fresh food self-owned/outsourced factories, FamiCollection factories, egg washing plants/ranches, and coffee packaging material factories), A+ and A must account for 70% and above.
S Customer rights and interests	FamilyMart attaches great importance to the rights and interests of its customers, and focuses on personal data protection and intellectual property rights under digital development. FamilyMart is committed to creating an excellent personal data protection environment in the digital economy, a dense member personal data protection network, and establishing a brand value that gives members peace of mind and members identify with.	1. Taiwan Personal Information Protection and Administration System (TPIPAS) 2. Intellectual property rights management system	Strengthen communication with various departments, increase personnel's sensitivity to personal data protection keywords, and promptly review the contents of relevant documents in advance and ensure that the procedures are legal.	Regularly review the status of existing trademarks and patents, and also monitor the intellectual property rights of channels to avoid infringement of the Company's rights, which will cause consumers to have concerns.	<ol style="list-style-type: none"> Passed the mid-term inspection of the TPIPAS Obtained the Taiwan Intellectual Property Management System (TIPS) Level A certification. 	FamilyMart has corresponding contact persons for personal information incident reporting for different personal information collection channels, in order to provide consumers with a complete personal information protection mechanism. Consumers can also submit complaints and comments through the consumer service hotline 0800-221-363 and the e-mail address service@family.com.tw. After a case is accepted, its handling status will be continuously tracked and the case will not be closed until a complete response is given to the consumer.

Material Topics	Policy and Commitment	Management approaches	Action plans		Assessment Mechanism	Grievance Mechanism
			Positive plan implementation	Negative risk management		
S	Occupational health and safety	<p>A sound workforce is closely related to national development, and effective occupational health and safety management plays a crucial role in ensuring the safety and health of workers and the supply of labor. It is also a key factor in the sustainable operation of businesses. Therefore, countries around the world are imposing stricter requirements on occupational health and safety management. FamilyMart is committed to implementing robust occupational health and safety management, working together with colleagues and stakeholders to maintain a safe working environment.</p>	<ol style="list-style-type: none"> 1. Occupational Safety and Health Work Rules 2. Occupational Health and Safety Management Policy 3. ISO 45001 Occupational health and safety management system <p>Provide employees with diverse training courses, including regularly organizing occupational safety and health training, and organizing health examinations and health lectures to raise employees' safety awareness and give them emergency response and self-rescue capabilities.</p>	<p>Require employees to obtain relevant certificates, establish a disaster reporting mechanism, conduct safety and health inspections, and conduct disaster drills to effectively manage occupational safety risks.</p>	<ol style="list-style-type: none"> 1. Regularly hold labor-management meetings and Occupational Safety and Health Committee meetings. 2. Organize employee health examinations every two years, with a participation rate reaching 90% and above. 	<ol style="list-style-type: none"> 1. If employees suffer from unlawful infringement in the workplace, they can report it through the following complaint channels: Complaint mailbox complain@family.com.tw 2. Corresponding process: Disaster occurs → The department that discovered it or is involved in the accident reports it to the labor safety team → On-site accident investigation and verification > (Verify whether to) notify the competent authority → Complete reporting and record it within 8 hours → Propose improvement measures and accident analysis → Propose and track improvement measures → Case closure
	Talent Development and Cultivation	<p>FamilyMart believes that employees are the most important asset of the company. It establishes a comprehensive training system and individualized employee development plans to enable colleagues to pursue diverse career development paths and enhance their competitiveness.</p>	<ol style="list-style-type: none"> 1. Talent Quality-management System (TTQS) 2. Complete performance management system 3. Provide a training system with employee development as the core <ol style="list-style-type: none"> 1. Establish Individual Development Plans (IDP) combined with training planning and implementation to improve the use of learning resources in the development path of employees 2. Offer corporate university and professional master courses to provide employees with continuing education channels 	<p>In response to the trend of low birth rates and aging population, actively recruit talents from the strong generation to join, and plan ahead for the labor shortage problem</p>	<ol style="list-style-type: none"> 1. FamilyMart's e-learning platform "eHRD" surpassed 1 million logins 2. The completion rate of IDP for employees at the head office (section level and below) reaches 95% and above 	<p>FamilyMart's official website has a stakeholder section as a complaint channel for internal and external complaints about issues. Complaints and opinions can be submitted through the "Employee and Talent Recruitment" e-mail address recruit@family.com.tw. After a case is accepted, its handling status will be continuously tracked and the case will not be closed until a complete response is given to the complainant.</p>
O	Operating performance	<p>We are committed to maintaining steady growth in business performance, optimizing the corporate governance system, and becoming a brand that can be safely trusted by employees, partners of stores, franchisees, and the public.</p>	<ol style="list-style-type: none"> 1. Articles of Incorporation 2. Sustainable development practices guidelines. 3. Corporate governance practices guidelines. 	<p>Prepare annual budgets acknowledged by the Board, review business performance each month, and make dynamic adjustment in response to the market.</p>	<p>In response to the mid- to long-term core technology development investment strategy, an internal investment review committee has been established to strengthen the investment decision-making process and implement the group's strategic development.</p>	<ol style="list-style-type: none"> 1. Distribute cash dividends steadily. 2. Hold regular meetings to review business performance. <ol style="list-style-type: none"> 1. FamilyMart's official website has a stakeholder section as a complaint channel for internal and external complaints about product and service issues. Complaints and opinions can also be submitted through the "Investor Relations" e-mail address investor.relations@family.com.tw. After a case is accepted, its handling status will be continuously tracked and the case will not be closed until a complete response is given to the complainant. 2. Handling process: Respond to complaint → Assessment by responsible unit → Propose corresponding/ optimization plan → Execute plan → Track results
E	Ethical Corporate Management	<p>FamilyMart established an integrity-based policy based on the business philosophy of integrity, transparency, and responsibility, and implements the Company's ethical conduct and ethical corporate management policies based on the principles of fairness, honesty, trustworthiness, and transparency, in order to actively prevent unethical conduct.</p>	<ol style="list-style-type: none"> 1. Integrity in business practices guidelines. 2. Integrity in business operations procedures and code of conduct. 3. Guidelines for Whistleblowing on Illegal, Immoral or Unethical Conduct 	<ol style="list-style-type: none"> 1. Regularly organize training courses on ethical corporate management and insider trading prevention. 2. Regularly promote how to prevent unethical conduct at company meetings or training sessions. 	<ol style="list-style-type: none"> 1. All directors and senior managers are required to issue a statement of compliance with the ethical corporate management policy, and employees are required to comply with the ethical corporate management policy as part of the terms of employment. 2. Stock trading control measures for insiders are specified in the Company's Corporate Governance Best Practice Principles to prevent insider trading. Stock trading is not allowed during the lock-out period. The measures were implemented after being approved by the board of directors. 	<ol style="list-style-type: none"> 1. Courses on ethical corporate management are offered every year, with a 100% completion rate for all employees. 2. All directors and senior managers issued a statement of compliance with the ethical corporate management policy, and employees are required to comply with the ethical corporate management policy as part of the terms of employment; completion rate reached 100%. 3. Regularly report ethical corporate management results and implementation status to the Board of Directors every year <p>FamilyMart established the Employee Work Rules and Guidelines for Whistleblowing on Illegal, Immoral or Unethical Conduct, as well as reward and penalty regulations for employees to comply with, in which a dedicated unit handles complaints, and an external whistleblowing e-mail: Integrity@family.com.tw was set up. The discovery of any violations of ethical corporate management can be immediately reported to the audit unit. There is also an internal whistleblowing mailbox for employees to immediately report any illegal activities they discover to the Human Resources Department.</p>
L	Legal Compliance	<p>While pursuing corporate growth, we also strictly abide by the requirements of laws and regulations, implement the business philosophy of business ethics and integrity, and build a sustainable enterprise that for the common good of society.</p>	<ol style="list-style-type: none"> 1. Continue to monitor government policies and regulatory compliance, and maintain effective communication channels to ensure legal compliance and support policy implementation. 2. Compliance with laws and regulations is periodically inspected through internal audit, accounting, and internal control systems. 	<ol style="list-style-type: none"> 1. Establish and implement the group's legal compliance system and shape the legal compliance awareness in group members. 2. FamilyMart's eHRD has a "compliance academy" and "intellectual property academy" that periodically offers courses on compliance TPIPAS Personal Data Protection Act, and TIPS intellectual property training for all employees. 	<p>Regularly monitor any changes in domestic and foreign laws and regulations that may have a material impact on the Company's operations to reduce the risk of operations violating the law.</p>	<ol style="list-style-type: none"> 1. Perform self-assessment of legal compliance periodically, review implementation status, and assist with the improvement. 2. The implementation status of the annual intellectual property management plan and risk management is reported to the Board of Directors every year. <ol style="list-style-type: none"> 1. FamilyMart's official website has a stakeholder section as a complaint channel for internal and external complaints about product and service issues. Consumers can also submit complaints and comments through the consumer service hotline 0800-221-363 and the e-mail address service@family.com.tw. After a case is accepted, its handling status will be continuously tracked and the case will not be closed until a complete response is given to the complainant. 2. Handling process: Respond to complaint → Assessment by responsible unit → Propose corresponding/ optimization plan → Execute plan → Track results

1

FamilyMart Convenience Store

SDGs



Material Topics

Business performance, compliance, and ethical corporate management

Stakeholder

Stakeholders / Investors, Government agencies, Banks, Media

2023 Sustainable Key Performance

In 2023, we continued store expansion to **4,234** stores across Taiwan

96 stores more than 2022



2023 consolidated revenue:
NT\$ **99.61** billion



2023 consolidated net income after tax:
NT\$ **1.689** billion

1.1 About FamilyMart Taiwan

Taiwan FamilyMart Co., Ltd. was invested in Taiwan by the FamilyMart Group of Japan. With service as the core, we vertically integrate various functions, including logistics, information system, and fresh food to provide various retail services for the general public, including daily necessities, fresh food, collection, store pick-up of mobile shopping and online shopping.

In 2023, rising prices, the decline in real income, and emphasis on health gradually changed consumer lifestyles and consumption patterns, driving the consumption trends of "cherish food" and "green business opportunities." FamilyMart quickly aligned itself with consumers' emphasis on "getting a great deal" and "health" through two major advantages: dense channels and digital upgrade. FamilyMart strengthened the "friendly food time" and "reusable cup rental" map functions in the membership app, allowing consumers to conveniently purchase fresh food and support environmental protection.

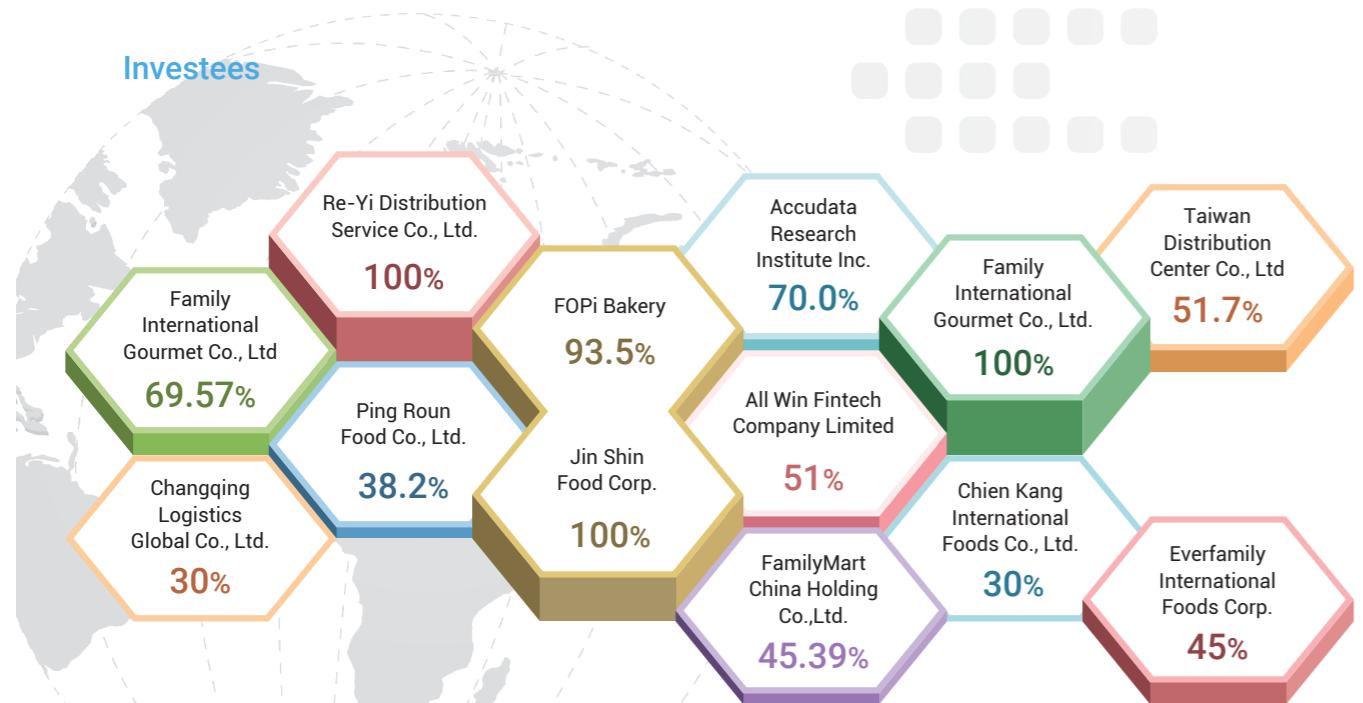
FamilyMart is actively moving towards the goal of "putting FamilyMart in everyone's hands by focusing on the consumer and becoming an omnipresent cross-industry convenience and lifestyle service platform," and created an attractive business model to enhance the purchase experience. FamilyMart seeks stable profits for franchisee through high-quality convenient products and services, creates a fair and friendly workplace for employees, and generates higher value for shareholders. We will also implement environmental, social, and governance-related sustainability principles to achieve corporate sustainability.

Organizational Profile

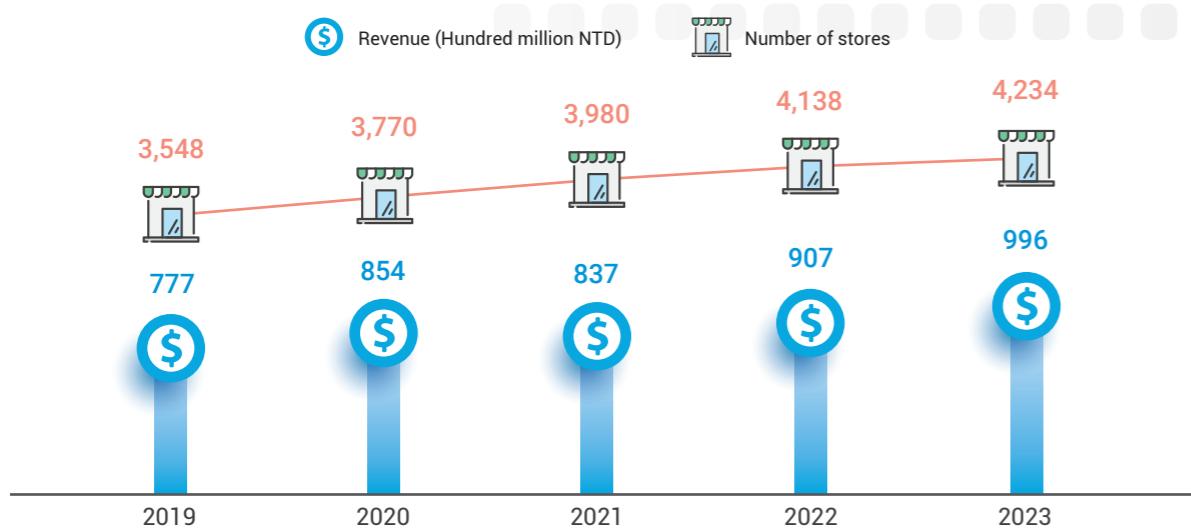
Time of establishment	1988
Chairman & CEO	Yeh Jung-Ting
General Manager & COO	Hsueh Tung-Tu
Principal shareholder	FamilyMart Co., Ltd. of Japan: 45.00%
Capital	NT\$2.232 billion
Revenue	NT\$ 99.61 billion
Number of employees	5,936 people
Number of stores	4,234 stores in Taiwan
Headquarters address	7F, No. 61, Section 2, Zhongshan North Road, Taipei City.

(date updated by December 31, 2023)



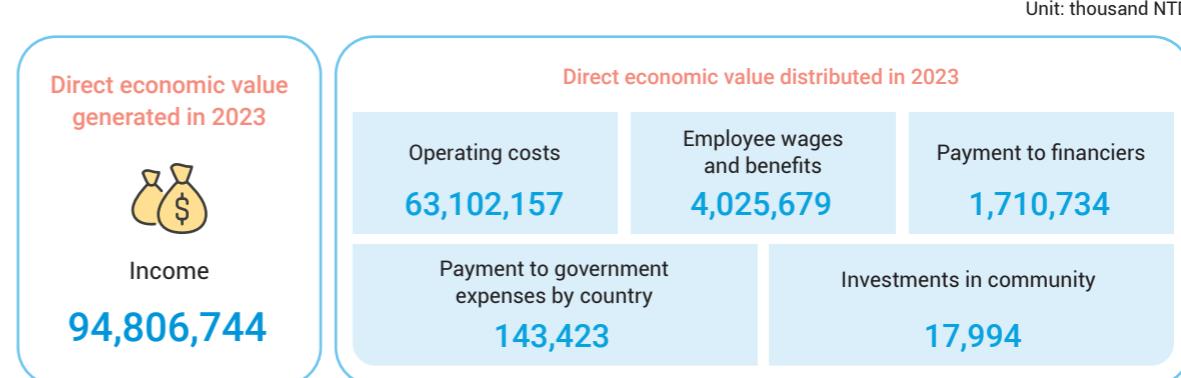


Financial Performance (consolidated)



Unit: Thousand NTD	2021	2022	2023
Operating revenue	83,659,512	90,742,893	99,610,211
Gross profit	30,209,985	32,911,994	36,356,899
Operating income (loss)	1,666,521	1,682,326	2,011,915
Non-operating income and expense	114,693	491,778	(52,896)
Net income (loss) before tax	1,781,214	2,174,104	1,959,019
Current period net profit from continuing operations	1,409,749	1,896,019	1,688,945
Net profit of the year	1,409,749	1,896,019	1,688,945

Direct Economic Value Generated and Distributed within the Organization



External Participation

By participating in the activities of industry associations, we exchange and communicate experience and information with other businesses in the same industries.

Total Quality Food Association (TQFA) Consultant and Standing Director	Chinese Non-Store Retailer Association (CNRA) Premium member	Taiwan Food Technologists Association (TFTA) Group Member	Taiwan Internet and E-Commerce Association (TiEA) Member
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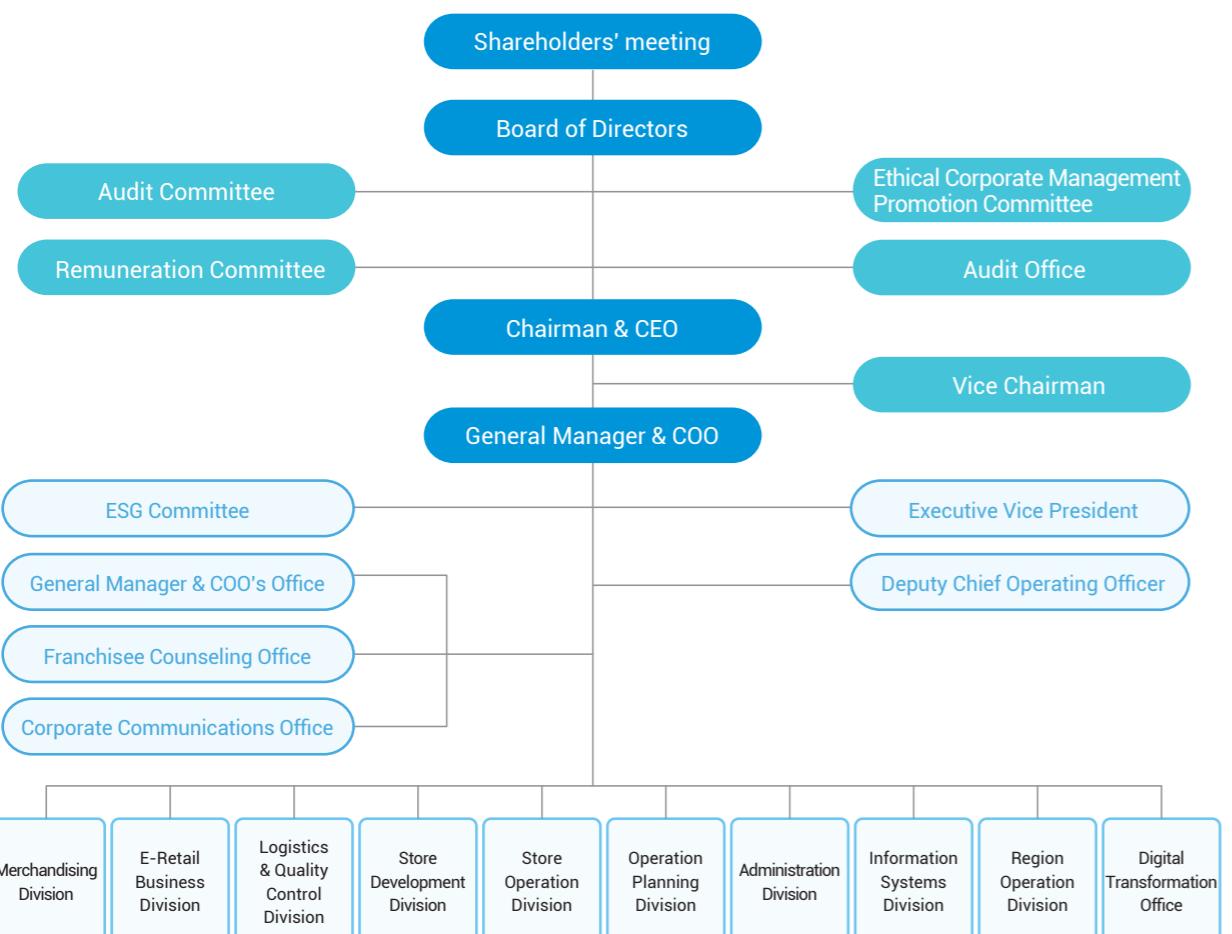


1.2 Corporate Governance

Corporate governance is the cornerstone of corporate sustainable development. We are committed to shaping a corporate governance culture, build well-established and stringent standards to practice corporate governance, protect the rights and interests of investors and stakeholders.

1.2.1 Framework of Corporate Governance

As a public company traded on the Taipei Exchange (TPEx), our corporate governance regulations and actions comply with the regulations announced by the FSC and TPEx. The shareholders' meeting is the highest level decision-making body, the Board of Directors is the highest level decision and business execution body, with the Chairman & CEO elected to represent the Company externally. The General Manager & COO is appointed by directors to manage business affairs within the Company.



Board Framework and Operation

Being the Company's top decision-making body, the Board supervises the overall operations and management of the Company. At least one Board meeting is held quarterly. In 2023, a total of 6 Board meetings were held. The Board exercised its power in exact accordance with the Company's Articles of Incorporation and Procedure for the Meetings of the Board of Directors, as well as the relevant laws and regulations. To assist the Board in performing its supervision duty, two functional committees, the Audit Committee and Remuneration Committee, have been established under the Board to review important proposals. Additionally, directors are requested to avoid conflicts of interest related to themselves or the company to ensure the maximum interest of stakeholders.

Board Independence and Diversity

The Company has a total of 13 directors (including 3 independent directors). The candidate nomination system is used for the election of director. Director nomination and qualifications review are conducted in accordance with the Company's "Rules Governing the Election of Directors" and relevant laws and regulations. Director candidates are nominated by the Board of Directors or shareholders with the shareholding percentage required by law. After the Board of Directors reviews the qualifications of candidates, the candidates are submitted to the shareholders' meeting to elect directors. The Company's board members have backgrounds in law, industry, finance and accounting, and marketing. Additionally, in different professional backgrounds, each has business management, leadership, decision-making, business judgment, crisis handling, accounting, financial analysis capabilities, industry knowledge, and an understanding of international markets, complementing each other. For the basic information, education and work experience, expertise, and remuneration of the board members (Note 1), please refer to pages 7-18 of the 2023 Annual Report of the Shareholders' Meeting (Note 2).

In addition, all members of the FamilyMart Board of Directors possess the necessary knowledge, skills, and qualifications required for their executive duties. We arrange diverse training courses for directors every year to enhance their decision-making quality and supervisory capabilities, thereby strengthening the functions of the board. For the training status of Directors for the year 2023, please refer to page 30 of the 2023 Annual Report of the Shareholders' Meeting (Note 2).

The Company established the "Rules for Board of Directors Performance Assessments" and conducts an internal Board of Directors performance evaluation every year according to the evaluation procedures and evaluation indicators. In addition, an external professional independent institution conducts a performance evaluation of the Company's Board of Directors at least once every three years. The Company completed the on-site visit for the external evaluation of the Board of Directors on November 6, 2023, and received the evaluation report on the 20th of the same month. In addition, the 2023 internal performance self-evaluation of Board members and functional committees was completed in January 2024, and the performance evaluation results were all "excellent." The aforementioned internal and external performance evaluation results were reported to the Board of Directors in March 2024. For relevant contents, please refer to pages 20-21 of the 2023 Annual Report for the shareholders' meeting (Note 2).

Note 1: Directors' remuneration includes director remuneration, retirement pensions, director remuneration and fees (such as travel expenses); the remuneration of the general manager and deputy general manager includes salary, retirement pensions, bonuses, and employee compensation.

Note 2: The 2023 Annual Report of the Shareholders' Meeting of the company can be downloaded from the Taiwan Stock Exchange or the [company's Investor Relations section](#)

1.2.2 Maintenance of Shareholder Rights

We highly value communication with shareholders. Hence, we have set up an "Investors Section" on our company website to disclose the Company's real-time financial, sales, and corporate governance information. We have also hired SinoPac Securities as our stock agent to handle the questions and recommendations of shareholders.

We hold investor conferences periodically, and set up external communication channels, including a spokesperson system and investor communication hotline, allowing shareholders to express their opinions at any time, and handling investors' questions at any time, in order to ensure that investors enjoy the right to be informed and understand our financial information. The Company was invited to participate in a total of 4 investor conferences in 2023.



1.2.3 Implementation of ethical corporate management

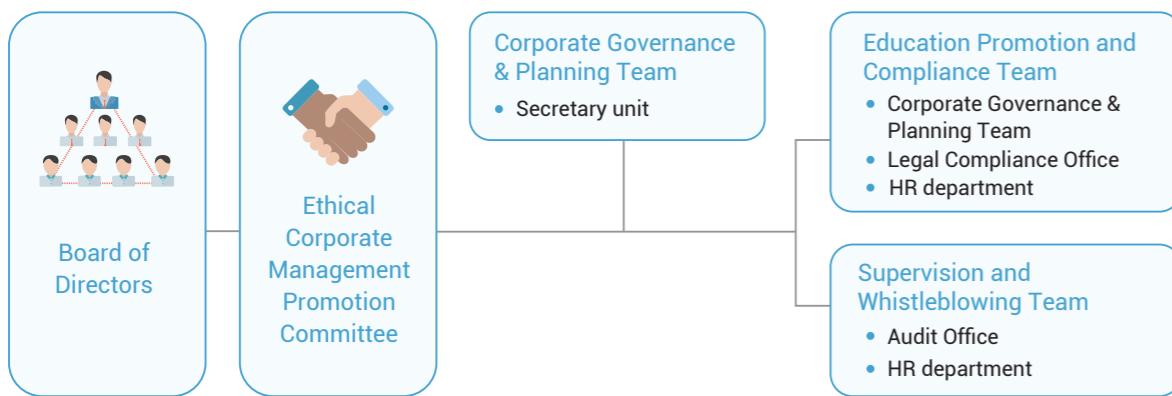
We believe that running a business through ethical management and impartiality is the backbone of corporate sustainable development. We formed the Ethical Corporate Management Committee under the Board and established the Procedures for Ethical Management and Guidelines for Conduct, Ethical Corporate Management Best Practice Principles, and Employee Code of Ethical Conduct to define the ethical behavior for ethical corporate management of employees. We also report the specific achievements and status of implementation of ethical corporate management to the Board every year. We require our colleagues to adhere to internal regulations and prohibit dishonest behavior in the execution of their duties. They must participate in public affairs in a legal manner and ensure that relevant actions are disclosed in accordance with the law. Furthermore, they are required to report annually to the Board of Directors on the specific achievements and progress of the company's integrity management.

FamilyMart's head office (accounting for 100% of all locations of operations) implements management and early warning mechanisms through the six major cycles and two control operations of the internal control system every year to minimize the risk of corruption. We continue to conduct risk assessment and control assurance every year, carry out internal control operations for risk assessments in response to external trends and internal policy developments (including the Procedures for Ethical Corporate Management and Code of Conduct), and formulate annual audit plans based on the internal control risk assessment results. A total of 51 audit items were completed in 2023 (performed 68 times). Improvements of some external deficiencies have been completed, and there are no major internal control deficiencies or abnormalities. In the future, integrity and moral values will be included as key items, relevant indicators will be established for risk management to prevent corruption.

At the same time, through irregular internal training courses, franchisee education and training, and supplier conferences, we promote the relevant laws and regulations and our own disciplinary regulations. We arrange periodic education, training, and awareness education activities for employees. In 2023, we arranged compulsory education, training, and awareness education on ethical corporate management and prevention of insider trading for all employees, with a total of 2,631 participants. For suppliers having business with us, to ensure the non-corruption and integrity of the business activities between both parties, we began to include the ethical corporate management clause in all supplier contracts and requested tier-1 suppliers to sign the Ethical Corporate Management Agreement, with a completion rate of 100%, to ensure mutual compliance with business ethics and integrity.

We have the "Regulations for Handling Reports on Illegal and Unethical or Dishonest Acts", set up internal report channels, defined the handling SOPs, and ensured the protection of the legal rights and interests of whistleblowers and the relevant parties. We also keep confidential whistleblowers and investigators and protect them against unfair treatment or retaliation.

In 2023, there were no corruption, bribery, violations of the Fair Trade Act, conflicts of interest, money laundering or insider trading cases, no unethical or dishonest behavior, and no lawsuits related anti-competitive behavior, antitrust, or monopoly.



1.3 Risk Management

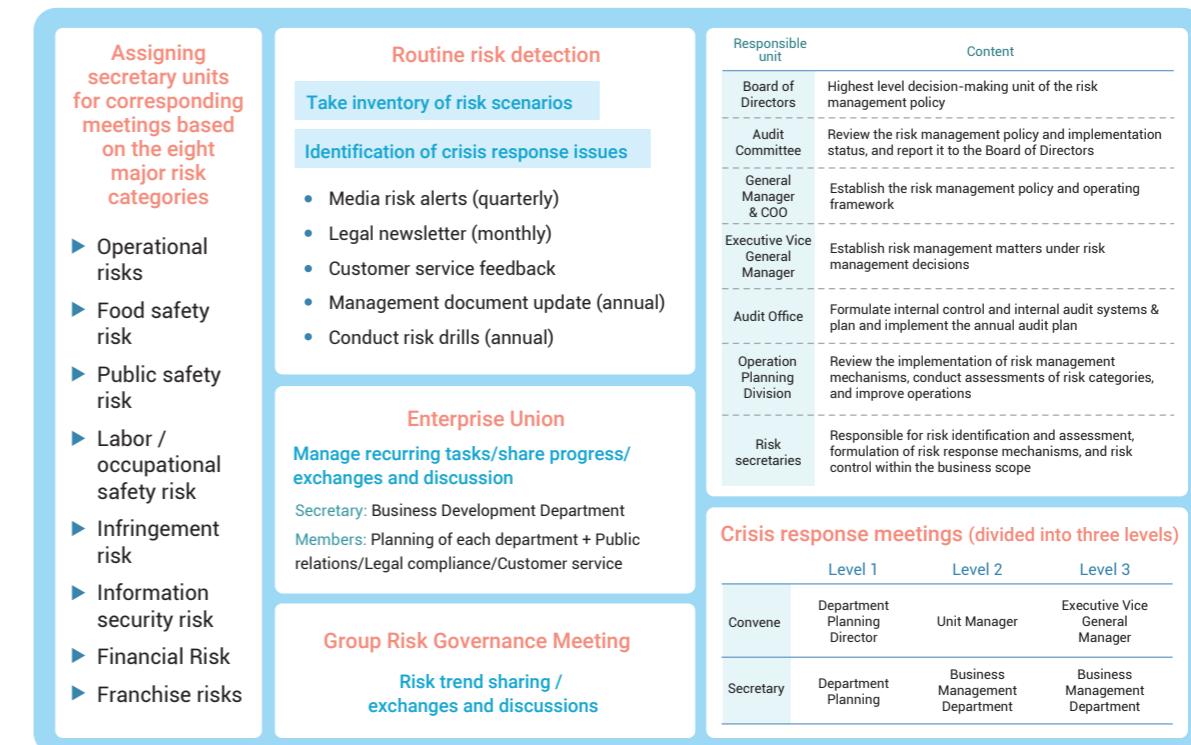
Facing various risks coming in within and outside of the Company and capturing and addressing them in real time are our key to maintaining growth and steady operations. To improve the company's risk management mechanisms and effectively assess and understand the company's risk tolerance, FamilyMart has established a risk management policy. This policy covers various risks that may arise during operations and business processes. It also conducts risk assessments on significant environmental, social, and governance issues related to operations. Eight major risk categories have been identified, including food safety risk, labor safety risk, public safety risk, environmental risk, information security risk, personal data risk, financial risk, and franchise risk. We also established a risk management and crisis handling system to ensure effective response and control of risks. To address systemic risks within the group, plans are made to establish and integrate group-level risk management mechanisms, thereby enhancing overall risk response capabilities. This ensures that the Company can effectively maintain and control various potential risks while pursuing corporate growth, thus achieving the strategic planning and objectives of the Company. To supervise the implementation of risk management, every year we periodically report to the Board the status of implementation of risk management in the year.

Eight Risk Categories

Risk Aspect	Risk	Risk description	Countermeasures	Risk responsible unit
	Operational risks	Uncertain incidents disrupting normal operations of HQ or stores due to climate change or natural disasters.	<ul style="list-style-type: none"> Periodically inventory climate-related risks and opportunities, identify the frequency of severe weather events and their impact on business continuity, and output countermeasures through the working group meeting. Remind the featured operations for preventing water outages/typhoons/epidemic. 	Store Operation Division
	Environmental (E)	Uncertain incidents in the process of food/ingredients/materials procurement, manufacturing, and sales that may cause negative impact to the Company.	<ul style="list-style-type: none"> Strengthen quality assurance audits and compliance matters. Monitor food safety news and developments daily and respond accordingly. Hold monthly food safety meetings to stay updated on the latest regulations. Organize food safety crisis drills every year. 	Logistics & Quality Control Division
	Social (S)	Risk incidents for reasons attributed to the Company that cause property damage or opportunity loss to stores/HQ and non-specific individuals.	<ul style="list-style-type: none"> Perform firefighting drills at all malls according to the Fire Services Act every year. Enhance mall insurance renewal every year. 	Store Development Division

Risk Aspect	Risk	Risk description	Countermeasures	Risk responsible unit
Social (S)	Labor safety risk	Uncertain incidents causing temporary, permanent accidental injuries to workers due to failure to follow the labor management laws and regulations or other non-specific reasons.	<ul style="list-style-type: none"> Organize health promotion e-learning courses for education and training and occupational safety education and training for new employees. Annual implementation of ISO45001 occupational health and safety management system (risk assessment, regulatory identification, internal audits) Implementation of automatic inspections for FamilyMart Labor Safety Day in stores, as well as conducting labor inspections and counseling. 	Administration Division
Personal data risk	Uncertain incidents damaging the rights and interests of non-specific individuals due to personal data breaches.	<ul style="list-style-type: none"> Complete the advanced course on the Personal Data Protection Act according to TPIPAS Outsource audits and supervision on units hiring contractors to collect, process, and use personal data. Analyze personal data risks and produce improvement reports every year. 	Administration Division	
Cybersecurity risk	Impacts on business operations of business disruption or data theft due to information system, system crash, system failure, data damage, system intrusion, and so on.	<ul style="list-style-type: none"> Complete the annual information security report Hold information governance meetings quarterly. Obtain ISO 27001 certification for the electronic invoicing system and maintain its effectiveness. Obtain annual APP MAS certification 	Information Systems Division	
Governance (G)	Financial Risk	Changes in the economic and financial conditions at home and abroad will affect corporate revenues, operating costs, exchange rates, and interest rates to further influence gains/losses and cash flow volume.	<ul style="list-style-type: none"> quarterly hold receivable review meetings and run analysis and issue the related follow-up reports. Compile financial reports quarterly, which are approved by the Audit Committee and the Board of Directors. Apply for Board approval for proposals on significant capital expenditures. 	Administration Division
Franchise risks	To maintain the stable operation of the franchise system and the continued growth of stores, it is necessary to continue to pay attention to the operating capabilities of individual stores, and improve the profits of franchisees to maintain the overall franchise order.	<ul style="list-style-type: none"> Review the current environment and income differences every year, actively increase revenue, and properly utilize auxiliary resources to ensure that franchisees maintain stable income. Improve the recruitment process SOP to effectively increase the source of franchisees. 	Store Operation Division	

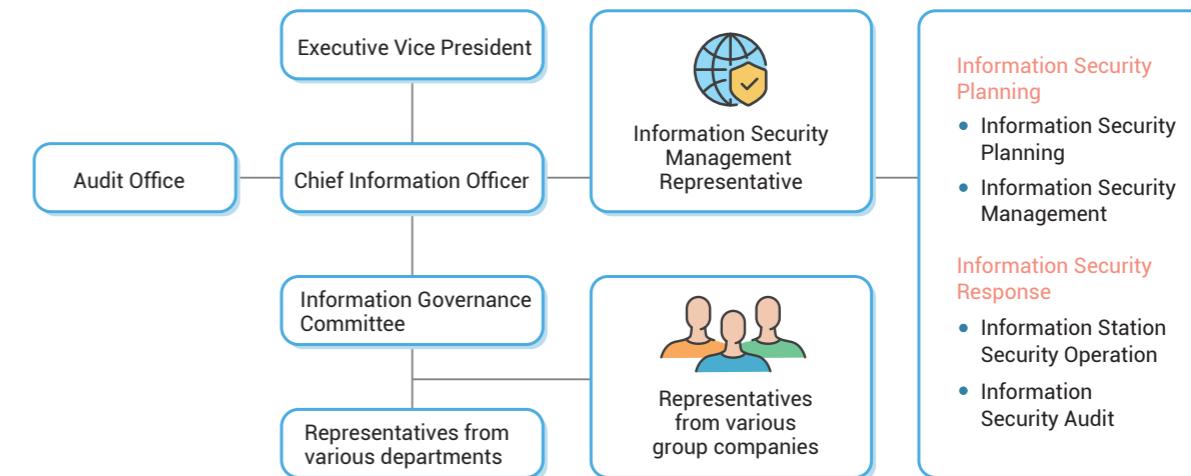
Implement a risk management and crisis handling framework



Information and Communication Security Risk Management

With the widespread use of the Internet and continuous advancements in information technology, while developing emerging businesses, Family Mart does not overlook the protection of corporate and member data. In order to ensure the implementation of information security in business operations, the Company has established an "Information Governance Committee" and designated a dedicated unit for information security, responsible for planning, promoting, and implementing information security management and supervision.

Information and Communication Security Risk Management Framework



Specific management plans and resource allocation

- 1 The Company's Information Security Committee is the dedicated unit for information security. The Board of Directors adopted the resolution on November 6, 2023 for the chief information officer of the committee to concurrently serve as the head of information security. There are 6 members in the dedicated unit.
- 2 Weekly, monthly, quarterly and annual meetings are held regularly for related information security matters; a total of 52 meetings were held for a total of 104 hours.
- 3 Information security personnel took a 120-minute training course, 2 people took a 40-hour Certified Ethical Hacker course, and all employees took a 20-minute information security course.
- 4 From April to December 2023, a total of 9 monthly information security reports were prepared and sent.
- 5 In 2023, a social engineering drill was conducted by sending phishing e-mails to 1,619 people, sending a total of 8,095 e-mails.
- 6 Insurance premiums for information security insurance amounted to NT\$3.52 million; the insurance amount is NT\$100 million, and the insurance period is from January 1, 2023 to December 31, 2023.
- 7 The amount of other capital investments is NT\$13.3 million, and related expenses were approximately NT\$13.81 million in total.

Implementation Status of Information Security Management

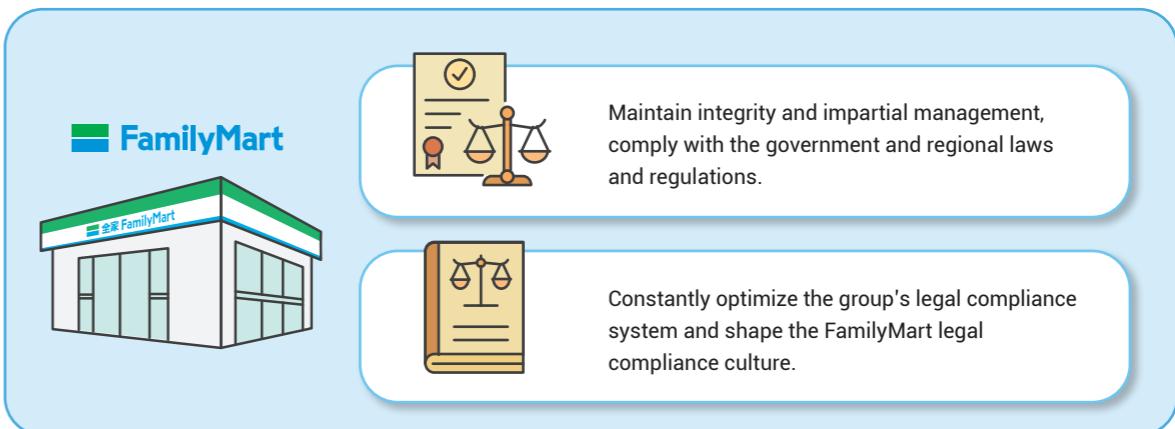
In accordance with the requirements of the electronic invoice implementation guidelines, FamilyMart completed the ISO 27001 Information Security Management System verification and recommendation certification by the British Standards Institution (BSI) in December 2022, obtained certification in January 2023, and passed the review for renewal in October 2023 (certificate valid from January 1, 2023, to October 31, 2025).

- 1 The Company's mobile app obtained a certificate (valid until March 29, 2024) from Taiwan Testing and Certification Center for passing the "Mobile App Basic Information Security Testing Standards" test announced by the Administration for Digital Industries, Ministry of Digital Affairs in March 2023.
- 2 The Company has established joint border defense for affiliated enterprises in the group, strengthened gateway network security, expanded the management scope of the 24-hour Information Security Management Center, and monitored and responded to information security risks in real time to improve the security of the overall information security environment.
- 3 The Company purchased information security insurance for important information asset systems in 2023, protecting the Company by minimize potential losses when an information security incident occurs.
- 4 FamilyMart's e-learning platform "eHRD" has an "Information Academy" that offers information security courses for all employees every year to raise their information security awareness and prevent risks before they occur.

1.4 Legal Compliance

We are committed to creating a legal compliance culture with the Office Legal Compliance as the responsible unit to constantly deepen legal compliance promotion within the group for the full control and support of all departments and subsidiaries to maintain legal compliance in all services.

Policy and Commitment



Six Management Approaches

Management approaches	Implementation contents
1 Outreach and communicate laws and regulations	<ul style="list-style-type: none"> Regularly convene compliance meetings within the group to communicate information on legal compliance, reduce legal risks within the group, and form a consensus on legal compliance. Consolidate the latest legal information monthly and issue an electronic newsletter on legal compliance within the group to keep employees informed of relevant legal information and promote legal compliance awareness among group members.
2 Inventory the laws and regulations by industry of group's various services and identify risks	<ul style="list-style-type: none"> FamilyMart Group operates in diverse industries, including convenience stores, logistics, food and beverage, tickets, information technology, virtual finance, fresh food, and bakery. The industries involved are diverse and subject to extensive regulations. It is necessary to assess the legal risks and identify the risks specific to each industry, and plan appropriate operational mechanisms for legal compliance risk control.
3 Produce the legal compliance handbook and promote legal compliance self-assessment	<ul style="list-style-type: none"> Compile a handbook on updating the compliance of affiliated enterprises and conduct compliance self-assessments: Prepare compliance manuals for affiliated enterprises of the group, control regulatory risks, and periodically perform compliance self-assessments to review the Company's compliance status and assist in making improvements. Compile a compliance manual for FamilyMart on nine major areas: ① employee management, ② e-commerce, ③ marketing, ④ personal information, ⑤ gift certificates, ⑥ tickets, ⑦ food safety, ⑧ franchise, ⑨ corporate governance. Control regulatory risks and use the manual as the basis for compliance self-assessments, in order to ensure that the Company's management and business activities continue to comply with laws and regulations, and to facilitate the Company's sound operations.

Management approaches	Implementation contents
4 Group legal compliance control	<ul style="list-style-type: none"> Regularly track, manage, analyze, and summarize changes in laws and regulations, provide key points of changes in laws and regulations to relevant units within the group, and track and manage the corresponding compliance measures and timeline of each unit.
5 Group legal compliance report	<ul style="list-style-type: none"> The overall compliance performance of the entire group is summarized every quarter and reported regularly at senior management meetings, so that senior managers can fully understand the implementation status of the group's compliance matters.
6 Plan legal training courses	<ul style="list-style-type: none"> The legal areas that companies in the group are involved in include but are not limited to: Act Governing Food Safety and Sanitation, Fair Trade Act, Personal Data Protection Act, intellectual property law, Consumer Protection Act, Labor Standards Act, Company Act, and environmental protection laws and regulations. e-Learning courses on the "Personal Data Protection Act" and "Intellectual Property Management System" are offered to all employees every year. In addition, training courses on the law are provided to new employees.

Non-compliance in 2023

FamilyMart strictly complies with environmental protection regulations announced by government agencies, as well as laws and regulations such as the Act Governing Food Safety and Sanitation. In 2023, a total of 1 violation of the Food Safety and Sanitation Management Act occurred in FamilyMart's headquarters and stores, resulting in penalties totaling NT\$60,000 imposed by regulatory authorities. However, there were no incidents requiring product removal notified by the regulatory authorities. Additionally, one significant incident involving a violation of the Labor Standards Act resulted in a penalty of NT\$100,000 imposed by regulatory authorities ^(Note). In response to such penalties, we immediately conduct reviews and improvements, strengthen education, training, and legal compliance promotion, and increase inspection frequency to ensure compliance with legal regulations and prevent the recurrence of similar incidents.

Note: Significant violations of regulations refer to incidents where the amount of the fine exceeds NT\$100,000.





2.1 "Safe, Worry-free, Healthy" Foods

As a retailer in the food supply chain, we uphold the principle to provide consumers with "safe, worry-free, and healthy" products. Hence, we impose stringent quality control and quality assurance on materials suppliers, product manufacturers, fresh food factories, logistics, and retailing stores to ensure the absolute safety in all parts of the product supply chain of food products that consumers purchase.

Value Chain	
	Indirect Suppliers
	Direct Suppliers
	FamilyMart Convenience Store
	Consumers/Community

3 Store Management	4 Own Food Laboratory
Passing rate 98% Store spot check (12,000 times in total, failure 236 times)	Certified by two organizations Accredited microorganism laboratory by the Taiwan Food and Drug Administration (TFDA), Ministry of Health and Welfare, and the Taiwan Accreditation Foundation (TAF)
Passing rate 100% Store spot checks on fresh food products or FamiCollection products (230 items) by health authorities, and synchronous spot checks (230 times) by FamilyMart	9 items Taiwan Accreditation Foundation (TAF)-certified inspection items: Total plate count, Coliform, Escherichia coli, Staphylococcus aureus, Salmonella, Listeria monocytogenes, Enterobacteriaceae, preservatives, propanoic acid
13 sessions 540 participants QA training (ISO stores audit course)	3 items TFDA-certified inspection items: Total plate count, Escherichia coli, Coliform
9.951 million Reach 11.518 million	16 items Related expenses (including instruments and apparatus, inspection, salary, and miscellaneous purchases) of laboratory in 2023 As of the end of 2023, the food laboratory has complied with the regulations and standards set by CNS (Chinese National Standards) or relevant authorities such as the Taiwan Food and Drug Administration
5 Inspection fees External inspection company: Inspection fees for food and containers and packaging materials that come in contact with food	7 items Non-standard self-inspection items established in a manner not mentioned above: pesticide rapid screening, antibiotic rapid screening, clenbuterol rapid screening, cleanliness rapid testing, caffeine, rice moisture content, and broken rice rate

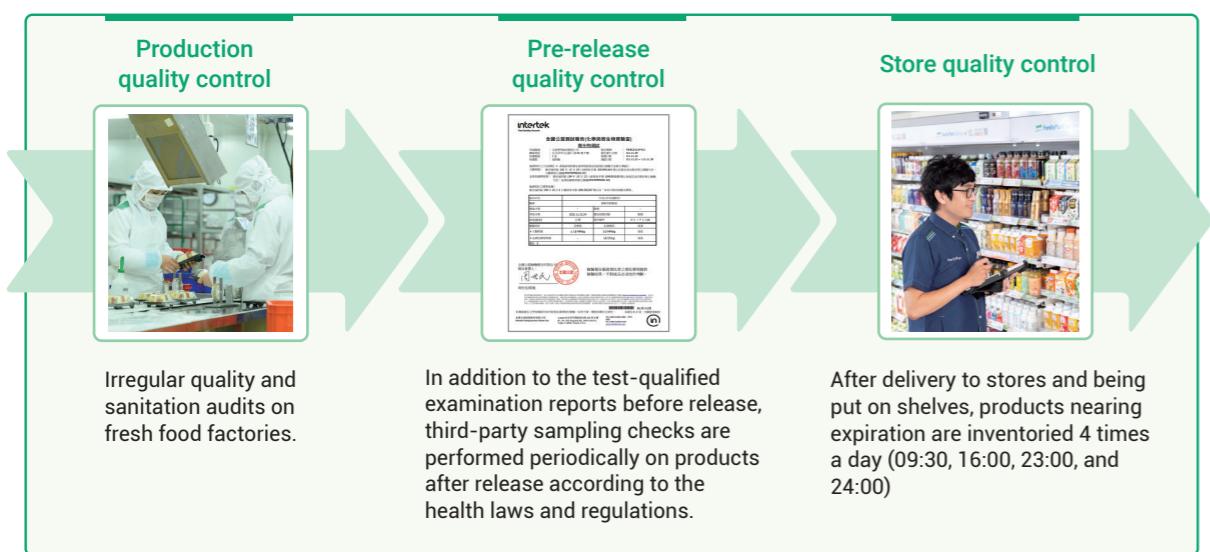
2.1.1 From Farm to Table: Stringent Quality Control of Foods at All Levels

FamilyMart has established a food safety management platform that tracks and inspects the entire supply chain from raw material sources, suppliers, fresh food factories, to distribution through 12 logistics centers (building area of 73,157.05 ping) and delivers to 4,234 stores across Taiwan (1F area of 197,696.89 ping (excluding area of other floors and arcade)). Following the concept of "from farm to table," we regularly monitor, inspect, and trace the origin of products, ensuring the strictest quality control and providing consumers with safe, high-quality, and delicious goods they can trust.

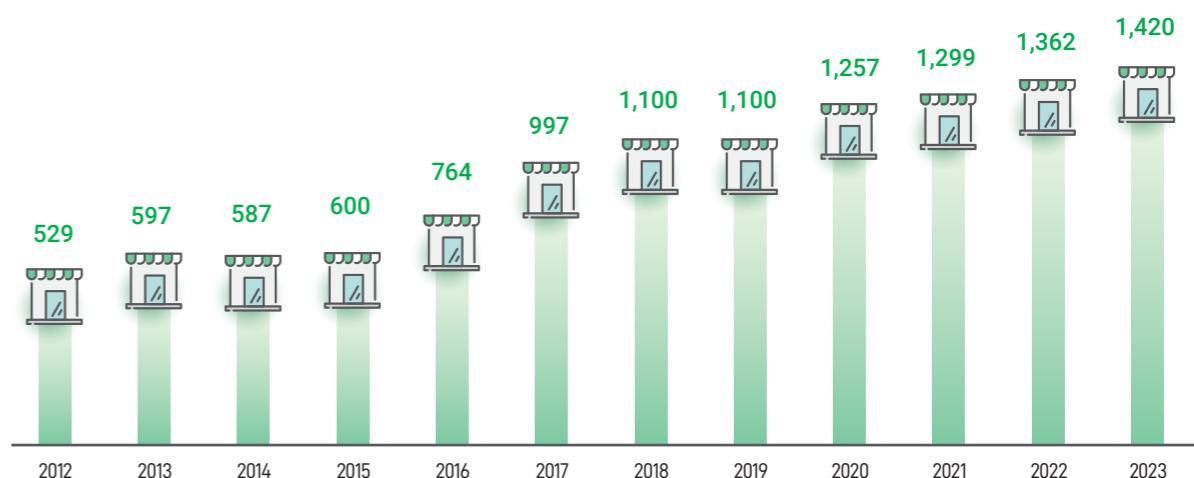
Starting from food ingredients to fresh food factory production and then to release, stringent screenings and inspections are implemented at all levels to ensure 100% conformity to our quality requirements for sales (such as: not using genetically modified raw materials, artificial hydrogenated trans fats, etc.). After product launch, store personnel follow the QA instructions to perform machine temperature control, cleaning, and production expiration management every day.



In 2023, local health authorities in various parts of the country conducted a total of 230 inspections of fresh food and FamiCollection products. FamilyMart also arranged for certified inspection companies or units to conduct simultaneous inspections on the same batch of products at the same store or in the same region. The inspection results were all in compliance with the food hygiene regulations established by the health authorities.



Number of FamilyMart stores that ISO 22000 was promoted in each year



1

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FamilyMart, Your Trusted Store

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4

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Appendix

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FamilyMart, Your Trusted Store

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2.1.2 Certification for ISO 22000 Food Safety Management Systems

Food safety problems have been gaining increasingly extensive attention in recent years. Consumers have also raised their food quality demand to force the food supply chain to face more stringent controls and requirements. To enhance food safety of the food chain in the production process and stores, we implemented the ISO 22000 Food Safety Management System (FSMS) in 2010 ahead of others and become the first convenience store chain in Taiwan to pass both ISO 22000 and HACCP certification. By Sunday, December 31, 2023, 8 stores obtained the ISO 22000 certificate, while other stores also followed the ISO 22000 inspection model and obtained FamilyMart's promotion certification after passing the evaluation.



To enforce consistent, ISO-compliant food safety management across all stores in Taiwan, we have drawn a long-term ISO promotion plan to progressively promote ISO FSMS management procedures to all stores each year and perform internal certification. Every year, selected stores undergo education and training, and certification companies conduct compliance checks on store operations to ensure adherence to the management systems established by the company. This serves as an internal promotion and performance certification. As of December 31, 2023, FamilyMart has completed the internal promotion of ISO 22000 at stores a total of 11,612 times.

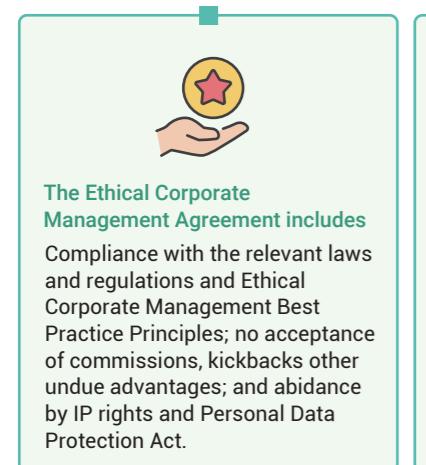
2.2 Sustainable Supply Chain Management

We establish specifications for product inspection, onsite inspections, audits, and evaluations for supplier management. In particular, for the three categories of suppliers: fresh food factories (self-owned or outsourced), own-branded factories (FamilyMart Collection, FMC), and ingredient/material suppliers, we established stringent control mechanisms.

Based on the "triple management and triple traceability" principles, to ensure the quality of released products, we have established the "Supplier Management Regulations" for suppliers having business with us. The approach involves categorizing existing suppliers and establishing management focus areas based on different levels of risk. First, basic supplier data is verified to ensure they are legally registered companies or factories, and suppliers passing relevant international certification (e.g., CAS, TQF, ISO 22000, HACCP, or FamilyMart-recognized quality labels) will be considered a higher priority. Different evaluation regulations and audit measures are planned for different categories of suppliers. We added remote monitoring and audits for quality assurance during the pandemic, so as to ensure the quality assurance management of key suppliers.

2.2.1 Supplier Code of Conduct

Emphasizing "customer satisfaction and mutual growth," besides constantly strengthening corporate governance indicators, we also improve CSR in collaboration with partnering suppliers. We included ethical corporate management and CSR clauses in the ethical corporate management agreement and product transaction contracts, and require all suppliers to sign the documents.



Before entering into formal trading partnerships with new suppliers, FamilyMart assesses the risk level and requires the procurement unit or the supplier to conduct a self-assessment to determine compliance with FamilyMart's quality assurance standards. Alternatively, FamilyMart may commission inspection companies to conduct audits. These audits include evaluations of relevant legal requirements, environmental hygiene, personnel management, and quality management, with an emphasis on environmental protection and occupational health and safety. This ensures that suppliers meet the required quality standards and exhibit a commitment to social responsibility.

2.2.2 Supplier Audit and Evaluation

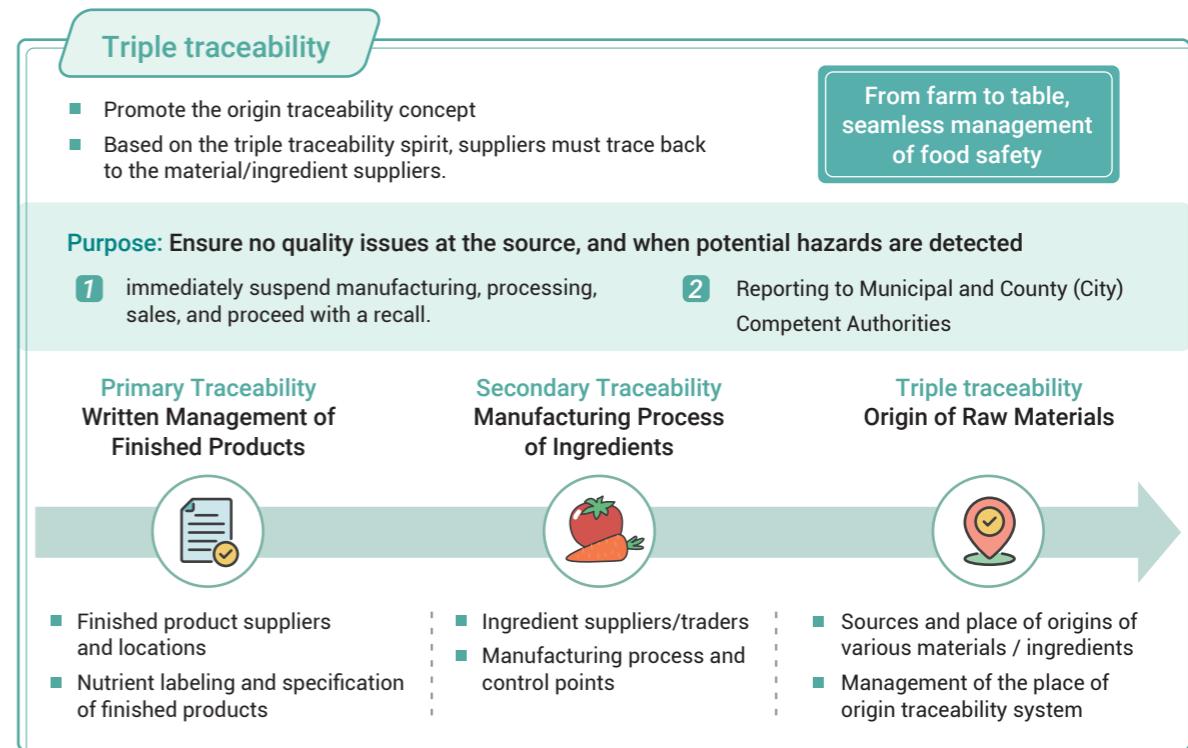
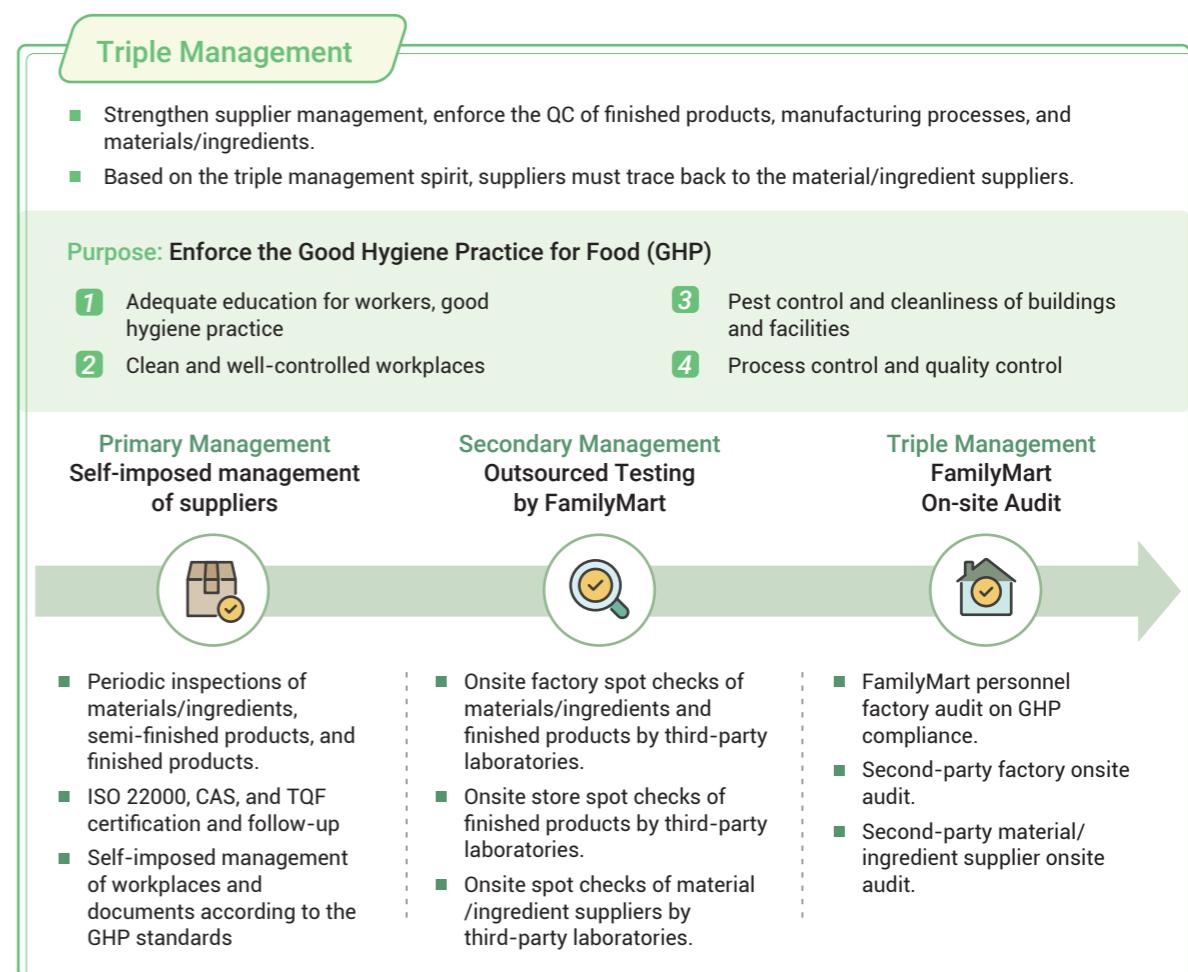
Based on the categories of suppliers, there are 10 types ^(Note) of audit and evaluation of fresh food factories, including outsourced and self-owned. The audit items also vary by nature, including environmental sanitation management/factory hardware, production facilities and equipment, quality management, abnormal quality improvement/supplier management, production processes, foreign matter management, warehouse temperature, personnel management, spot check, CSR actions management, key articles, and major deficiencies. The passing mark is a weighted average score of over 80 points. In 2022, FamilyMart added "CSR actions management" to the audit article, which includes waste control, labor and ethical standards, and occupational health and safety. This addition strengthens the focus on ESG management by suppliers.

FamilyMart conducts inspections of supplier products by randomly sampling and sending them to certified inspection companies or units. In case of special circumstances, FamilyMart reserves the right to conduct inspections at any time. Products that do not meet the quality standards are immediately removed from shelves and not sold. In product labeling inspection, the supplier of first-time-released products should send the products to a third-party certification body to verify if information is clearly labeled by law before products are allowed to be released. Products must pass the said inspections 7 days before introduction and allowing for release.

Note: For the audit evaluation items and allocation of commissioned fresh food factories and private label factories, please refer to the appendix "Supplier Audit Management Evaluation Items and Allocation Overview".

2.2.3 Triple Management and Triple Traceability

Enforcing FamilyMart food safety value chain: Quality control is implemented from farm to table, and the "triple management and triple traceability" measures are applied to suppliers.



2.2.4 Fresh Food Self-owned Factory Management

As of December 31, 2023, we had five self-owned fresh food factories (Note 1) (Ping Roun Food Daxi Plant, Ping Roun Food Xinfeng Plant, Jin Shin Food, FOPi Bakery, and Everfamily International Foods). All have obtained the ISO 22000 certification. Details are summarized in the table below:

Supplier Name	Certification Activity	Certificate Validity
Pingrong Food Daxi Factory	1. Production of 18°C delicatessen food (Rice balls/Sushi) 2. Production of chilled rice-based meals and noodle-based meals 3. Production of chilled ready-to-eat noodles 4. Production of chilled desserts Food sector: CIII Processing of perishable animal and plant products (mixed products)	2022/8/16~2025/8/16
Pingrong Food Xinfeng Factory	Production of delicatessen food (4°C) including sandwiches, salads, and rice-based meals Food sector: CIII Processing of perishable animal and plant products (mixed products)	2021/7/23~2024/7/23
Jin Shin Food	1. Production of 4°C ready-to-eat meals 2. Production of 18°C ready-to-eat meals 3. Production of frozen cooked dishes Food category: CIII Processing of perishable animal and plant products (mixed products)	2021/2/6~2024/2/6
FOPi Bakery	Scope: Production of bread and cake Food Chain(Sub) Category: CIV	2021/3/26~2024/3/26
Everfamily International Foods	Preparation of meal boxes for group meals and refrigerated ready-to-eat food Food Chain (Sub) Category: E	2024/1/24~2027/1/23 (註2)

Note 1: The self-owned fresh food factories are FamilyMart investees (FOPi Bakery, Jin Shin Food, Ping Roun Food Daxi Plant, Ping Roun Food Xinfeng Plant, and Everfamily); the fresh food outsourced factories provide A. Fresh food that use the FamilyMart brand; B. self-service area products (e.g. oden and hot dog). C. high-risk products based on internal assessment (e.g., fruit and sweet potatoes). They are not suppliers for complete retailing.

Note 2: Everfamily International Foods started production in October 2023, obtained ISO 22000 certification on December 29, 2023, and obtained the certificate on January 24, 2024.

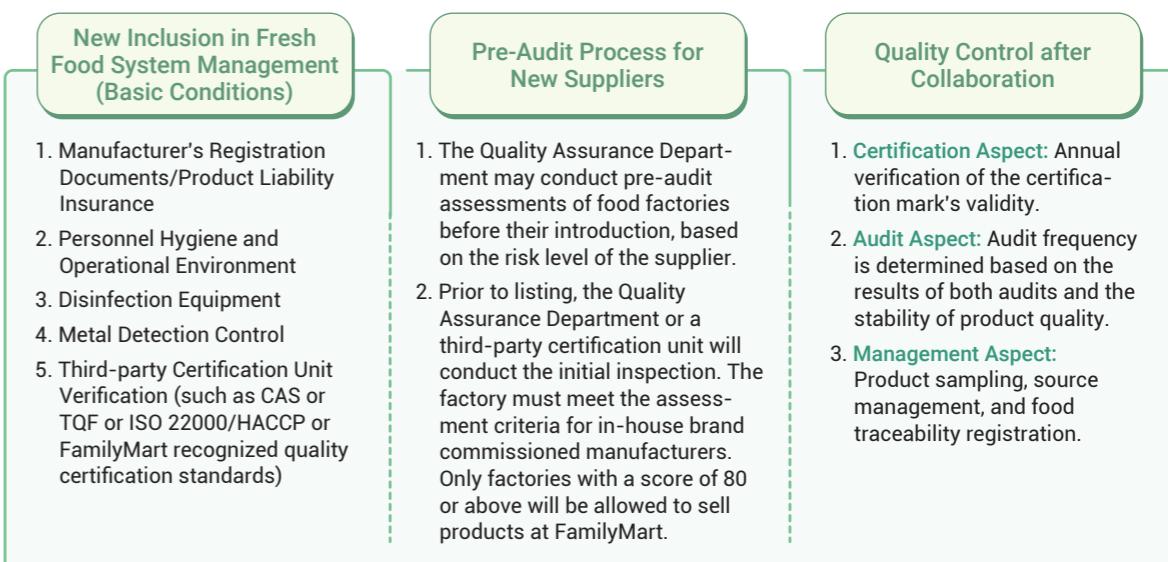
For the products produced by our in-house fresh food factories, "FamilyMart" commissions certified inspection companies or units to conduct regular inspections on product specifications, appearance labeling, and microbiological testing (Note 3). In 2023, a total of 649 samples of fresh food products produced by our in-house factories were randomly tested. The results showed that all items met the specified criteria, resulting in a pass rate of 100%. Additionally, for factory internal sanitation and management, one to two second-party audit by external certification bodies was conducted each in H1 and H2 on a total of five factories (Ping Roun Food Daxi Plant, Ping Roun Food Xinfeng Plant, Jin Shin Food, FOPi Bakery, and Everfamily International Foods). The audit accomplishment rate was 100%. Ten audits were conducted in 2023, all passing with a rate of 100%. In 2022, FamilyMart introduced the "Corporate Social Responsibility Actions" category, which includes audits on waste management, labor and ethical standards, and occupational health and safety. This addition strengthens the focus on ESG management by self-owned fresh food factories.

Note 3: For the audit evaluation items and score allocation, audit frequency, and audit results of self-owned fresh food factories and bakeries, please refer to the appendix "Supplier Audit Management Evaluation Items and Allocation Overview."

2.2.5 Fresh Food Supplier Management

FamilyMart's Management Mechanism for Fresh Food Suppliers

In 2010, we set higher standards on outsourced fresh food suppliers to implement stringent control in terms of 3 aspects: basic requirements review before contracting, quality control after contracting, and management after contracting.



Supplier Management Mechanism

Both new and existing suppliers must comply with the following standards:



To ensure the quality of fresh food, we constantly implement onsite routine check on fresh food outsourced factories. We also hire third-party certification units to assist with the annual second-party audit. Factories that receive a B or C grade (Note 1) must make improvements within the specified timeframe and undergo reevaluation. Outsourced fresh food factories failing to make improvement by the deadline and with low cooperativeness, in consideration of the quality stability of fresh food products, we will terminate the transaction with these outsourced fresh food factories.

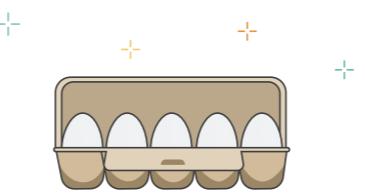
In 2023 there were 61 outsourced fresh food factories (including OEM factories and egg suppliers) doing business with FamilyMart, with an audit accomplishment rate of 100%. A total of 91 second-party audits (Note 2) were implemented on these 61 outsourced fresh food factories, and all passed the audit.

Note 1: For the audit frequency and audit results classification standard for fresh food factories, please refer to the appendix "Supplier Audit Management Evaluation Items and Allocation Overview" for details.

Note 2: 91 audits included super A (56 times) and A (35 times).

FamilyMart's Management Mechanism for Egg Suppliers

To strengthen source management of egg farms, we began to enhance the audit of different types of suppliers: egg washing factories, egg farms, and egg farms with washing factories in collaboration with National Animal Industry Foundation. In 2023 we performed the breeding management and quality management audit of 22 egg farms ^(Note 3), our egg product suppliers ^(Note 4). The audit accomplishment rate was 100%.



Note 3: All 22 audits were classified as Grade A.

Note 4: For the audit evaluation items and allocation of egg processing plants and chicken egg farms, please refer to the appendix "Supplier Audit Management Evaluation Items and Allocation Overview".

2.2.6 FamiCollection Supplier Management

FamiCollection is FamilyMart's private label. It was created in 2013 in response to the rise of environmental awareness, and is positioned to "discover the original flavor of life." The brand will celebrate its 10th anniversary in 2023 and launch a new brand image to echo the cleanliness and environmental protection requirements of FamiCollection products. Products have been expanded from food to daily necessities, hoping to create a purer lifestyle so that consumers can experience a life full of nature 365 days a year.

To control product quality, we began second-party audit management on FamiCollection food product suppliers ^(Note 1). Besides performing basic certification review and factory visit before contracting according to the "Supplier Management Regulations", these suppliers are requested to accept the second-party audit each year implemented by the third-party certification bodies hired by us.

In 2023, there were a total of 27 food-related suppliers in collaboration with FamiCollection products. The audit completion rate for these suppliers was 100%. A total of 38 audits were conducted for these 27 suppliers, and all audits resulted in a qualified rating ^(Note 2).

Note 1: For the audit frequency and audit results classification standards of FamiCollection suppliers, please refer to the appendix "Supplier Audit Management Evaluation Items and Allocation Overview" for details.

Note 2: 38 audits included super A (29 times) and A (9 times).



2.2.7 Self-Imposed Management of Raw Materials Suppliers

Upholding the provision of worry-free and safe fresh food products, we implement controls at the source from raw materials. We began to implement the second-party audit on focused raw materials suppliers, covering commodities including meat, aquatic products, eggs, bakery, and sauces. Starting from audit enhancement, we ensure shipping quality management to keep our food safety commitment for consumers. We have established the FamilyMart Quality Management System for the reference of auditing raw materials suppliers. From the decision-making body of management to food factory workers, no part of work management should be overlooked. We conduct periodic onsite inspection of food factories to supervise their quality management, operating procedures, and the degree of implementation, in order to judge if their quality management system meets our requirements.

In 2023, FamilyMart had a total of 62 collaborating raw material suppliers. Among these suppliers, 49 were subjected to a second-party audit (53 audits). The completion rate of the audits was 79%. Except for egg and livestock product factories, which had a passing rate of 94.4%, the remaining factories had a passing rate of 100%. In raw materials supplier audit, we value sustainable environment issues and thus include them in audit management to implement strict control over the management of waste, WCO, wastewater, air pollution, and emissions, in order to contribute to the ecology and environment.

	Food factories	Egg and livestock product factories	Factors of rice, flour, and their products	Supplier Type: Raw Material Traders
Number of suppliers	29	17	12	4
Number of audits	20	18	10	5
Passing rate	100%	94.4%	100%	100%

Note: For the audit evaluation items and score distribution, audit frequency, and audit result classification standards of raw materials suppliers, please refer to the appendix "Supplier Audit Management Evaluation Items and Allocation Overview" for details.

2.2.8 Management of Food Containers and Packaging Materials

We will assume control of all food containers and packaging materials having direct contact with food. Before product release, suppliers must submit the inspection report from third-party certification bodies. After release, the QA or fresh food unit arranges irregular spot checks based on the risk of the finished products or materials.

Based on the risk level, each month the fresh food materials section performs a spot check on the packaging materials in the manufacturing process. In the spot check, packaging materials are divided into three categories (pressure forming, injection molding, paper/bamboo chopsticks, plastic film) for cyclic spot checks. New products in the quarter will be prioritized for spot check.

In 2023, the materials inspection, dissolution test, and heat resistance test were conducted on 22 packaging materials used in the store. The results show that all tested materials comply with the Sanitation Standard for Food Utensils, Containers and Packages of the MOHW. We planned that food container suppliers must submit a new inspection report every April to control the safety quality of packaging materials.

Category	Inspection items for new packaging materials/spare parts	Annual risk inspection items
Plastic products such as cups, covers, and straws.	Dissolution test, plasticizers, heat resistance test.	Dissolution test
Plastic gloves	Plasticizers, heavy metals	Plasticizers
Bamboo/wooden products	SO ₂ , H ₂ O ₂ , C ₁₂ H ₁₀	SO ₂ , H ₂ O ₂
Paper products	Fluorescent brightener, dissolution test	Fluorescent brightener

In 2023, FamilyMart had a total of 4 cooperating packaging material suppliers ^(Note 1). The completion rate of audits for these 4 suppliers was 100%. Four second-party audits ^(Note 2) were conducted for these packaging material suppliers, and the audit results were all qualified.

Note 1: The audited packaging material suppliers supply coffee paper cups to FamilyMart.

Note 2: All 4 audits were classified as Grade A+.

2.2.9 Product Safety Test

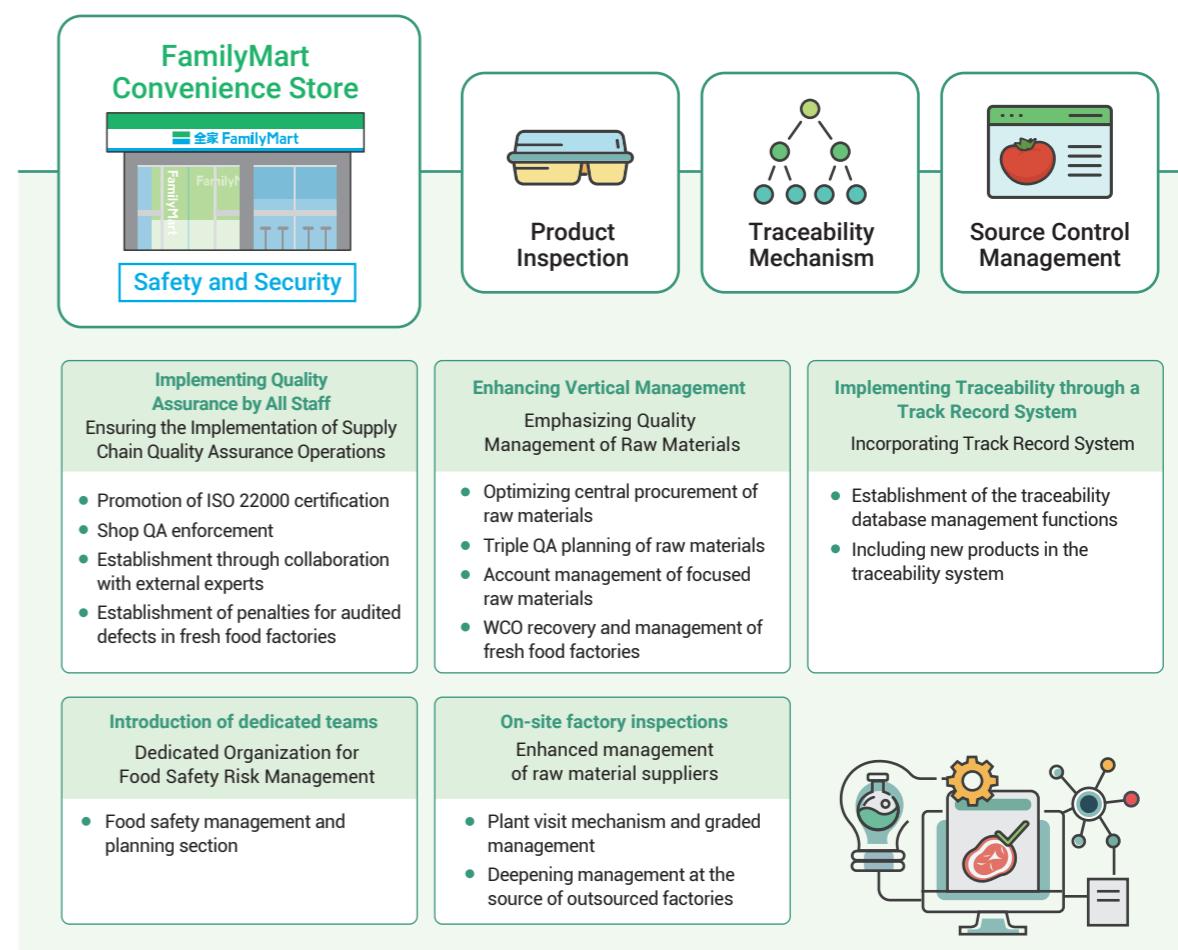
To ensure the food safety of fresh food factories, all self-owned fresh food factories will perform self-imposed inspections through the in-house laboratory to test the raw materials, semi-finished products, and finished products. We also hire third-party certification bodies (Intertek Testing Services Taiwan Ltd. of UK and Tentamus Analytics Taiwan Inc. of Germany) to perform spot checks to control product inspection. Testing items are adjusted according to the product category. The current testing items are as follows:

Description of inspection item

 <p>Self-inspection by self-owned fresh food factories</p>	<ul style="list-style-type: none"> Microbial count (total plate count, Coliform, Escherichia coli, Staphylococcus aureus, Enterobacteriaceae, and mold) Rice moisture content: Moisture content, broken rice rate Raw material rice acceptance: Moisture content, broken rice rate, white powder grains, irregular grains, damaged grains, heat damaged grains, and inclusions Acceptance of liquid egg: pH value
 <p>FamilyMart Food Laboratory Basic Information</p>	<ul style="list-style-type: none"> Microorganism (Total plate count, Coliform, Escherichia coli, Staphylococcus aureus, Salmonella, Listeria monocytogenes, Enterobacteriaceae) Preservatives, propanoic acid Antibiotics, pesticide residues, clenbuterol rapid screening, cleanliness rapid testing (divided into fat, starch, detergent residues), caffeine, sulfur dioxide, hydrogen peroxide, rice moisture content, and broken rice rate
 <p>Third-party inspection</p>	<ul style="list-style-type: none"> Microbial count (plate count, Coliform, Escherichia coli, Staphylococcus aureus, Enterobacteriaceae, Enterobacteriaceae, and mold) Preservatives Food additives Pesticide residue Animal medicine Chemical testing of plasticizers, melamine, etc. Heavy metals Other tests (maleic acid, acrylamide)

To protect food safety for consumers, we invest large amounts of labor and funds in product quality control to perform irregular tests at all levels of our products from raw materials to store sales to ensure product quality. Though external, independent testing units and professional instructions, we hope to control product quality more stringently and objectively. We have also established a division of management system and specification for product quality assurance. In 2023, the fees for the inspection of food and container and packaging materials having contacts with food was NT\$11.518 million.

2.3 Food Safety System



Besides constantly enhancing food safety control, capturing the trends of food safety regulations, and detecting and gathering food safety information to maintain food safety, we have been promoting "food education" in recent years and introducing food ingredients and studying trends benefiting consumer health. Simultaneously, a negative database is established for products that fail official external agency inspections and arrive from non-compliant suppliers. This serves as a reference for food safety risk management. The Company conducts a company-wide food safety crisis drill every year to raise the risk awareness of all staff and familiarize them with standard operating procedures, thereby reducing the risks and hazards associated with food safety crises.

The Quality Assurance Department holds "Food Safety Project Management Meetings" on a monthly basis to discuss the alignment of group quality assurance policies and regulations. In 2023 a total of 12 "Food Safety Project Management Meetings" were held.

2.3.1 Shop QA Optimization

Through the QA management mechanism and training, every year we arrange training for the head office and sales supervisors. Store workers receive re-training or take online courses on FamilyMart's e-learning platform "eHRD," strengthening the QA concept and awareness in all personnel.

In 2023, the QA Department arranged a total of 13 ISO audit training sessions with a total of 540 participants for stores.

2.3.2 Enforcement and Enhancement of Store QA Specifications

We have hired external organizations to perform store checks since 2015. Each month, external organizations audit each of the following five categories: QA log and document management, cleaning agent management, focused machine management, facility/equipment management, product management and observation items. The point deduction system is adopted for scoring. The audit includes 37 items in six categories. Except for expired items that are serious defects with a single-item score of 100, the score for each of the other items is 1-5 points, and the passing score is 80 or more points. In 2023, a total of 12,000 store spot checks were conducted with a failure count of 236 and a passing rate of 98%. Repeat inspections will continue in the next month for stores that failed, until they become qualified. The sampling status of stores in the past three years is as follows:

Store Spot Check Pass Rate in Last 3 Years

Year	2021	2022	2023
Number of stores	11,820	12,000	12,000
Number of fail stores	223	290	236
Pass Rate	98.1%	97.6%	98.0%
Pass rate in repeat check	100%	100%	100%

We have established the "Customer Complaint Handling SOP" to actively respond to customer complaints, and complaints about expired products are recognized as serious customer complaints. Besides sending an improvement notice to stores that received customer complaints, the head office will also punish store personnel according to the Punishment Regulations to manage product quality.

Before the peak season in summer, a QA Drill is arranged for stores to simulate the store spot check models of local health authorities and summarize second-party spot checks to enhance the QA awareness and sanitation management of store personnel.

2.3.3 FamilyMart Food Laboratory Basic Information

Besides increasing the frequency of outsourced inspection by external inspection companies, we established the "FamilyMart Food Laboratory" to start with microorganism inspection. We passed the certification for accredited microorganism laboratory by TFDA and TAF respectively. At the beginning, we applied for accreditation of 3 items only: food hygiene indicators including Escherichia coli, E. Coliform, and total plate count. In response to the diversity of products sold in stores and testing items, we expanded chemical testing items. The procurement of relevant instruments and hardware construction has been gradually completed. The laboratory has also started conducting tests using biochemical rapid screening methods for antibiotics, pesticides, and lean meat additives, as well as tests for preservatives and propionic acid using official methods, to enhance the testing capacity and services of the food laboratory.

In response to the new Sanitation Standards for Microorganisms in Foods and wide range of credible testing services provided by the Taiwan Food and Drug Administration, the "FamilyMart Food Laboratory" actively pursues additional certifications and has gradually obtained accreditation from the Foundation for Accreditation of National Certification (TAF) for six testing items: Enterobacteriaceae, Staphylococcus aureus, Salmonella, Listeria monocytogenes, preservatives, and propionic acid, in order to meet the requirements of general food testing. The laboratory has also successfully completed certification renewal (once every three years). In 2023, new rapid tests for cleanliness were added in response to business needs: SO₂, H₂O₂, and rice quality tests (moisture content, broken rice rate). The total investment in the food laboratory in 2023 amounted to NT\$9.951 million ^(Note), accounting for 0.01058% of individual operating income.

Note: The food laboratory's investment expenses include instrument and apparatus, examinations, remuneration, and miscellaneous purchases.

Accreditation unit	Accredited items	Total number of accredited items	Validity of accreditation
TFDA, MOHW	Escherichia coli, Coliform, total plate count.	3 items	2018.10.30~2024.10.29
TAF	Escherichia coli, Coliform, total plate count, Enterobacteriaceae, Staphylococcus aureus, Salmonella, Listeria monocytogenes, Enterobacteriaceae, preservatives, propionic acid	9 items	2018.11.21~2024.11.20

Test items added in 2023:

Test items in accordance with announcements and recommendations of the CNS or competent authorities in Taiwan, such as the Taiwan Food and Drug Administration: Sulfur dioxide and hydrogen peroxide non-standard self-inspection items established in a manner not announced: Rice quality testing (moisture content, broken rice rate).

2.4 Innovative and Sustainable Products

2.4.1 Food safety control

FamilyMart takes the lead in "Reducing Food Additives—Clean Label Action"

After Taiwan experienced a food safety crisis, real food and a more natural healthy diet have become a new trend. For this reason, FamilyMart introduced the Clean Label certification in 2018 and actively promoted food with less additives. After three years of meeting the standards ahead of schedule, nearly a thousand food products have obtained the Clean Label for less additives, and 90% of FamilyMart's fresh food shelves have obtained the Clean Label certification, allowing everyone to buy and eat with confidence.

Note: Carried out certification of the most FamiCollection and fresh food products. As of the end of December 2023, a total of 1,261 raw materials, 1,075 fresh food items, and 149 FamiCollection products have obtained the Clean Label certification.

3

Love Earth with FamilyMart

SDGs



Material Topics

Food waste management, packaging materials management

Stakeholder

Suppliers and Contractors, Charity groups

2023 Sustainable Key Performance



Reduce the plastic packaging materials used for fresh food products by **24.2%** compared to 2020



Installation rate of store energy management system and equipment IoT monitoring and management system: up to **97.1%**



Compared to 2020, the fresh food scrap rate has decreased by **23.5%**

3.1 Environmental Management Policy

As a leading brand in Taiwan's service industry, FamilyMart is committed to innovation and aims to become the "cornerstone of life" for people in various aspects of their lives. At the same time, we deeply understand our responsibility as a company to protect the environment and are dedicated to creating spaces that are not only convenient and comfortable but also eco-friendly. Besides establishing continual improvement plans for energy conservation, products, equipment, logistics, and HQ operations, to realize green operations, we keep considering the potential negative environmental impacts from operations to ensure a harmonious co-existence with the Earth.

The major environmental management strategy and policy for equipment and logistics are as follows:



Equipment

- In response to the increase in electricity prices and net zero emissions by 2050, FamilyMart purchases renewable energy to adjust the structure of power sources, switching to green electricity during peak electricity consumption during the day, and switching to off-peak electricity prices of Taipower during half-peak and off-peak hours. This reduced the cost of electricity by 10%, and obtained 24 renewable energy certificates.
- FamilyMart and HD Renewable Energy build an energy resilience experimental store to fulfill their corporate social responsibility for ESG. The "Tainan Pingfeng Store" is built with the first microgrid system composed of solar panels, energy storage system, and charging stations. When the power grid is unstable, it not only generates green electricity, but also prevents business suspension and provides consumers with a more sustainable consumption experience.



Logistics (Note)

- Replace Phase 5 and under logistics vehicles and gradually adjust Phase 6 vehicles to reduce fuel consumption.
- Adjust multi-temperature joint distribution in response to the delivery situation to reduce multiple deliveries.
- Use the system to adjust the appropriate number of vehicles to be used and plans routes to reduce carbon emissions.
- The cargo in truck uses a waterproof cover made from eco-friendly material that can be repeatedly used, reducing the use of disposable plastic film.
- Roll containers are used for goods delivery/movement to reduce the amount of tape used to secure consumables when moving within the factory.

Note: Please refer to 3.3 Green logistics for the related information of logistics.

3.2 Climate Change Response

Climate Change Mitigation and Adaptation

Climate change is one of the most important challenges facing humanity in the 21st century, and it is equally urgent for businesses to address climate change mitigation and adaptation. As a responsible global citizen, FamilyMart continues to prepare and plan climate change response strategies with a proactive attitude. We assess the risks and opportunities brought by climate change and develop corresponding measures to strengthen the overall climate resilience of the company. This includes mitigating the transition towards a low-carbon economy and addressing potential operational impacts of physical disasters.

Climate Governance

The Board of Directors is the highest governing body for FamilyMart's climate change governance and is responsible for overseeing the control measures developed by the Sustainable Development Committee. Under the purview of the Sustainable Development Committee, the "Environment Task Force" is established to effectively manage climate-related risks and opportunities. The task force holds regular climate change meetings related to its business operations, reporting the results of risk and opportunity identification to senior management. Subsequently, the Sustainable Development Committee formulates control measures to ensure the effective implementation of risk management strategies.

At the same time, the Company has specially arranged topics related to climate change in the corporate governance supervisor training courses in 2023, including "Risks and Opportunities of Climate Change Trends to Business Administration," "2023 ESG Summit - Sustainability Disclosures and ESG Implementation," "Promotional Event on Sustainable Development Action Plans of Public Companies" to raise awareness of environmental sustainability governance.

FamilyMart Climate Governance Framework



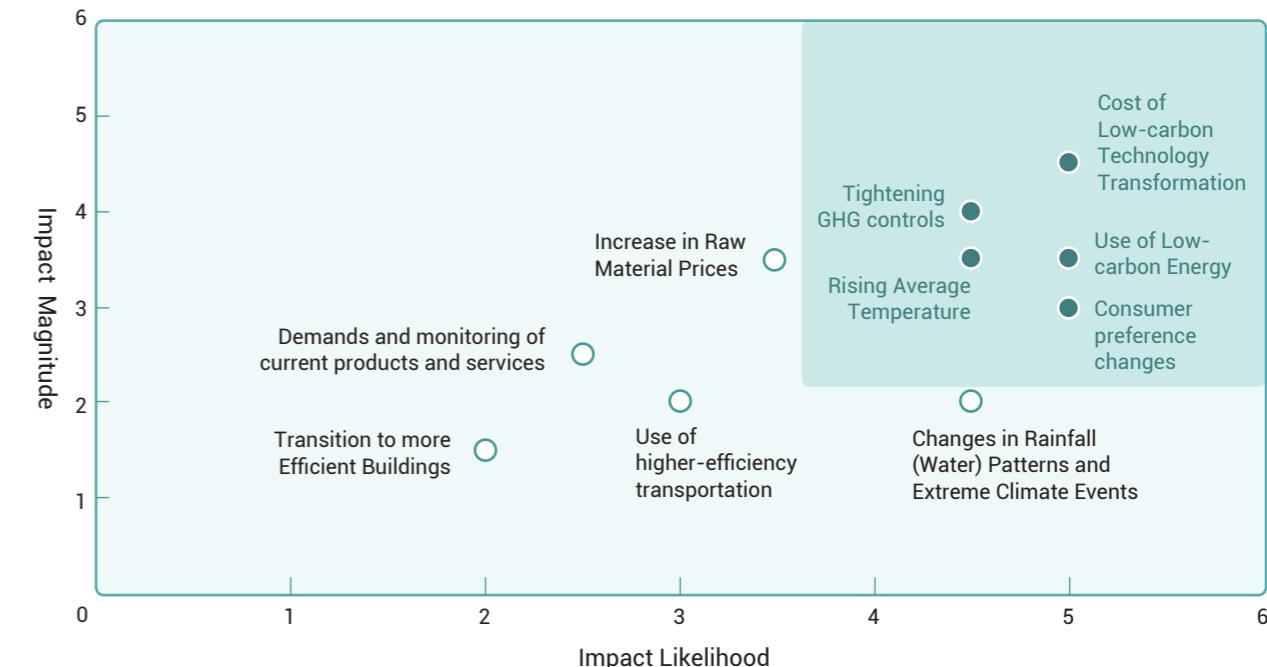
Climate Risk and Opportunity Management and Assessment Process



Impact Analysis and Response Measures

FamilyMart has compiled a climate risk and opportunity matrix and carried out materiality identification in 2022, identifying three key climate risks (costs of low-carbon technology transition, tightening GHG controls, and rising average temperatures) and two key climate opportunities (the use of low-carbon energy and changes in consumer preferences). In 2023, we conducted scenario analysis and quantified the financial impact of two climate risks: "Physical Risk – Changes in Rainfall and Extreme Changes in Weather" and "Transition Risk - Stricter Greenhouse Gas Controls." Even though "Changes in Rainfall and Extreme Changes in Weather" was not among the three key climate risks above. After FamilyMart's assessment, this risk has a significant impact on store operations, and the potential financial impact cannot be ignored, so it was included in this quantitative assessment.

FamilyMart Climate Risk Matrix



Physical Risk – Changes in Rainfall and Extreme Changes in Weather

According to simulations by the Taiwan Climate Change Projection Information and Adaptation Knowledge Platform (TCCIP), in addition to the average temperature rising in Taiwan in the future, the total annual rainfall will also increase. The number of typhoons may decrease but their intensity will increase. When extreme rainfall occurs, it might cause flooding and affect store operations, which may also affect logistics and delivery and loss of sales opportunities, causing financial losses. Therefore, we assessed the impact of flooding risks on all stores in Taiwan in 2050 under different climate scenarios.

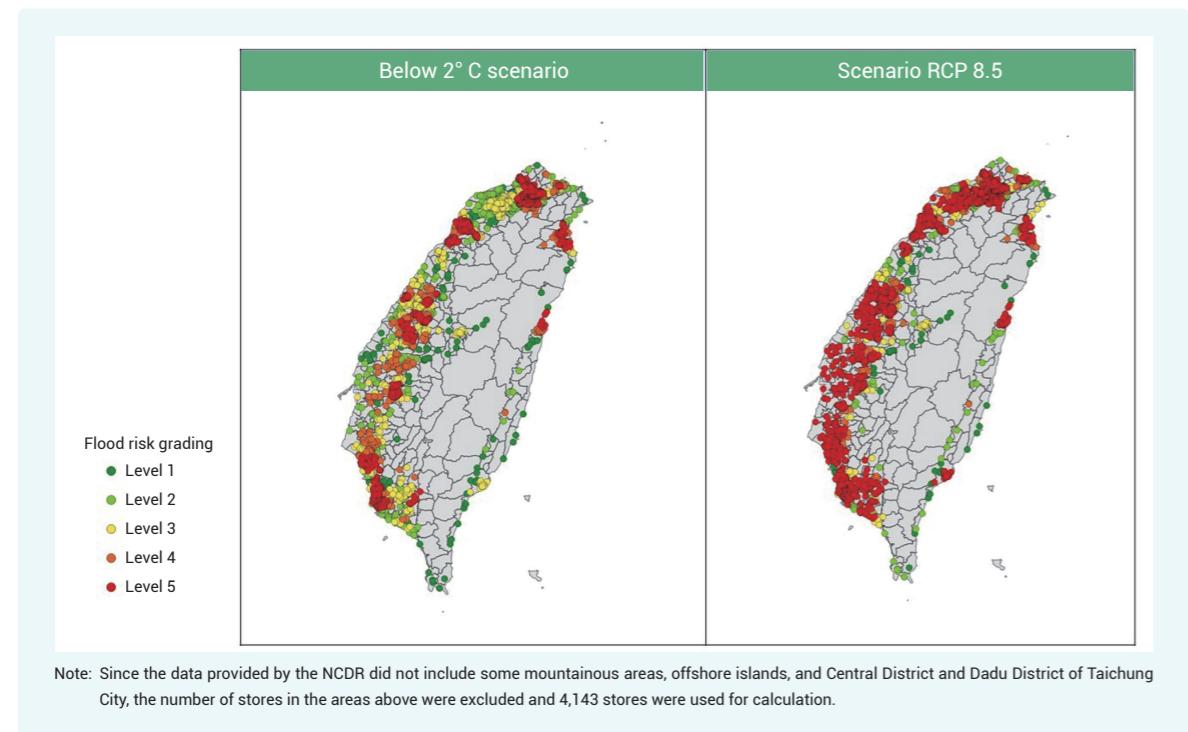
Scenario selection for analysis

Below 2°C scenario
Based on the flood risk level in the base period (1976-2005) of the National Science and Technology Center for Disaster Reduction (NCDR), we assume that the temperature does not rise above 2°C by the end of this century, and the climate environment in the middle of the century remains the same as the current situation when assessing the store flooding risk in the middle of the century. We also assess the financial impact of flooding on such stores.

Scenario RCP 8.5
According to the flood risk level projected in scenario RCP 8.5 (middle of the century 2036-2065), the latest scenario to be announced by the NCDR, we assess the flood risk level of stores in the middle of the century under the high warming trend. We also assess the financial impact of flooding on such stores.

Analysis results

In the below 2°C scenario, 44% of the stores had the highest level of flooding risk (Level 5). In scenario RCP 8.5, 91% of the stores had the highest level of flooding risk (Level 5). Based on the past experience of stores being affected by flooding events, we estimate that in the below 2°C scenario, the potential financial impact in the middle of the century will be approximately 0.13% of our annual revenue; in scenario RCP 8.5, the potential financial impact in the middle of the century will be approximately 0.27% of our annual revenue.



Adaptation management strategy

In order to reduce the negative impact of changes in rainfall patterns and extreme weather changes on FamilyMart, we have strengthened flood prevention equipment for high-risk stores, provided flood gates, and provided weather information in the product ordering system, so that store personnel can prepare for the risks brought by extreme weather in advance. In addition, FamilyMart has formulated relevant regulations and emergency response procedures, and purchased natural disaster insurance for stores in response to potential flooding and to reduce potential financial losses in the future.

■ Transition Risk - Stricter Greenhouse Gas Controls

Taiwan passed the Climate Change Response Act in January 2023 and is expected to begin levying a carbon fee in 2025. Although FamilyMart is not among the first batch of companies that will need to pay carbon fees, as the government pursues net-zero emissions, the possibility of being levied a carbon fee in the future still exists. If the company has to bear carbon fees, it will result in increased operating costs. Therefore, we assess the possible financial impact when FamilyMart is levied a carbon fee in 2030.

Scenario selection for analysis

Assuming that the government will stipulate that every ton of carbon emissions generated by company operations will be levied at NT\$300 in 2030.

Analysis results

Estimating the GHG emissions in 2030 in the BAU scenario based on the GHG emissions in 2023, the carbon fee levied in 2030 will be approximately NT\$170 million. Including management costs, the additional expenditure will be approximately 0.34% of the annual revenue.

Adaptation management strategy

To reduce the negative impact of tighter GHG controls in the future, FamilyMart has proposed the following response strategies. We hope to not only reduce GHG emissions, but also reduce related financial losses through continued action.

Introduction of low global warming potential (GWP) coolants to reduce GHG emissions.

Replace outdated refrigeration equipment and implement energy-saving equipment testing and implementation plans.

Continuously promote high-efficiency LED lighting and automate control through IoT systems.

Continue to replace eco-friendly Phase 5 and Phase 6 vehicles, while also encouraging delivery personnel to practice engine shut-off during unloading to reduce fuel consumption and carbon emissions.

Increase renewable energy use and green electricity procurement to reduce GHG emissions when using energy.

■ Climate Opportunity

Use of Low-carbon Energy

Impact on FamilyMart

- Reduce greenhouse gas emissions to avoid restrictions or fines imposed by government regulations.
- Reduce electricity expenses.
- Increase revenue from green energy sources.
- Gain a positive corporate image, indirectly leading to increased demand for products/services.

Relevant response strategies

- Install solar panels.
- Set up electric vehicle charging stations in external spaces.
- Test microgrid systems in select stores, allowing remote locations to generate and use their own electricity.



Consumer preference changes

Impact on FamilyMart

- Consumers are more willing to purchase environmentally friendly products, leading to an increased demand for green products and services.



Relevant response strategies

- Extend the shelf life of fresh food products through food refrigeration and freezing techniques and utilize professional manufacturing technologies. Sell these products through various sales platforms to reduce the risk of waste.
- Increase lower-emission products, such as vegetarian food and plant meat to meet the health and low-carbon dietary trends of consumers.
- Promotion of the use of reusable tableware and reusable coffee cups.
- Reduction of the packaging size for fresh food and replacement with paper for some packages.
- Promotion of package optimization to reduce unnecessary packaging space.

Metrics and Targets

The Environmental Team conducts regular annual inventory of quantitative indicators related to climate and the environment, including total electricity consumption, electricity intensity, food waste ratio, plastic packaging usage, headquarters' paper consumption, logistics' oil and water intensity, installation of energy management systems and equipment management systems, renewable energy usage, and refrigerant usage. These quantitative indicators are crucial for assessing environmental performance. Please refer to the respective sections in this chapter for the annual quantified performance of each indicator. For the key indicators relevant to climate-related risks and opportunities, we also set medium-long term reduction targets as tabulated below to effectively implement risk control and ensure target accomplishment.

Key indicators	Goals	Project year of accomplishment	Base year	2023 Progress	Specific methods for target accomplishment
Scope 2 Reduction of electricity intensity (kWh/NT\$1 million revenue)	Reduction by 15%	2030	2020	Increased 9.1%	<ul style="list-style-type: none"> Establish a electricity saving task force and continue implementation Implement energy load reduction and dynamic defrosting from 2026 onwards Use LED in all store signs by 2027 Stores purchase renewable energy
Fresh food scrap rate (scrap quantity/purchased quantity)	Reduction by 35%	2030	2020	Reduction by 23.5%	<ul style="list-style-type: none"> Improve the recommended ordering system to further improve the accuracy of demand prediction and reduce waste generation. Increase the ratio of frozen food to fresh food, and reduce the scrap rate by extending the shelf life and expanding the frozen product mix.
Reduce the use of plastic packaging materials for fresh food (Ton/NT\$1 million revenue)	Reduction by 30%	2030	2020	Reduction by 24.2%	<ul style="list-style-type: none"> Promote the use of friendly packaging materials Promote the recycling and reuse business model Expand the use of sealing machines in stores

Energy Conservation and Carbon Reduction Management Measures

Stores across Taiwan are the major source of FamilyMart's energy consumption. We deeply realize that besides revenue growth, it is necessary for enterprises to take corporate responsibility for environmental protection, sustainable development, and reduction of environmental impacts on Earth. In recent years, our energy-saving strategies have focused on three aspects: operational energy-saving measures, equipment improvements, and system controls. We have implemented energy-saving policies from stores to the head office, which has significantly reduced costs and contributed to carbon reduction and environmental protection. In recent years we have progressively introduced the [Energy Management System] featuring electricity demand inhibition and energy conservation failure prediction. Recognizing that IoT is the world's mainstream technology, to further effectively manage store electricity efficiency and equipment availability, we progressively introduced the [Equipment IoT Monitoring and Management System] in 2019 to reduce the workload of store employees, achieve automated equipment control, and provide a better call for repair model with IoT to achieve scientific store operations. This is also the our target of smart store development.

By the end of 2023 we implemented the [Energy Management System] in 2,128 stores and the [Equipment IoT Monitoring and Management System] in 1,984 stores. Estimates show that the Equipment IoT Monitoring and Management System can help save electricity by about 628,416 kWh, or reduce carbon emissions by approximately 310.44 tCO₂e in 2023. A total of 4,112 stores already installed the [Energy Management System] and [Equipment IoT Monitoring and Management System], with an installation rate of up to 97.1%. In the future, we will constantly promote the [Equipment IoT Monitoring and Management System] to FamilyMart stores to expand the management of store electricity-using equipment to enhance the efficiency of energy conservation and carbon reduction.

The Number of Stores and Rate of Installation of the Store Energy Management System and Equipment IoT Monitoring and Management System in the Past Three Years

Year	2021	2022	2023
Energy Management System Number of Stores Installed	2,610	2,395	2,128
IoT Monitoring and Management System Number of Stores Installed	1,024	1,501	1,984
Total quantity of installation	3,634	3,896	4,112
Combined rate of installation	91.2%	94.2%	97.1%

Besides the [Energy Management System] and [Equipment IoT Monitoring and Management System], we continue to actively guide stores across Taiwan to use energy-efficient LED for signs and store and arcade lighting. This reduces the electricity consumption of lighting fixtures by 30%-40% at night. In 2023, we introduced the refrigeration dynamic defrosting mechanism, which will only defrost when the equipment detects frost, in order to reduce energy consumption when refrigeration equipment is operating, saving an average of 5.6 kWh of electricity per day. Combined with the walk-in freezer, the annual energy saving reaches approximately 1,314 kWh/unit. Stores saved a total of 884,681 kWh in 2023, equivalent to 437.02 tCO₂e.

Store Energy Conservation Action Plans and Effectiveness in 2023

Store energy conservation action plans	Energy saved in 2023		Reduction of GHG emissions (tons CO ₂ e) ^(Note 2)
	kWh	GJ ^(Note 1)	
IoT monitoring and management system	Panel light EMS light control nighttime load reduction	599,400	2,158
	EMS dynamic defrosting monitoring	29,016	104
	Use of LED for signs	4,311	16
	Use of LED lighting for new stores	175,314	631
	Use of LED arcade lighting for new stores	76,640	276

Note 1: This conversion factor is based on 3.6 MJ/kWh.

Note 2: The electricity carbon emission factor in 2023 was 0.494 kg CO₂e/kWh.

GHG Emissions

To effectively and more clearly understand the GHG emissions from FamilyMart's operations, FamilyMart used ISO 14064-1:2018 for the first time in 2023 to compile a GHG inventory, and obtained third-party verification. The scope of the inventory included 328 stores (convenience stores and supermarkets) and 22 offices and training centers, totaling 350 locations. After taking inventory, the total GHG emissions in 2023 was 38,327 metric tons CO₂e, of which direct GHG emissions (Scope 1) was 4,647.78 metric tons CO₂e, accounting for 12.13% of the total, indirect GHG emissions (Scope 2) from purchased electricity was 26,936.84 metric tons CO₂e, accounting for 70.28% of the total, other indirect GHG emissions (Scope 3) was 6,742.35 metric tons CO₂e.

2023 GHG inventory results

Scope of GHG inventory	Emissions category	Emissions in 2023 (ton CO ₂ e)	Total proportion (%)
Scope 1	Category 1: Emissions from fuel combustion in stationary sources	14.12	
	Category 1: Emissions from fuel combustion in mobile sources	1,737.64	12.13
	Category 1: Fugitive emissions	2,896.02	
Scope 2	Category 2: Emissions from purchased electricity	26,936.84	70.28
Scope 3	Category 3: Emissions from upstream transportation	370.33	
	Category 4: Emissions from upstream fuel combustion	448.97	6,742.35
	Category 4: Emissions from upstream purchased electricity	5,305.57	17.59
	Category 4: Waste generated in operations	617.48	

Note 1: 2023 is the baseline year of FamilyMart's GHG inventory in compliance with ISO 14064-1:2018, so only the emissions for that year are disclosed.

Note 2: The electricity carbon emission factor in 2023 was 0.494 kg CO₂e/kWh, other coefficients are calculated using the Ministry of Environment's Greenhouse Gas Emission Factor Management Table (Version 6.0.4) and Carbon Footprint Information Website.

Electricity is the largest source of GHG emissions of convenience stores, so we summarized the electricity consumption and greenhouse gas emissions of our head office, markets, and 4,234 stores in 2023. The total electricity consumption in 2023 was 641,055,419 kWh, or 2,307,800 GJ ^(Note 1). The electricity consumption is 100% from purchased electricity, which is converted to GHG emissions of approximately 316,681 tons CO₂e ^(Note 2), an increase of 22,167.12 tons CO₂e compared to the 46,077,131 kWh (165,877.67 GJ) in 2022.

According to the inventory of all stores, the main reason for the increase in electricity consumption in 2023 was that FamilyMart opened about 50 Fami Super stores covering 80 ping and above. Each store is planned with 2 to 3 island-type freezers, RI freezers with more than 5 doors, and 3 or more advertising panels. A total of 45 ice cream machines and 399 coffee machines were added in all stores.

Regarding electricity intensity, the electricity intensity in 2023 was 6,487 kWh per NT\$1 million of revenue, a slight decrease of 1.1% compared to the electricity intensity in 2022. Although FamilyMart added a considerable amount of equipment in new stores in 2023, the Company also improved energy efficiency through IoT monitoring systems. As a result, the electricity intensity did not increase.

Note 1: This conversion factor is based on 3.6 MJ/kWh.

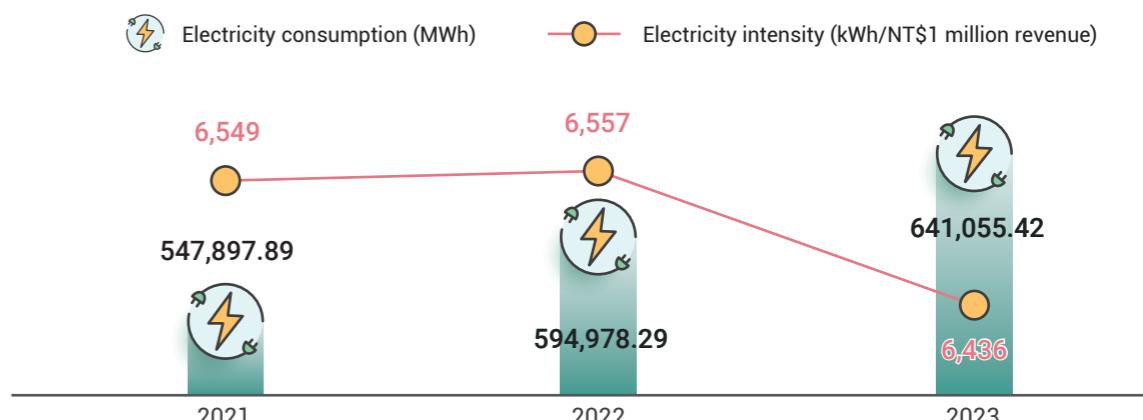
Note 2: The electricity carbon emission factor in 2023 was 0.494 kg CO₂e/kWh.

Besides using electricity, refrigeration equipment is also essential to convenience stores. FamilyMart is well aware that the escape of refrigerant will have a great negative impact on the ozone layer. In 2023, all refrigerant filled was 100% non-ozone-depleting refrigerant. The total GHG emissions was approximately 40,485.21 tons CO₂e. We will gradually replace and use new eco-friendly refrigerants to reduce the negative impact on the environment.

According to the results of the GHG inventory, FamilyMart's GHG emission intensity in 2023 was approximately 4.5514 tons CO₂e/NT\$1 million revenue ^(Note). We use 2023 as the baseline year and set the target to reduce emission intensity per million NTD by 6% in 2025 and by 14% in 2030. While expanding our business, we also strive to reduce the negative impact on the environment and achieve sustainable development.

Note: Actual statistics in 2023 include 328 stores (convenience stores and markets) within the organization's inventory, with GHG emissions of 35,121.27 metric tons of CO₂e. The average emission of a single store is used to estimate the emissions of 4,234 stores at 453,364.20 tons CO₂e, which is converted to a GHG emission intensity of approximately 4.5514 tons CO₂e/NT\$1 million revenue.

Trends of Electricity Consumption and Electricity Consumption Intensity in Last 3 Years

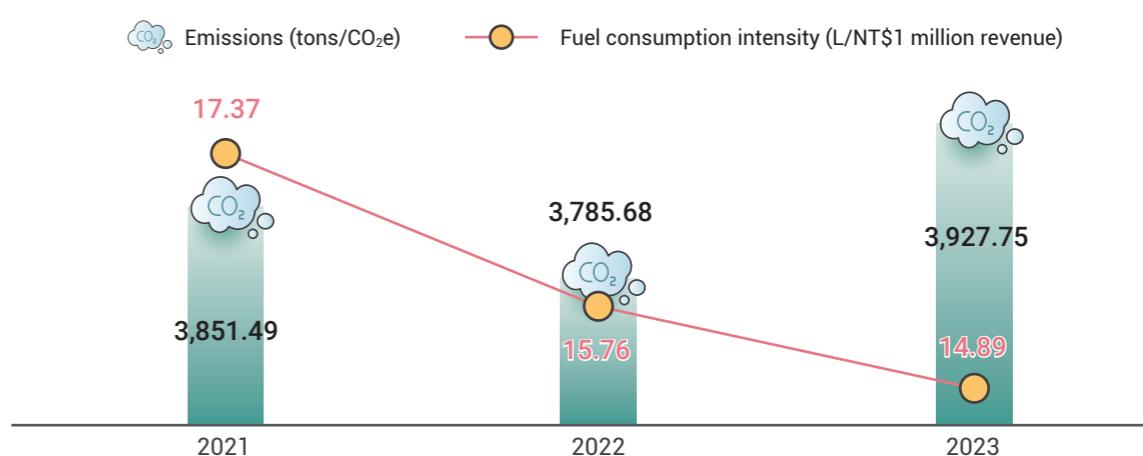


Note: The comparison of electricity consumption and electricity intensity in the past three years in the figure is the result of FamilyMart's own data collection.

The impact of climate change on people is gradually expanding. In recent years, governments around the world and major industries have taken action to reduce GHG emissions. The retail industry involves product transportation and logistics, in which the environmental impact of emissions generated from transportation and logistics cannot be overlooked. Therefore, reducing transportation emissions in the retail industry has become an urgent issue that needs to be addressed. FamilyMart has been optimizing delivery frequency, routes, and transportation methods to reduce carbon emissions from logistics. In 2023, the total diesel fuel consumption for logistics across Taiwan was 1,483,681 liters (approximately 52,144 GJ), resulting in approximately 3,927 metric tons of CO₂e in Scope 3 greenhouse gas emissions ^(Note). The number of stores in 2023 increased by approximately 1.04% compared with 2022, resulting in an increase in oil consumption. Emissions this year increased by approximately 142 tons CO₂e compared with last year, but the oil consumption intensity decreased by about 5.5%, down 14.3% compared with 2022, showing that FamilyMart has achieved significant results in implementing low-carbon transportation in logistics. In the future, we will continue to make improvements and reduce the negative impact of logistics and transportation on the environment.

Note: Diesel carbon emissions are calculated with the version 6.04 emission factors announced by Taiwan's Ministry of Environment, and the GWP of GHG emissions was assessed with the values in the IPCC AR6 (2021).

GHG Emissions in Last 3 Years



Note: The comparison of Scope 3 GHG emissions in the last three years in the figure was summarized by FamilyMart using the version 6.04 emission factor announced by Taiwan's Ministry of Environment, and the GWP of GHG emissions was assessed with the values in the IPCC AR6 (2021).

Reduction measures

FamilyMart understands that outsourced electricity has a significant impact on GHG emissions in operations. In order to reduce emissions from the item, besides actively promoting electricity conservation among employees and maintaining the operation of the IoT energy management system, we also use operational energy conservation in stores and expand the use of AIOT equipment to improve power consumption efficiency, and optimize equipment to reduce carbon emissions. In addition, we will continue to make efforts to replace old electrical equipment and increase the proportion of renewable energy use. Actions to reduce Scope 3 emissions include green logistics, reducing unnecessary logistics distribution through optimization of allocation and distribution routes, and reducing carbon emissions from delivery through the optimization of carbon emissions from transportation vehicles.

In addition to actively implementing energy management systems and other environmental conservation measures, we also recognize the potential of developing green energy. By installing renewable energy generation systems on the rooftops of our logistics facilities, we contribute to the development of renewable energy in Taiwan. In recent years, through collaborations with companies such as AUO Corporation and PlusPV, FamilyMart has completed the installation of solar photovoltaic systems on the rooftops of four logistics centers (Yunlin, Kaohsiung, Taoyuan Daxi, and Taichung Dadu logistics centers) since 2016. The total area covered is equivalent to approximately 1 football fields. In 2023, a total of approximately 6,391,392 kWh of solar power was generated, which is equivalent to providing electricity for 1,749 households for the entire year ^(Note 1) and helping to reduce CO₂ emissions by 3,157 metric tons ^(Note 2). In addition to installing solar panels, we also plan to continue purchasing green electricity every year in the future to reduce GHG emissions from our own electricity consumption, while also responding to SDG7.

Note 1: Household electricity consumption was estimated at 300kWh/month and 3,600kWh/year with reference to the feed-in tariff knowledge section on the TPC corporate website.

Note 2: The electricity carbon emission factor in 2023 was 0.494 kg CO₂e/kWh.



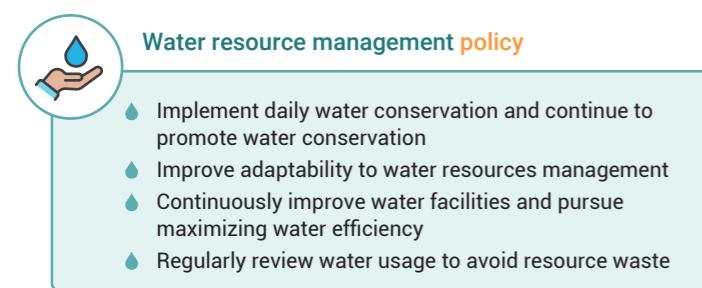
Taichung Distribution Center



Taoyuan Distribution Center

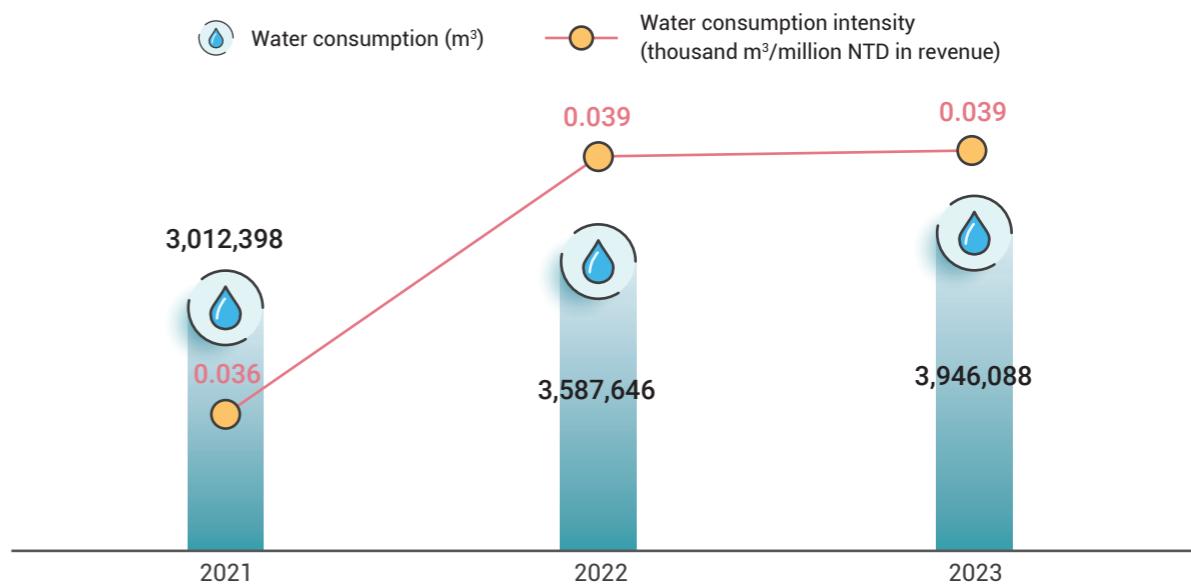
Water Resource Management

Among resource conservation issues, water resources is an important item that cannot be ignored. In particular, climate change has caused rapid changes in the water environment in recent years, resulting in limited available water resources. While our business is closely linked to the use of water resources, optimizing water resources management and preventing unnecessary waste have become issues that concern us. To respond to complex water resources issues as soon as possible, and effectively integrate prevention, conservation, and contingency management, FamilyMart is committed to drawing attention to the importance and conservation of water resources, and building a sustainable enterprise that can adapt to water resources risks.



Based on data statistics and estimates for individual stores, the total water consumption for all stores in Taiwan is approximately 3,946.09 thousand m³ ^(Note 1), with a water intensity of approximately 0.04 thousand m³ per million NTD in revenue. The relationship between individual store water consumption and Per Store Per Day (PSD) ^(Note 2) revenue intensity is 4.24% ^(Note 3). Compared with 2022, water consumption increased by 358.44 thousand m³ while water intensity remained the same. Due to the increase in the number of water-consuming machines (coffee machines and ice cream machines) by 403 this year, coupled with the increase in number of customers after epidemic prevention measures were lifted, the amount of water used for tea eggs and steamed buns increased, and the usage rate of guest toilets also increased. In addition to focusing on store water consumption data, FamilyMart also pays great attention to its own water consumption. To gain a better understanding of the main sources of water consumption, FamilyMart began tracking water consumption data for ready-to-drink beverages (coffee and tea) in 2023. The estimated total water consumption for these beverages is 59,012 cubic meters ^(Note 4). In the future, we will continue to trace the correlation between water consumption and PSD for the reference of water management and target setting.

FamilyMart's store water consumption in the past three years



In addition to stores, even though water consumption at the head office accounts for a small proportion of overall water consumption, we still promote the concept of water conservation to employees from time to time. The total water consumption of the head office in 2023 was 6,670 m³ ^(Note 5), average water consumption per person was 7.82 degrees ^(Note 4), an increase of 21.8% compared with 2022. The increase in water consumption per person is mainly due to the continued promotion of customers bringing their own cups and using reusable containers to replace disposable containers, resulting in an increase in water consumption for cleaning. To this end, FamilyMart will continue to promote water conservation and strengthen water resources management.

Note 1: In 2023, the actual water consumption data was collected from 969 stores, with a total water consumption of 903,550 m³. Using the average water consumption per store, the estimated water consumption for 4,234 stores is 3,946,088 m³ ^(Note 5).

Note 2: PSD = Store sales income/utilization days (operation days)

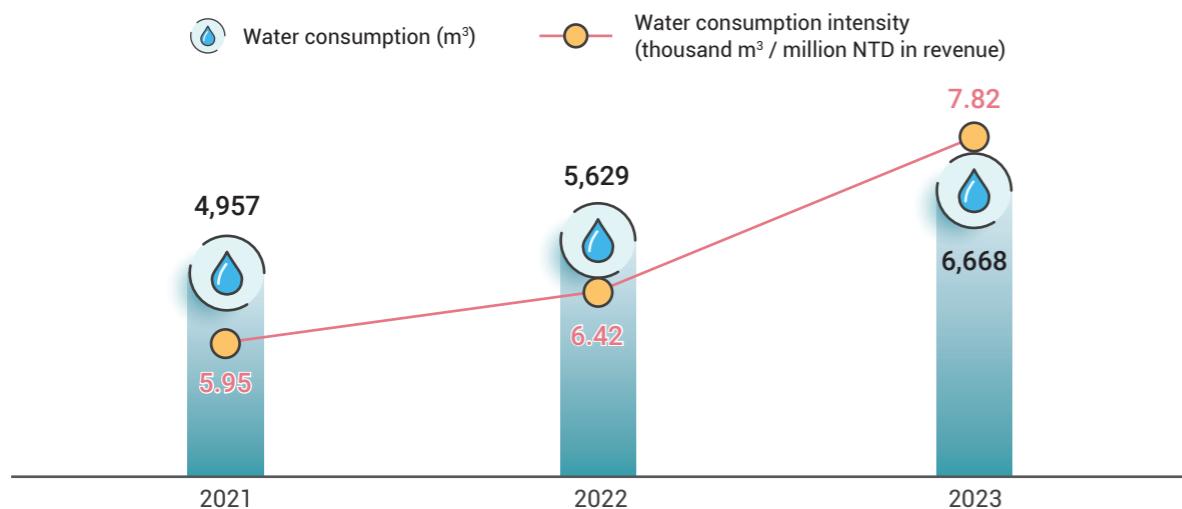
Note 3: Strength of correlation is water consumption/PSD.

Note 4: In 2023, the total number of employees at the head office was 853.

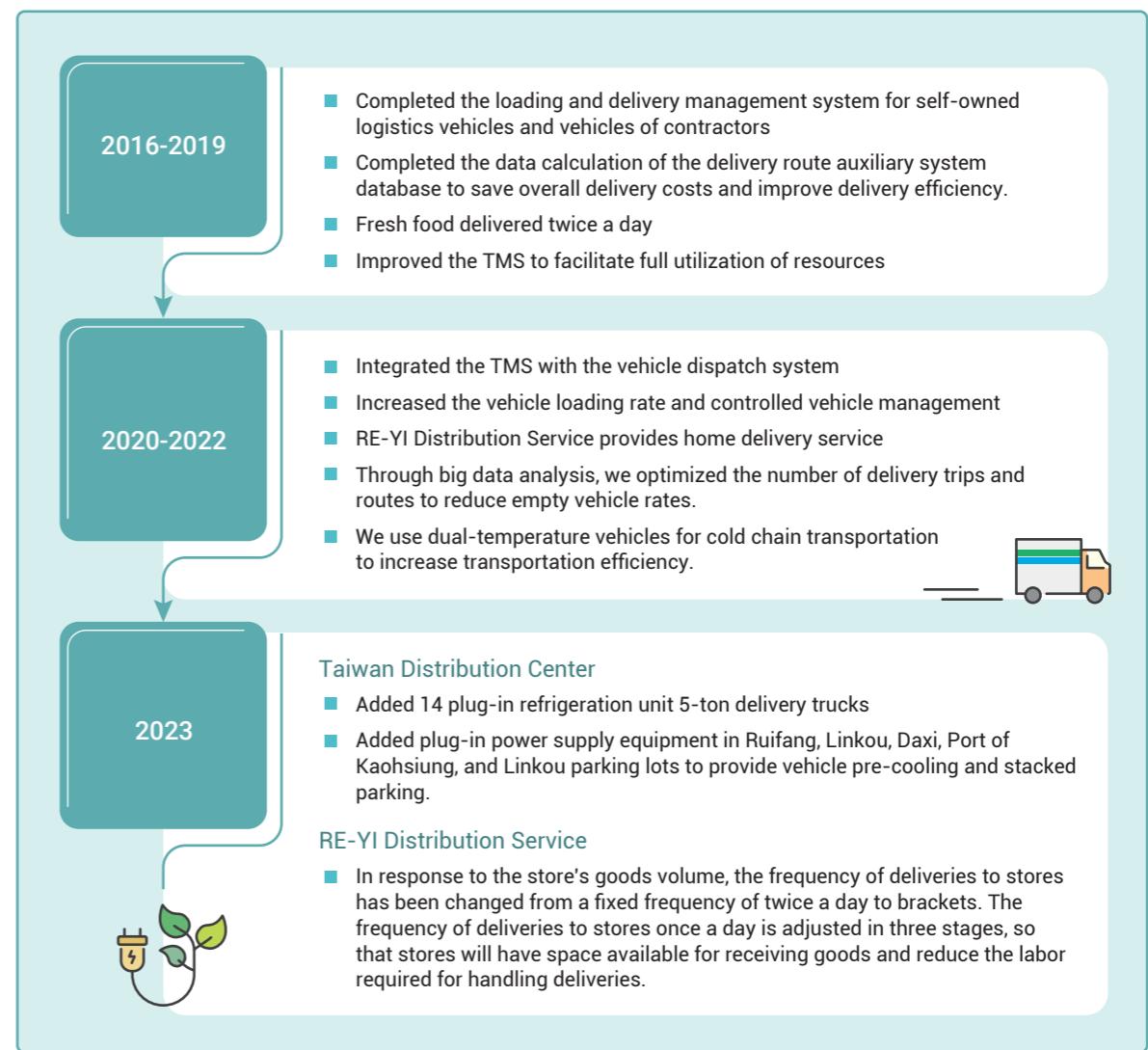
Note 5: 1 thousand cubic meter of water = 1,000 water units



FamilyMart's head office water consumption in the past three years



Logistics efficiency management history



3.3 Green Logistics

With stores across all townships in Taiwan, our trucks deliver room-temperature, frozen, and refrigerated products across Taiwan every day. However, the fuel used by these trucks and the GHG produced have a negative impact on the environment. Hence, we are committed to reducing the number of delivery trips by adopting the multi-temperature joint distribution to reduce energy consumption by deliveries to stores in remote areas, special factory areas, military bases, and schools, enabling earlier delivery of products for customers to enjoy fresher products. In 2018, we began to optimize the transport management system (TMS), and gradually integrated the vehicle matching system to effectively schedule delivery routes, further reducing fuel consumption, and GHG emissions by reducing the distance traveled.

In response to the government's promotion of energy-efficient and carbon-reducing vehicles, FamilyMart's logistics companies, "Taiwan Distribution Center Co., Ltd." and "RE-YI Distribution Service Co., Ltd." have carried out the following vehicle replacement operations.

Taiwan Distribution Center Co., Ltd.

2023

In response to the government promoting energy-efficient vehicles for carbon reduction, we replaced 81 self-owned vehicles of Phase 5 or below, and introduced 44 eco-friendly vehicles of Phase 6. Eco-friendly vehicles now account for 35% of the current fleet.

Targets in 2024

In response to the government promoting energy-efficient vehicles for carbon reduction, we replaced 37 logistics vehicles of Phase 5 or below and collaborated with outsourced delivery providers to implement green logistics concepts in order to raise environmental awareness.

Re-YI Distribution Service Co., Ltd.

2023

In response to the slowdown in growth of goods volume, the number of deliveries was adjusted in December 2023 and deliveries were merged to reduce carbon emissions.

Targets in 2024

Vehicle load was increased and vehicles were adjusted in three stages
 Stage one: Reduced by 2 units in 2023/12
 Stage two: Reduced by 6 units in 2024/3
 Stage three: Reduced by 22 units in 2024/4
 The overall number of vehicles decreased by 30, accounting for 7.6%, reducing carbon emissions.

In 2023, the total electricity consumption of Taiwan Distribution Center Co., Ltd. ^(Note 1) was 21,236,486 kWh, equivalent to 76,451 GJ ^(Note 2), an increase of 3,280,317 kWh or 11,809 GJ ^{(Note 2)(Note 3)} compared to the previous year. The water consumption was approximately 58,297 units, an increase of 11,911 units compared to 2022. The increase in electricity consumption is mainly due to the increase utilization of the e-commerce warehouse in Dadu and the increase in service spaces in Taiwan, resulting in an increase in average electricity consumption. The increase in water consumption is mainly due to the inclusion of water consumption of foreign employee dormitories in statistics starting from this year.

In 2023, the electricity consumption of RE-YI Distribution Service Co., Ltd was approximately 2,414,961 kWh, equivalent to 8,694 GJ ^(Note 2), a decrease of 5.8% compared to the previous year. The water consumption was approximately 10,765 units, an increase of 1,607 units compared to 2022. As for the reduction in electricity consumption, RE-YI Distribution Service has been replacing old lamps, with the replacement progress reaching 11%. Coupled with the reduction in goods flow operations, electricity consumption decreased this year. The main reason for the increase in water consumption is the increased demand for water-cooling fans, which has caused a simultaneous increase in water consumption.

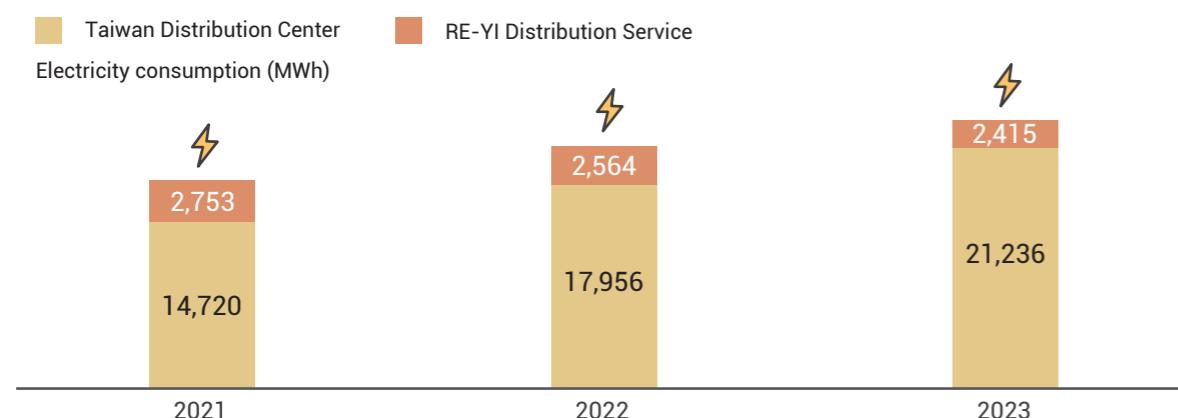
To implement the Company's environmental protection and conservation concepts, we have also strengthened water and energy saving actions at our logistics locations this year.

Note 1: Logistics centers included Ruifang, Linkou, Daxi/Bade, Taichung, Yunlin, Kaohsiung, and Hualien centers.

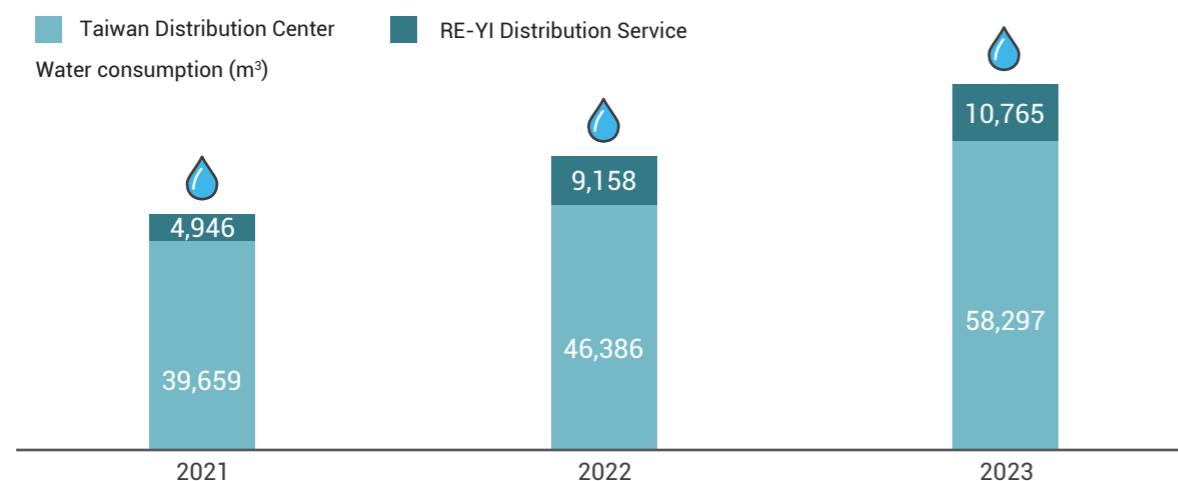
Note 2: This conversion factor is based on 3.6 MJ/kWh.

Note 3: The electricity consumption of the Linkou location of Taiwan Distribution Center Co., Ltd. in 2022 was incorrect, and the corrected figure was disclosed in the annual report this year. The total electricity consumption of Taiwan Distribution Center Co., Ltd. in 2022 was corrected from 22,085,492 kWh to 17,956,169 kWh (approximately 64,642GJ).

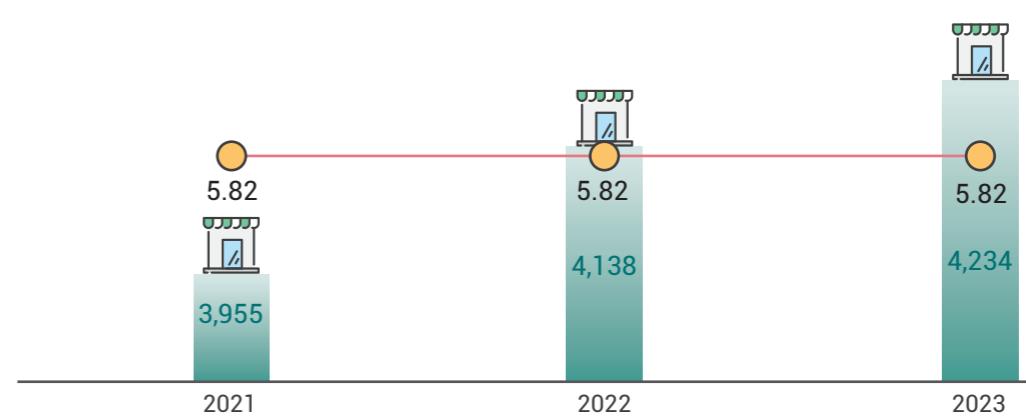
Total Electricity Consumption of Logistics Centers and RE-YI Distribution Service in Last 3 Years



Total Water Consumption of Logistics Centers and RE-YI Distribution Service in the Last 3 Years



Number of stores Waste disposal volume (tons/store)



Waste reduction target

Based on FamilyMart's waste reduction in the past three years, the waste disposal volume of a single store is almost the same. We have set waste reduction targets for the next three years using 2023 as the baseline year. In addition to strengthening personnel training and implementing waste sorting, planning for resource reuse will be adopted to allow stores to separate and recycle as much recyclable items from waste as possible to reduce the weight of waste. We will continue to review and adjust relevant actions and strategies to make a substantial contribution in reducing the impact of waste on the environment.

Average single store waste reduction target
(2023 as the baseline year)



3.4 Waste Reduction from Love for Earth

Waste Management Strategies

The Earth's resources are limited, so it is important to reduce waste of resources. It is also necessary to consider the negative impact of waste generated after using resources on the environment. FamilyMart actively advocates waste reduction, recycling, and reuse in waste management. The head office encourages employees to use eco-friendly cups and print on the other side of discarded paper. Store personnel implement waste sorting before hiring qualified contractors for proper disposal to reduce the environmental impact of waste.

Waste disposal volume

In 2023, it is estimated that the outsourced waste disposal volume for all stores in Taiwan was 24,672 metric tons ^(Note). Despite an increase in the number of stores in 2023 compared to 2022, the waste generation per store remained relatively constant due to the implementation of waste sorting.

Note: According to statistics, the actual number of waste-producing stores in 2023 was 1,996 stores, with a total weight for outsourced disposal of 11,631 MT. Based on the single-store weight for outsourced disposal, the total weight of waste for outsourced disposal of 4,234 stores was 24,672 MT.



4

Care from FamilyMart

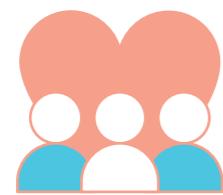


Material Topics

Customer rights and interests

Local communities, Customers and consumers, Media, Franchisees, Charity groups

2023 Sustainable Key Performance



Online zero contact charity, expanded the donation momentum of the charity point platform and member app to help at least **27 charities**



More diversified donation platforms with an annual donation up to **NT\$ 140.9 million**

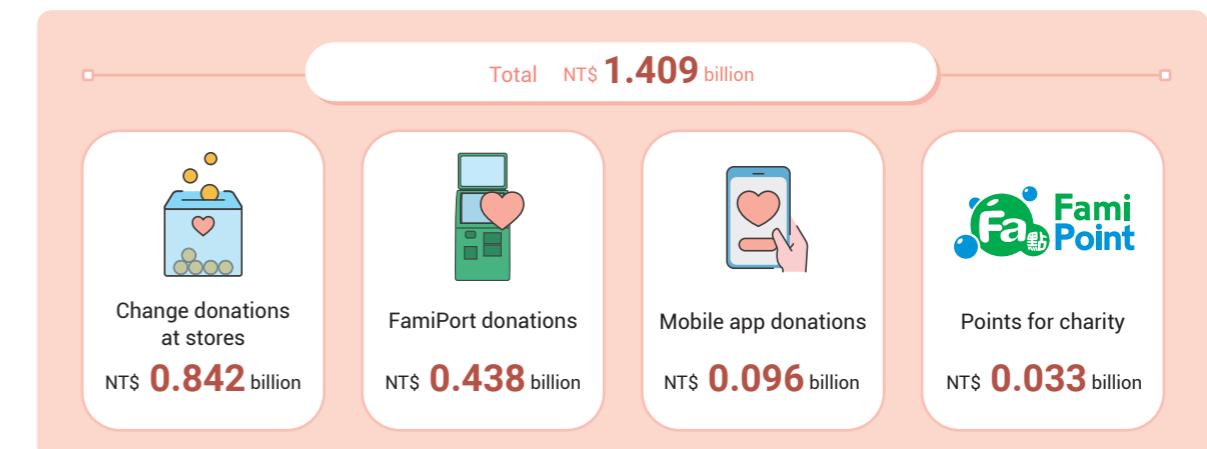


The target response efficiency of customer complaints is **98.8%**

4.1 FamilyMart: Goodwill-Sharing Value Chain

Cultivating Taiwan for 35 years, based on the brand characteristics and business strategy as a retailer, we demonstrated the advantage of extensive store distribution with 4,234 stores across Taiwan and linked the supply chain and logistics system to escalate through various charitable networks, hoping that the goodwill of people can penetrate O2O to build the goodwill value sharing chain.

FamilyMart allows every goodwill from the public to break through the limitations of time and place, and share it with groups in need anytime, anywhere, to implement sustainable development and care for the community. FamilyMart uses four convenient channels, including change donations, FamiPort donations, membership APP, and Fa points, with stores attracting customers and the app diverting traffic, even NT\$1 can be painlessly donated. The amount of funds raised for charity organizations has shown a growth trend for 10 consecutive years, and reached a record high of NT\$140 million in 2023.



4.1.1 Commitment for Sustainable Development: Empowering Future Generations

To show FamilyMart's support for the continuity of Taiwan's new generation, we will implement sustainable development goals by assisting children and teenagers and supporting the development and empowerment of local social innovation organizations and non-profit organizations.

►►► FamilyMart and the Jing Chuan Foundation: Safeguarding Children's Traffic Safety Together

In Taiwan, over 1,000 children encounter traffic accidents walking on the road every year. This figure is enough to make an elementary school quiet. Traffic safety improvement is never a one-sided responsibility. Instead, it needs the collaboration of all people. Besides drivers, caregivers, and parents who need to take the responsibility to protect children, children also need to learn how to avoid accidents and the correct response to different traffic situations.

►►► FamilyMart x Adolescents

We have many adolescent partners and many adolescent consumers. This meticulous connection thus urges us to care about the growth and development of adolescents over time. Through small change donation, the help dreams scholarship and grant program, career exploration/empowerment plan, enterprise volunteer/store manager campus sharing, we empowered the future youth generations.

Support for vulnerable adolescents to experience the workplace, find the calling of life, and dare to dream

FamilyMart and the Taiwan Alliance for Children's Rights and Welfare Promotion (referred to as "Taiwan Alliance") have been collaborating since 2009 on the "Youth Striding Against the Wind-Youth Employability Training and Educational Assistance Program." Over the past 15 years, we have raised more than NT\$200 million in charitable funds, benefiting over 50,000 Taiwanese youth in improving their employability and learning abilities, establishing stable career plans, and fostering career development. Furthermore, nearly 60% of the funds raised were allocated to support the development of employment counseling programs in local youth service organizations.

In 2023, we raised a total of NT\$13.6 million through small change donations. The amount was entirely dedicated to the "Youth Empowerment Program." The funds were utilized to provide employment counseling and training, facilitate workplace internships, and served a total of approximately 5,717 students in 2023.

►►► FamilyMart x Social Innovation and Empowerment

Convenience stores play an indispensable role in modern urban life. Following the development of society, convenience stores have upgraded from providing goods and services to integrating corporate philosophy and developing private brand products in response to social needs. FamilyMart has also responded to the ESG trend and adopted "responsible production" as its concept. We work together with social innovation organizations and social enterprises to launch a variety of innovative products in 4,234 stores, which not only facilitates healthy lifestyles for consumers, but also drives local circular and sustainable development.

From procurement to co-creation, "FamilyMart" supports social enterprises

In 2023, FamilyMart won the first prize of the "Buying Power Social Innovation Product and Service Procurement Incentive" for the seventh consecutive year with a purchasing power of NT\$160 million. This government incentive measure started in 2017 and aims to encourage the business community to cooperate with social innovation organizations in implementing SDG12 responsible production and consumption. FamilyMart has won the first prize for the most consecutive years.

FamilyMart Sustainability Innovation Award

In addition to purchasing products and joint development, FamilyMart also hopes that, as a distributor, its own brand will assist social innovation organizations. Moreover, FamilyMart assumed the role of "empowerment" for the first time in 2023, and organize the "FamilyMart Sustainability Innovation Award," investing approximately NT\$2 million into the event to hold selections and online and offline tests. FamilyMart provides testing fees to the 5 teams selected into the finals, and prizes for gold, silver, and bronze awards, as well as prizes for two special awards. We invite all sectors to make ESG proposals, and gather innovative perspectives and specialize technologies in various fields to jointly develop the best solution.



4.1.2 From the workplace to stores, DEI not only takes care of employees, but is also friendly to external customers



[FamilyMart x Victory DEI Convenience Store] Victory does not always mean winning the contest

The "FamilyMart x Victory: DEI Convenience Stores" project is a collaboration between FamilyMart and Victory Foundation. It builds the first 24-hour convenience store in Taiwan operated by individuals with mixed disabilities. Since the project was launched in 2011, it has expanded to a total of 7 stores in Taipei City, New Taipei City, and Taoyuan in 2023.

Most of the partners working in these stores are individuals with disabilities, including those with hearing and speech impairments, autism, intellectual disabilities, mental health conditions, and physical impairments. By utilizing the expertise of both FamilyMart and Victory, the project has redesigned the standardized operations of the convenience store chain to create work processes suitable for different team members, promoting diversity, equality, and inclusion in the workplace with a DEI (Diversity, Equity, and Inclusion) spirit.



FamilyMart friendly stores cater to diverse consumer needs

FamilyMart attaches great importance to the needs of every customer and is committed to creating a DEI shopping environment for customers. To improve the consumer-friendly shopping environment and quality, we launched the first-ever "Communication Friendly Writing Mat" and "Muslim Friendly Section" in distribution channels, actively optimized communication services at the counter, and offer a variety of Muslim-friendly products to actively create a more friendly environment for consumers at our stores.

Launched the "Communication Friendly Writing Mat" to achieve smooth communication and provide caring services

To take care of the individual needs of diverse consumers and create a friendly and inclusive store, we referenced the experience of FamilyMart in Japan and consulted with the Victory Social Welfare Foundation, the Taipei Resource Center for the Hearing Impaired of the Taipei School for the Hearing Impaired, and dozens of front-line store managers for relevant suggestions. We then designed and launched the "Communication Friendly Writing Mat" on this basis.



The "Communication Friendly Writing Mat" contains simple and easy-to-understand icons for 17 service needs that most commonly occur at the counter area, such as hot and cold coffee, EasyCard top up, package delivery, and microwave, to assist the elderly, foreigners, and people with hearing impairment. Anyone with communication needs can use it to assist them when communicating with store staff, so that there are no barriers in communication when providing caring services.

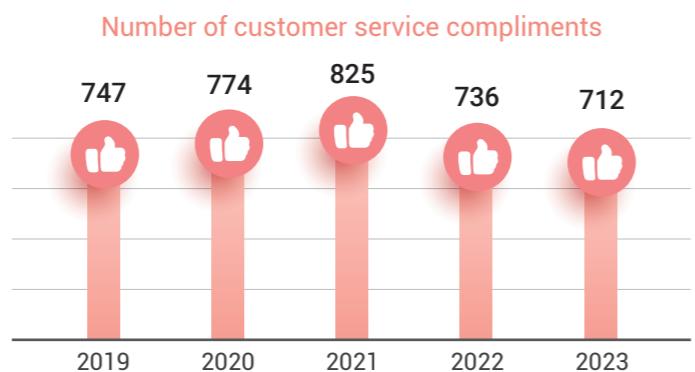
4.2 Trusted Stores for Customer

FamilyMart attaches importance to the voices of customers, and provides high quality services to consumers. Therefore, the training of frontline service personnel is listed as an important issue. Complete service training is the only way to provide services with stable quality. In management, we examine the service (S), quality (Q), and cleanliness (C) of stores, reach a consensus, and make improvements for deficiencies through the weekly internal self-inspection mechanism of sales supervisors and store managers. Additionally, we also commission external rating agencies to observe stores from the consumer's point of view to prevent the blind spots of internal inspectors, so that services will better meet the needs of consumers.

Protection of Consumer Rights and Interests

The consumer service hotline served nearly 200,000 people in 2023. Every valuable opinion received is an important basis for FamilyMart's improvement and progress. To ensure that consumer feedback is properly handled, we require feedback to be processed within 3 working days to facilitate effective improvement in quality.

In 2023, we received 712 instances of praise and compliments from customers regarding our store personnel. In addition to providing appropriate rewards based on the level of service, we commend outstanding store employees and share examples of excellent service with them to facilitate learning and sharing among our staff. Through continuous learning and growth, we aim to provide customers with an even better shopping experience.



Customer Data Protection

In addition to the hotline and mailbox for receiving consumer opinions, how to protect the rights and interest of consumers is also our core business. We introduced the Taiwan Personal Information Protection and Administration System (TPIPAS) ahead of competitors in the industry. The aim of TPIPAS is to link personal data protection with business operations for systematic management to enhance the efficiency of legal compliance through the Plan-Do-Check-Act (PCDA) methodology.

After passing TPIPAS certification and obtaining the dp.mark (data protection mark) from MOEA in 2012, we continue with certification renewal every 2 years. The dedicated unit responsible for implementing the personal data protection and management system within FamilyMart is the Legal Compliance Office. Its objectives include strengthening internal control and auditing capabilities for organizational management processes, enhancing personal data education and training, and achieving compliance through midterm assessments. In the future, we will continue to strive for the rights and interests of consumers, maintaining and operating the personal data protection and management system. We aim to create a robust environment for protecting personal data in the digital economy, establish a comprehensive network for safeguarding member data, and consistently update our verification processes.

In 2023, no sanction for noncompliance with the consumer rights and interests was reported (Consumer Protection Act, Personal Data Protection Act, Fair Trade Act), and no complaint about damage of customer privacy or customer data loss was received.

Intellectual Property Management

To accumulate and protect the company's intellectual property, FamilyMart enhances employees' correct understanding of intellectual property, attaches great importance to R&D and innovation, respects the intellectual property of others, and avoids infringing on the rights of others. Since the establishment of a dedicated intellectual property management unit in 2012, we have subsequently established and implemented a management system for the acquisition, protection, maintenance, and utilization of intellectual property to align with the Company's business goals, which we continue to update. In 2014, we led the industry in implementing and obtaining TIPS certification. Over the years, we continued to implement the intellectual property management system in accordance with TIPS management regulations. In November 2023, we restarted and passed the TIPS on-site review and verification in compliance with TIPS management regulations. This allows the Company to efficiently use business resources and reasonably manage intellectual property risks, in order to achieve centralized resources, reduce repetitive investment in R&D, enhance the utilization of intellectual property, and thereby enhance the Company's overall profit performance.

Customer Relationship Management

FamilyMart is committed to leveraging the power of digital technology to connect online and offline channels, creating an integrated consumer experience that fulfills the various needs of our customers, jointly caring for the Earth with FamilyMart members, and incorporating the spirit of ESG into the service experience. The number of FamilyMart members surpassed 17 million in 2023, spanning all ages, occupations, and lifestyles. To fully meet the diverse needs of our members, FamilyMart adheres to the brand proposition of innovation, connectivity, and experience. We continuously optimize our service experience, placing consumers at the core, and aim to become an omnipresent, cross-industry convenience and lifestyle service platform.

4.3 Upgraded Store Services

We keep optimizing our frontline service power and set "put oneself in someone's shoes: finding inconvenient pain points from the consumer's point of view and proposing solutions with technology" as the direction for improvement. Combining technology with the goal of reducing store labor and freeing up time, employees can focus on providing warm customer service, which is a key strategy for FamilyMart to continuously enhance its service capabilities.

Outstanding Store Management Selection

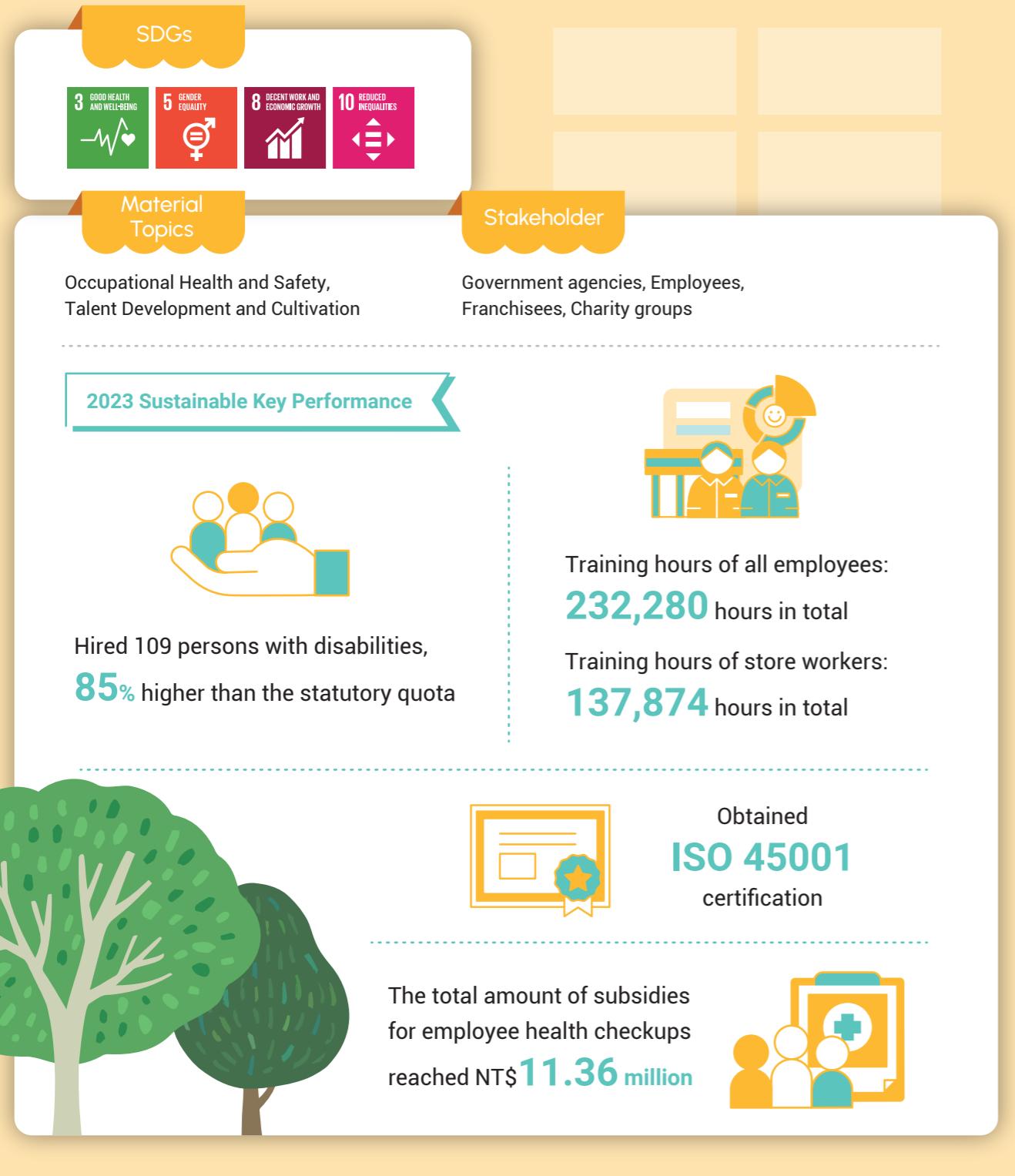
In 2023, we participated in the [TCFA National Outstanding Store Manager Selection], known as the Oscar's of the chain store and franchise industry. Seven outstanding store managers were selected in the convenience store division, and 4 of them were from FamilyMart, accounting for 57%. They also won 6 individual prizes.

Our frontline partners strive to provide customers with passionate and friendly services. The glory behind this achievement also represents the collective effort and collaboration of all FamilyMart group partners to deliver the best products and services to customers.



5

FamilyMart, A Happy Enterprise



5.1 A Great Partner with FamilyMart

Through the dedicated efforts of every FamilyMart partner, who serve consumers with care, attention, and warmth, we have been able to continuously gain consumer recognition. Therefore, we are committed to creating a happy working environment for all FamilyMart partners. At FamilyMart, we establish human resource policies based on our corporate culture and implement concrete action plans to take care of our most important partners.

In 2023, the total number of employees at FamilyMart was 5,936 ^(Note 1), and the total number of personnel in franchise stores was approximately 33,000 ^(Note 2). Among our personnel, there are 2,897 male employees ^(Note 3) and 3,039 female employees ^(Note 3), resulting in a roughly 1:1 gender ratio. Additionally, all FamilyMart supervisors and higher-level executives are Taiwanese.

In terms of recruitment, FamilyMart emphasizes diversity and follows a fair, just, and transparent recruitment process that does not discriminate based on employees' nationality, religion, race, gender, or any other criteria. We strictly adhere to the regulations of the Labor Standards Act and ensure that salaries are never lower than the legally required minimum wage. We do not employ individuals under the age of 15. We also employ people with disabilities, indigenous people, and new immigrants to create a diverse, inclusive, friendly, and lively work environment. In 2023, the head office and directly-operated stores employed a total of 109 employees with disabilities, accounting for 1.84% of the total workforce, surpassing the legally required minimum by 85%. We also employed 46 indigenous employees and 74 new immigrants. We do not limit the number of employees with disabilities hired, and aim to surpass the regulatory requirement. In response to the low birth rates and aging population in Taiwan's labor market, FamilyMart provides a friendly workplace environment for middle-aged and elderly people. Directly-operated stores employed a total of 394 individuals aged 45 to 54 in 2023, accounting for 6.64% of all employees, in which 173 were full-time employees and 221 part-time employees. We also employed 141 individuals aged 54 and above, accounting for 2.38% of the total workforce, including 77 full-time and 64 part-time employees.

Note 1: Includes head office support staff and directly-operated store personnel (including part-time and cooperative education students).

Note 2: The total number of personnel in franchise stores is calculated based on the number of accident insurance policyholders from January 1 to December 31, 2023.

Note 3: The statistical data in this section and the following sections do not include personnel in franchise stores.

Numbers of Employees in 2023

(statistics up to 2023/12/31)

Gender	Full-time (non-fixed-term contract)			Temporary, contract-based (fixed-term contract)			Total
	Northern Taiwan	Central Taiwan	Southern Taiwan	Northern Taiwan	Central Taiwan	Southern Taiwan	
Male	1,842	505	550	-	-	-	2,897
Female	2,019	472	548	-	-	-	3,039
Subtotal	3,861	977	1,098	-	-	-	5,936

(statistics up to 2023/12/31)

Gender	Full-time			Part-time			Total
	Northern Taiwan	Central Taiwan	Southern Taiwan	Northern Taiwan	Central Taiwan	Southern Taiwan	
Male	1,182	312	307	660	193	243	2,897
Female	1,311	219	231	708	253	317	3,039
Subtotal	2,493	531	538	1,368	446	560	5,936

(statistics up to 2023/12/31)

Gender	HQ administrative personnel		Store Personnel		Total
	Supervisor ^(Note)	Non-supervisor	Supervisor ^(Note)	Non-supervisor	
Male	97	727	150	1,923	2,897
Female	28	784	165	2,062	3,039
Subtotal	125	1,511	315	3,985	5,936

Note: HQ supervisors are assistant managers and higher, while store supervisors are store managers.

New and Resigned Personnel in 2023

(statistics up to 2023/12/31)

Gender	Age	New employee training			
		Northern Taiwan	Central Taiwan	Southern Taiwan	Total
Male	Under 30	152	121	124	397
	30-50	127	55	66	248
	Over 50	39	9	9	57
Female	Under 30	148	89	100	337
	30-50	115	50	47	212
	Over 50	58	19	17	94
Subtotal		639	343	363	1,345

(statistics up to 2023/12/31)

Gender	Age	Resigned employee			
		Northern Taiwan	Central Taiwan	Southern Taiwan	Total
Male	Under 30	99	84	117	300
	30-50	94	33	46	173
	Over 50	16	5	5	26
Female	Under 30	82	53	104	239
	30-50	71	32	31	134
	Over 50	33	6	11	50
Subtotal		395	213	314	922

Creating a friendly workplace environment for re-employment and cultivating carefully selected talents

FamilyMart complies with external trends and actively cultivates strong generation employees seeking re-employment to become highly stable and trustworthy "good teammates," filling the vacancies in various shifts to meet the manpower needed by stores.

FamilyMart provides a workplace environment friendly to the strong generation. As of the end of 2023, the number of directly-operated store employees aged 45 to 54 was 394, accounting for 6.64% of the total number of employees. FamilyMart is actively recruiting strong generation employees around Taiwan to use innovation, dare to change, and ability to provide service to make them a member of FamilyMart in the community!

5.2 Human Rights and Healthy and Safe Workplace

Human Rights Maintenance

At FamilyMart, no employee will be discriminated based on nationality, religion, ethnicity, and gender. We strictly follow the Labor Standards Act and do not hire child labor aged under 15 years or force employees to work in any form.

At FamilyMart, employees are entitled to the freedom of association, and we also encourage employees to form and participate in different types of employee clubs. Our Staff Welfare Committee established the "Employee Club Organization and Management Regulations" and subsidizes employee clubs. The headquarters provides an annual subsidy of NT\$20,000 to each club, and for clubs with more than ten members, an additional NT\$500 per person, with a maximum subsidy of NT\$30,000. As of the end of 2023, FamilyMart has 15 clubs that received NT\$338,000 in subsidies, providing a platform for employees to gather and engage in activities. Additionally, employees are entitled to form a labor union. However, no labor union has been formed so far. No employees have requested collective bargaining with the Company, and no collective bargaining agreements have been signed. In 2023, no noncompliance with human rights was reported.

We also comply with Article 16 of the Labor Standards Act, providing advance notice periods for terminating labor contracts in accordance with Article 11 or the proviso of Article 13 of the Labor Standards Act.

- I. For employees working for more than three months but less than one year, notice is given at least 10 days in advance.
- II. For employees working for more than one year but less than three years, notice is given at least 20 days in advance.
- III. For employees working for more than three years, notice is given at least 30 days in advance.

A Safe and Secure Workplace

As a testament to our commitment in providing a safe and healthy workplace for our employees, we established the Occupational Safety and Health Work Rules, which cover labor safety and health management and responsibilities, equipment maintenance and inspection, work safety and health standards, education and training, health guidance and management, first aid and resuscitation, and preparation, maintenance, and use of protection facilities. The rules have been approved by Taipei City Labor Inspection Office for future reference. We have established labor-management meetings and occupational safety and health committees in accordance with the Labor Standards Act and the Occupational Safety and Health Act. The labor-management meetings consist of elected representatives from the labor and management sides, with 8 representatives each. The occupational safety and health committee consists of the general manager as the chairman, 4 members from the management side, and 8 worker representatives, and regular meetings are held to discuss labor rights, welfare, occupational safety and health management system review operations, environmental safety, and health matters. Decisions made during the meetings are implemented accordingly. The General Manager & COO is the highest governing body of occupational safety and health related matters. An Occupational Safety and Health Committee has been established to formulate environmental safety and health policies and guidelines, which are then promoted and implemented by the Occupational Safety and Health Section. We obtained third-party external certification of ISO 45001 occupational safety and health management system in 2023, in order to implement the occupational safety and health policy of "workplace health promotion and establishment of a safe and worry-free working environment." The scope of the certification covers Taiwan FamilyMart Co., Ltd. and FamilyMart Zhongbin Store, which is the first convenience store in Taiwan to obtain store certification.

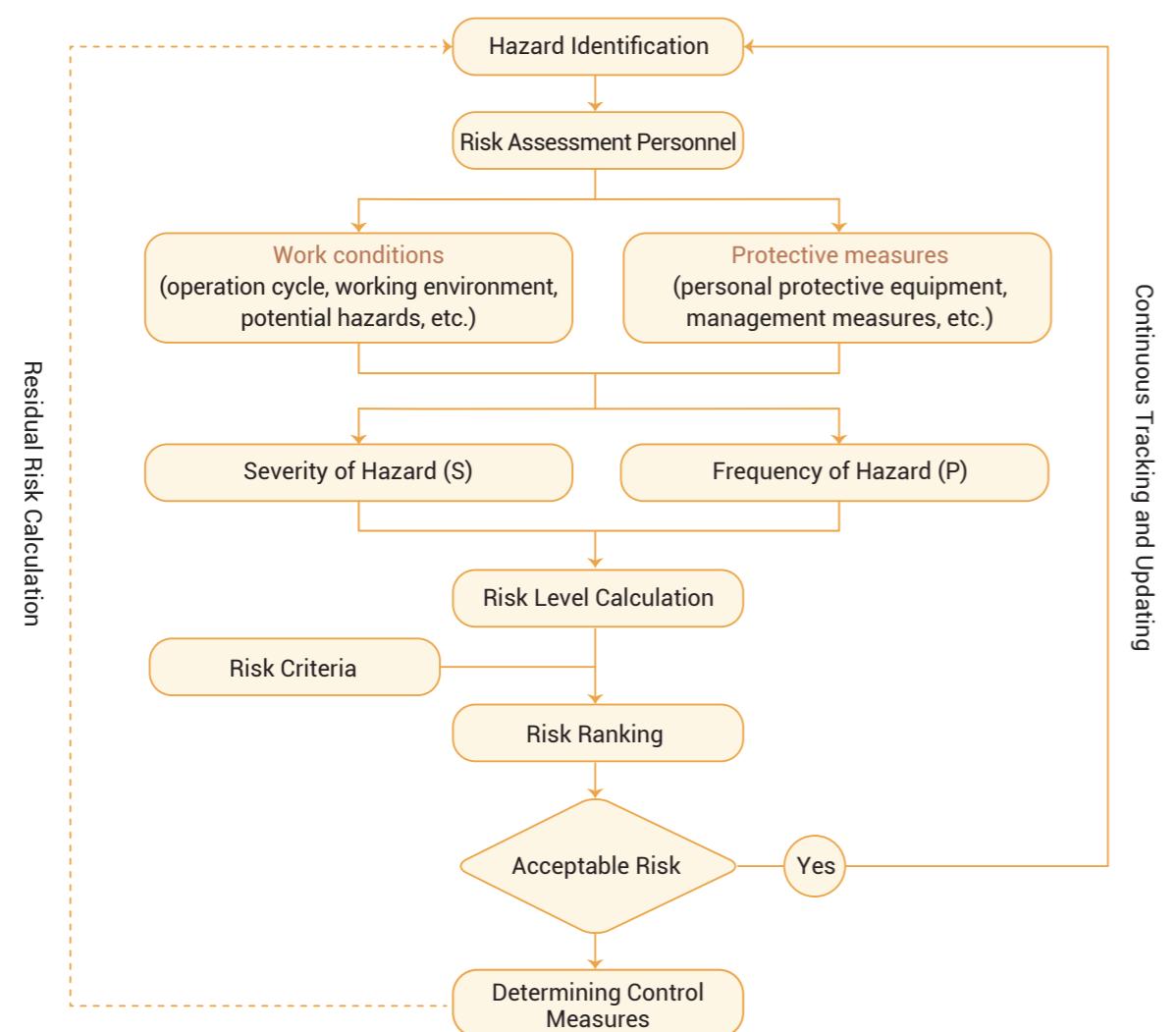
Management of Labor Safety and Health

■ Occupational Safety and Health Management System

We have established and implemented the FamilyMart "ISO 45001 Occupational Safety and Health Management System" based on CNS 45001 Occupational Safety and Health Management System to ensure effective implementation of occupational safety and health management operations and continuous improvement. FamilyMart obtained the ISO 45001 certificate (IAF) in 2023. Under this management system, the proportion of head office employees who have undergone internal audits and external certifications reached 100%, and the scope of external certification in 2023 further covered a directly-operated store (Zhongbin Store). In the future, we will continue to implement the ISO 45001 safety and health management system with the goal of including all directly-operated stores into the scope of external certification.

■ Hazard identification, risk assessment, and incident investigation

To ensure effective operation of hazard identification and risk assessment related to occupational safety and health, we follow the "ISO45001 Occupational Safety and Health Management System." The management process includes: identification and recording of safety and health hazards arising from company activities, facilities, and services including contractors), recorded in the "Hazard Identification and Risk Assessment Form." Each operational process, including machinery, equipment, causes of risk, and relevant activities originating from the vicinity of the workplace or external sources that may pose risks to the health and safety of personnel within the workplace, is explained. Hazard identification considers the occupational safety risks faced by workers in their daily operations and the safety risks arising from changes. When assessed as high-risk items, they are established as occupational safety and health objectives. The responsible units are required to implement them based on the approved plan by the Occupational Safety and Health Committee. The outcomes of implementation will be tracked and monitored by the committee on a quarterly basis. For the process of occupational hazard identification and risk assessment, please refer to the diagram below:



In addition, we have established the "Nonconformity, Corrective and Preventive Measures Management Procedure" and the "Occupational Accident Handling, Investigation, and Statistics Method" to ensure the investigation and management of accidents, including recording and policies for near-miss incidents and allowing workers to leave work conditions they believe may cause harm or illness.

When any work-related accident occurs, the occupational safety and health team should report to the labor inspection authority under the jurisdiction of each region for the following disasters:

1 Accident reporting

When any of the following disasters occur in the workplace (head office or stores) involving all employees, supervisors, and contractors of our company, the Occupational Safety and Health Committee should report to the labor inspection authority of each jurisdiction within 8 hours:

- Fatal accidents
- Accidents with three or more injured persons
- Accidents with one or more injured persons requiring hospitalization (hospitalization for more than 24 hours)
- Other disasters specified in the announcements designated by the central competent authority

2 Accident reporting and handling

Regarding the handling of unexpected incidents, the person who discovers the incident must report it to their department supervisor and immediately notify the occupational safety and health team. If personnel are injured, the department supervisor should take emergency response measures according to the relevant procedures and immediately send the injured person for medical treatment.

The follow-up occupational safety and health team will conduct an investigation and analysis of the causes of the accident or incident and take corresponding corrective and preventive measures.

■ Worker participation, consultation, and communication on occupational health and safety

If supervisors, employees, external personnel, or relevant groups have any matters they wish to communicate or discuss regarding the establishment, implementation, and evaluation of the occupational safety and health management system, the occupational safety and health team will gather and notify the relevant departments to provide feedback. Meetings may be held for discussions if necessary. The occupational safety and health team also promotes relevant policies, objectives, targets, management plans, and related legal provisions through education and training, meetings, posters, or company website announcements to ensure that all employees and external stakeholders understand them. Monthly summaries of internal and external communication messages are compiled to facilitate real-time adjustments of the occupational safety and health management system in response to changes in internal and external environments.

■ Occupational health and safety management system

In addition to establishing a comprehensive occupational safety and health management system, to ensure the quality of this management process and internalize employees' occupational safety awareness and reduce the potential impacts of related occupational safety risks, FamilyMart requires relevant staff to complete education and training on ISO 45001 standards, hazard identification and risk assessment, and internal audits. Furthermore, coordination meetings with contractors and safety and health hazard notifications are held before construction by contractors or equipment procurement. Relevant commitment documents are also signed to reduce risks associated with contracting activities. Offered online courses on workplace misconduct, traffic safety, and fire safety in response to the promotion of ISO 45001 and recent major issues in 2023.

Occupational Safety Training provided by FamilyMart in 2023:

Item	Target Audience	2023 Performance
Digital course on occupational safety	New employee training	A total of 748 people completed reading in 2023.
Workplace prevention education and training against illegal infringements	All Employees	Reinforced awareness of prevention against illegal infringements in re-training courses for safety and health managers (16 courses) and 18-month training for new employees (9 courses), in coordination with the National Policy Agency's reporting app initiative.
Digital course education training on health topics	All Employees	Conducted 12 digital courses with a total of 4,932 readers.
Fire drill	All Employees at the head office	A self-defense firefighting team was organized to conduct a fire drill as the Company's emergency response training. All employees of the Company followed the instructions of the Evacuation Guidance Squad in batches to participate in evacuation drills, and were divided into groups with personnel from the regional fire bureau to assist in the operation of fire extinguishers and fire hydrants.
Category C Safety and Health Business Supervisors	Designated company-owned store employees and franchise store employees are required to sign up individually	Conducted a total of 8 training courses for Category C Safety and Health Business Supervisors, with a total of 189 participants . 137 individuals obtained certification upon passing the examination.
First Aid Personnel	Designated company-owned store employees and franchise store employees are required to sign up individually	A total of 8 first aid training courses were offered, and a total of 266 people completed the training and obtained certificates.
In-service education and training for Safety and Health Business Supervisors:	Designated company-owned store employees and franchise store employees are required to sign up individually	Organized 16 on-the-job training sessions for Safety and Health Business Supervisors, and 449 individuals completed training.
In-service education and training for first aid personnel	Designated company-owned store employees and franchise store employees are required to sign up individually	Organized 7 on-the-job training sessions for first aid personnel, and a total of 241 people completed training.
Traffic safety online course	All Employees	A total of 4,992 people completed reading (including 2,287 franchisees and part-time employees).
Workplace misconduct prevention online course	All Employees	Describes the space for retreat in stores and channels for seeking help before and after the incident, and cooperated with the promotion of the 110 video reporting app. A total of 5,572 people completed reading (including 2,576 franchisees and part-time employees).
Fire response online course	All Employees	Promoted fire response, a total of 5,426 people completed reading (including 2,467 franchisees and part-time employees).
ISO 45001 internal audit course	Each department assigns personnel to learn ISO 45001	A total of 49 people completed the ISO 45001 internal audit course and obtained certificates

Statistics of Work-Related Injuries in 2023

Total number of days worked	1,093,493	Total number of hours worked	8,442,151
Types of disability injury (number of persons)			
Fatality	0	Permanent disability	0
Disabling injury frequency rate (FR) ^(Note 1)	0.35	Disabling injury severity rate (SR) ^(Note 2)	6
Frequency severity indicator (FSI) ^(Note 3)	0.04		

Note 1:FR (rate of recordable work-related injuries) = The total number of recordable work-related injuries $\times 10^6$ /total number of hours worked

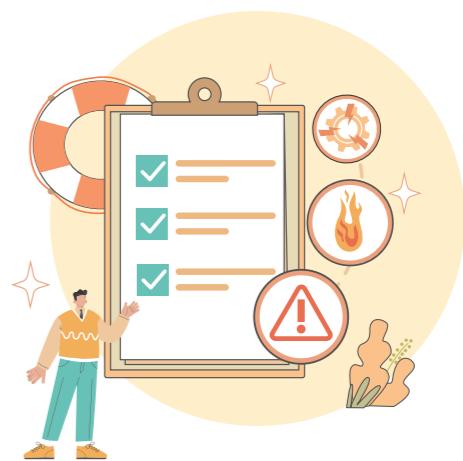
Note 2:(Lost workday rate) = Total number of lost workdays $\times 10^6$ /total number of hours worked

Note 3:FSI = $[(FR \times SR) \div 1,000]^{1/2}$

Statistics of Absenteeism in 2023

Leave Type	Male	Female	Total
Sick leave	953.38	1,848.50	2,801.88
Menstrual leave	-	433.38	433.38
Job-related sick leave	1,731.63	936.88	2,668.51
Total (A)	2,685.01	3,218.76	5,903.77
Total number of workdays (B)	718,456	753,672	1,472,128
Absentee rate (=A/B*100%)	0.374%	0.427%	0.401%

According to the statistics of the 2023 data reported to "Occupational Accident Statistics Online Report System Data" of the Occupational Safety and Health Administration, MOL, there were 3 work-related injuries in 2023, with FR = 0.35 and FSI = 0.04. Every year we identify hazards and assess risks to proactively discover workplace hazards and risks and make improvement and reduce risks through the occupational safety management system. Traffic accidents are the most commonly occurring type of major accident. Besides reporting accidents and providing awareness education every month, to strengthen the traffic safety awareness of employees, besides providing periodic education on traffic safety for new and in-service employees and arranging training with various e-learning courses, videos, and case study.



Healthy Workplace

Employees are the most valuable assets of our company. To promote the physical and mental well-being of FamilyMart partners, we have implemented relevant management practices in accordance with the four major labor health protection programs introduced by the Ministry of Labor. These programs are as follows:

Prevention of human-induced hazards program

Target audience for service provision
All employees of the Company

Management practices
Employees Health Management

2023 Performance

- Musculoskeletal Injury and Hazard Investigation: Occupational health personnel analyze the health examination data, attendance records, injury and illness cases, suspected cases, and medical records of employees to conduct a preliminary analysis and prioritize improvement measures.
- Musculoskeletal Symptoms Questionnaire Survey: Employees fill out the "Musculoskeletal Symptoms Questionnaire Survey" form, and the data is analyzed and recorded. In 2023, the survey found 120 people are suspected to be at risk, and they have been tracked and interviewed by doctors.

Maternal Worker Health Protection Program

Target audience for service provision
Applies to female employees from the first day of pregnancy until one year after childbirth.

Management practices
Refers to measures taken for female employees engaged in work with potential maternal health hazards, and includes hazard assessment and control, physician counseling and guidance, risk classification management, suitable work arrangements, and other related measures.

2023 Performance

- A total of 45 pregnant employees were monitored, with on-site assessments conducted by doctors or nurses to manage individual cases and evaluate the suitability of job duties.

Prevention of diseases caused by excessive workloads program

Target audience for service provision
All employees of the Company

Management practices
Employees Health Management

2023 Performance

- Occupational health nurses assess employees with high risk of cardiovascular disease in the next ten years based on their physical examination reports. A total of 23 high-risk personnel were selected through the overwork survey and work patterns for health management, and interviews with physicians were scheduled.

Prevention of workplace violence program

Target audience for service provision
All employees of the Company

Management practices
Prevention: Reporting and prevention testing of workplace misconduct (in collaboration with the Ministry of Labor's intelligent monitoring technology)
Reconstruction: Promoting Employee Assistance Programs and Counseling Resources

2023 Performance

- EAP (Employee Assistance Program): Psychological counseling services provided by psychologists.
- On-site medical services: Individual overload assessment and health guidance, job suitability evaluation.
- Health lectures: Providing stress relief workshops.

1 Health check-ups

In addition to the legally required occupational health examination items, FamilyMart provides additional items, such as ultrasound, autonomic nervous system stress tests, and cancer screening blood tests, so that employees can understand their current physical and mental health condition.

2 Psychological counseling

One-on-one counseling services provided by psychologists on-site or through video calls, offering psychological counseling, stress adjustment, and relaxation techniques. Referral services are available when necessary.

3 On-site medical and nursing services

Provide services for the rehabilitation, work suitability assessment, work-related injury and illness prevention, and health counseling of injured and ill employees. To understand the health status of employees, functional assessments, job redesign, or adjustment recommendations are conducted when necessary. Additionally, in order to ensure the care of employees' physical and mental health and to implement employee health management, nurses visit stores to provide health guidance.

In 2023, the health checkup rate of employees was up to **92%**

100% intervention for the management of exceptionally high-risk employees found in health checkups.

In 2023, the total amount of subsidies for employee health checkups was NT\$ **11.36** million.

In 2023, a total of **87** employee psychological counseling services were provided.

In 2023 the total amount of fees for employee psychological counseling service was NT\$ **184,000**.



5.3 Employee Communication and Grievance

To maintain good and smooth communication with partners, we have established the "Employee Proposal and Grievance SOP" to provide employees with unfettered channels for making proposals and filing grievances.

According to that SOP, we have set up a confidential employee feedback e-mail:

Email: complain@family.com.tw
Official Website-Employee Section:
https://www.family.com.tw/web-enterprise/page/contact_us.aspx

In 2023 we received a total of 64 feedback and inquiry cases from the employee feedback hotline and email. For each case, we assigned HR staff to confidentially communicate and coordinate with the complainants and take proper action. In addition to the proposal and grievance channels, we have also established the sexual harassment prevention, grievance, and discipline regulations and report hotline and email. In addition to the proposal and grievance channels, we have also established the sexual harassment prevention, grievance, and discipline regulations and report hotline and e-mail:

“
Hotline: 02-25239588 轉 6885
Email: equal@family.com.tw

In 2023, FamilyMart received a total of 3 sexual harassment complaints from employees. After receiving the report, we immediately conducted an investigation into the complaints. One of the cases was found to be true. We dismissed the employee and at the same time once again promoted the prevention, complaint and disciplinary regulations for sexual harassment.

5.4 Talent Development

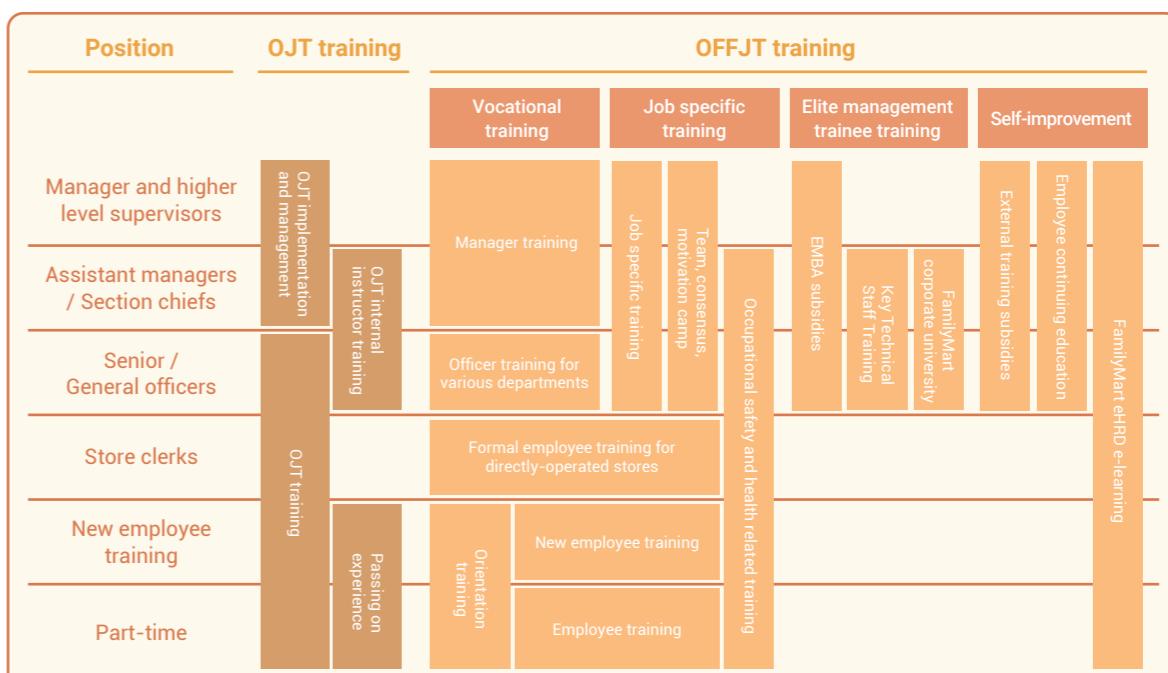
“People” are the key competitiveness of enterprises. Insisting on developing talents of and on our own, through the Franchise College, the only enterprise university in the logistics sector, and the relevant training for store workers, we arrange comprehensive training courses for employees, franchisees, and store workers to develop excellent talents. FamilyMart adopts a dual-track promotion system to encourage employees to improve their expertise. This means that in addition to salary raises as they are promoted, their skills are also considered. Employees with specialized skills will receive a significant salary bump, encouraging employees to develop skills and move up the corporate ladder. In recent years we have developed the expert training physical course to stringently develop interdisciplinary key talents in areas including fresh food development, e-commerce, AI, and data analysis to encourage employees to improve their expertise and optimize our key talent pool.

Career Training Blueprint

FamilyMart provides on-the-job training (OJT) and off-the-job training (OFFJT) for various positions, offering diverse learning channels to help employees at all levels enhance their required skills. To develop the competencies of colleagues in various departments to meet their job requirements, a total of 137 training maps have been completed for all positions from 2018 to 2023. These training maps enable new hires, rotated employees, and current employees to systematically learn job-related knowledge and applications within the framework of their respective positions. Additionally, competency assessments are conducted to assist supervisors in understanding the overall competency status of colleagues in their units. This allows colleagues to identify gaps in their own competencies and focus on strengthening their corresponding abilities. The overall training plan evaluates whether the majority of colleagues lack certain competencies and adjusts the educational training methods accordingly to maximize the utilization of the training budget. In 2023, performance evaluations were conducted for 127 probationary employees and 184 employees in the adjustment period after rotation.

FamilyMart uses the training blueprints in the digital learning platform to disclose two categories of blue prints for job positions and professional skills. This will enable employees to understand recommended training for their positions and cross-domain aspects. Additionally, in response to the recruitment policies for the strong generation and foreign nationals, adjustments will be made to training methods, including segmented learning, adaptive modifications, and streamlined approaches. In addition to promoting awareness among executives, we have implemented store development courses, demonstration stores for elderly training, and regular exclusive forums to create more efficient and effective education and training programs.

FamilyMart training system structure



Job and Competence Training

Employee Basic Training

Besides the competencies required for store operations, we have also planned the required hours of training and education courses that new employees must complete to ensure that employees understand their entitlements at FamilyMart and how to protect the rights and interests of customers.

The required courses and hours for new employee training are as follows:



In 2023, FamilyMart provided a total of 232,280 hours of training for all employees, and the total amount invested in training was approximately NT\$20.5939 million. In the future, we also plan to promote human rights policies, strengthen DEI, echo the Company's internal efforts to create a friendly workplace for the strong generation and foreign nationals, and better meet the learning needs of students through professional courses.

Employee training

Course	Number of trainees	Total training hours	Average training hours
Physical	8,956	62,307.3	7.0
Digital	25,884	169,972.4	6.6
Total	34,840	232,279.7	6.7

Store Worker Training

In 2023, when epidemic prevention measures were lifted and there was a shortage of on-site manpower, the previous training model and course content needed to be updated. Starting from March 2023, we significantly adjusted basic, intermediate, and advanced level physical and online courses, combining the concepts of digital transformation and advanced training methods. The physical courses focus on concept building and important topics, and strengthen on-site interaction and hands-on practice. The online course focuses on simple operation and is supplemented by videos, allowing participants to learn and review at anywhere and anytime to strengthen their impression and improve training results. In addition to the original classroom courses, the physical course also adds a new training module, where sales supervisors actually go to stores to train new store personnel, and provide preliminary on-site instruction that requires practice. This allows new store personnel to learn the work skills they need one step at a time, achieving the purpose of training.

In 2023, the total training hours for FamilyMart store employees (excluding head office logistics personnel) amounted to 137,874 hours. This included 58,350 hours for regular employees, 44,460 hours for part-time employees, and 35,064 hours for franchisees. The training covered 4,238 formal employees, 10,635 part-time employees, and 1,112 franchisees, with an average training duration per participant of 13.77 hours, 4.18 hours, and 31.53 hours, respectively. The total expenses on education and training amounted to approximately NT\$14.4875 million.

Formal employees (RC staff)

Course title	Total number of courses (1)	Number of hours each course (2)	Total number of trainees (3)	Total hours of training (2)*(3)
New Employees-Probationary Courses	30	40	86	3,440
New Employees-Classroom Courses	30	40	92	3,680
New Employees-Hands-on Courses	30	24	85	2,040
Store Education-New Employee Training Courses	52	40	633	25,320
Store Education-T Courses	39	8	437	3,496
Store Education-L Courses	10	24	386	9,264
Store Education-Supervisor Prep Courses	6	24	276	6,624
Sales Assistant Routine Training	287	2	2,243	4,486
Total	484	202	4,238	58,350

Temporary employees (part-time)

Course title	Total number of courses (1)	Number of hours each course (2)	Total number of trainees (3)	Total hours of training (2)*(3)
Worker Education-Elementary	4,550	3	6,468	19,404
Worker Education-Intermediate	225	4	2,347	9,388
Worker Education-Advanced	165	4	1,121	4,484
Worker Education-PT training	699	16	699	11,184
Total	5,639	27	10,635	44,460

Franchisees (FC staff)

Course title	Total number of courses (1)	Number of hours each course (2)	Total number of trainees (3)	Total hours of training (2)*(3)
New Franchisees-Probationary Courses	30	40	130	5,200
New Franchisees-Classroom Courses	30	40	142	5,680
New Franchisees-Hands-on Courses	30	48	134	6,432
New Franchisees-Operational Courses	18	40	133	5,320
New Franchisees-Storage and Transportation Courses	79	24	513	12,312
Sharing Club	9	2	60	120
Total	196	194	1,112	35,064

Sharing Club

Franchisees are the best partners in building an excellent chain business. To meet the epidemic prevention standards and maintain a competitive advantage, we have conducted online live streaming courses for two consecutive years. These courses combine external digital transformation information with successful store cases to guide store managers' business thinking. We then adjusted the courses based on feedback data analysis from learners.

To better meet the different needs of the market and consumers, we will collect information from online sources such as social media marketing and mobile tools. We will refine and incorporate higher-quality information into the courses, allowing frontline partners to apply what they have learned in practice.

As the pandemic subsided in 2023, online live streaming courses were reduced and adjusted to on-site communication with sales supervisors. The contents that all members need to learn has been modified into an online course, which is not limited by time and place, and can be read repeatedly by multiple roles.

Employee Personal Development and Career Planning

To implement performance management and enhance employee capabilities, FamilyMart continues to implement the Individual Development Plan (IDP). We organized 36 talent inventory meetings and took inventory of approximately 700 talents at the head office in 2023. The talent inventory is used as the basis for the future organization. The meetings examine if all duties of current positions are assigned and evenly distributed, gaps in abilities of employees in each unit and training plans, whether the abilities and output results of employees match their performance evaluation results, business items that are expected to be implemented in the future, and survey of manpower and abilities. We hope to understand employees' capabilities and uncover their potential, allowing them to be placed in suitable positions and improve the Company's productivity and efficiency through the talent inventory meetings. Furthermore, through the inventory, we identify talents with leadership or professional abilities and include them in the Company's talent pool, in order to realize the concept of continuous talent growth and development.

In the future, we will compile a talent inventory every year, and examine changes in ability and performance trends after training based on the inventory results of the previous year and the IDP. At the same time, we calibrate the training plan and verify the results, and use the inventory results as the basis for investigating and evaluating manpower requirements. We focus on gaps in professional competencies based on the talent inventory meetings, evaluate gaps in employees' professional competencies that can be filled in through training, and provide personalized training recommendations. We then plan and provide the training for gaps that can be filled in through training.

Self-improvement

FamilyMart's e-learning platform "eHRD"

FamilyMart's e-learning platform "eHRD" provides hundreds of different courses that FamilyMart employees can watch on the website. Employees can also use the app to read content of courses on their mobile device, allowing employees to continue learning regardless of time and place. The number of views reached 1 million in 2023, fully demonstrating the learning ability of employees.

External training subsidies

Employees can discuss with their supervisors to arrange external training or continuing education courses based on the skills they need to improve within the scope of their duties. Relevant subsidies may be provided after evaluation and approval by the training center. In 2023, a total of 94 people participated in external training, with total expenses of approximately NT\$870,000.

5.5 Remuneration and Benefits

We offer competitive pay and comprehensive benefits to thank the efforts and encourage employees. Our pay and benefits include 8 categories: salary, bonuses, insurance, leave, leisure, subsidy, facility, and education resources. We have established the Staff Welfare Committee to take charge of various employee benefit affairs. In 2023 we contributed NT\$63 million to the Staff Welfare Committee, and the total amount of contribution increases every year, showing our intention to provide employees with a pleasant and healthy workplace environment. An "Employee Welfare Platform" has also been established internally, providing employees with information on various benefits and discounts.

 Salary	The remuneration agreed upon in employees' employment contracts.
 Bonuses	Year-end bonus, performance bonus, certification allowance, long-term service bonus, referral bonus, research and development patent bonus, employee profit-sharing.
 Insurance	Labor insurance, health insurance, group insurance for employees, group insurance for spouse
 Leave	Paid leave, birthday leave, paternity leave, family care leave, maternity leave, prenatal and postnatal care leave, menstrual leave, personal leave, sick leave, bereavement leave, marriage leave, birthday leave.
 Recreational activities	Massage days, annual gatherings, departmental trips, club activities, year-end party raffles, Family Day parent-child activities, discounted movie tickets, holiday vouchers, Labor Day vouchers, birthday vouchers, personal travel subsidies.
 Subsidies	Domestic and international travel, wedding and funeral subsidies, childbirth subsidies, child education subsidies, emergency rescue assistance.
 Educational resources	FamilyMart Enterprise University-CVS College, Food and Beverage College, Employee Development College, Benchmark College, FamilyMart Digital Learning Platform, Employee Career Rotation Program, External Training Subsidies, Overseas Study Opportunities, Domestic Study Grants.

FamilyMart aims to establish a work environment that provides real-time feedback and fairness to our colleagues. According to the performance evaluation policy, we conduct performance assessments every six months, with mechanisms for initial and final evaluations to ensure fairness. The assessment results are linked to the distribution of performance bonuses and promotion opportunities. The performance evaluation policy applies to regular FamilyMart employees who meet the seniority requirements during the assessment period. 100% of those who meet the seniority requirements during the performance evaluation period in 2023 have undergone performance evaluation.

FamilyMart conducts performance evaluations twice a year, and all formal employees are required to undergo performance evaluations. Department supervisors conduct interviews with employees to communicate work performance, and the supervisor gives employees incentives or work guidance for improvement.

Information of the Salary of Non-Management Full-Time Employees

Year	Numbers of full-time employees of non-management full-time employees	Average salary of full-time employees in non-managerial positions (Thousand NTD)	Median salary of full-time employees in non-managerial positions (Thousand NTD)
2023	3,142	800	733
2022	2,922	797	745
Difference	220	3	-12

Note: Non-management full-time employees are not managers as defined in Letter Tai-Cai-Cheng-San-Zi No. 920001301.

Annual Total Compensation Ratio

2022		2023	
Median Ratio	Median Increase Ratio	Median Ratio	Median Increase Ratio
4.57	0.56	4.54	0.67

Note: Compensation Change Rate Multiplier = A/B

A: (Current year's highest compensation-Previous year's highest compensation) / Previous year's highest compensation

B: (Current year's median compensation-Previous year's median compensation) / Previous year's median compensation

* Median compensation does not include the highest compensation

Salary to minimum wage ratio in 2023

Gender	Employee Category	Northern Taiwan	Central Taiwan	Southern Taiwan
Male	Assistant managers and above	11.2	8.5	9.3
	Personnel under assistant managers	2.6	2.4	2.2
Female	Assistant managers and above	7.5	-	-
	Personnel under assistant managers	2.4	2.2	2.1

Note: The scope of statistics includes full-time employees at the head office, Regional Operation Division, and directly-operated stores.

Parental Leave of Absence

We abide by the Labor Standards Act and allow employees to apply for the parental leave of absence. No improper treatment or discrimination will be imposed on employees applying for parental leave of absence. In 2023, the return to work and retention rates after the parental leave were 74.47% and 65.79% respectively. After interviewing employees who did not return to work after parental leave, none of them resigned due to discrimination or unfair treatment but because of personal career planning.

Item	2023		
	Male	Female	Total
Employees eligible for parental leave during the reporting period	1,881	1,915	3,796
Employees who actually applied for parental leave during the reporting period	51	14	65
Employees who planned to be reinstated after parental leave ended in the reporting period	11	36	47
Employees who were actually reinstated after parental leave ended in the reporting period	10	25	35
Employees who were actually reinstated after parental leave ended in the previous reporting period	8	30	38
Employees who were still active 12 months after being reinstated from parental leave in the previous reporting period	6	19	25
Reinstatement rate ^(Note 1)	74.47%		
Retention rate ^(Note 2)	65.79%		

Note 1:Reinstatement rate: Total number of employees that did return to work after parental leave/Total number of employees due to return to work after taking parental leave

Note 2:Retention rate: [prior reporting period] Total number of employees retained 12 months after returning to work following a period of parental leave/[prior reporting period] Total number of employees returning from parental leave

5.6 Franchise Partners Support FamilyMart

In 2023, the total number of FamilyMart stores was 4,234, of which more than 90% are franchise stores, and the total number of franchisees exceeded 1,800. FamilyMart also actively plans related benefits for franchisees and provides a variety of subsidies and financial planning options.

FamilyMart implemented the [Safe Account] savings mechanism to provide flexible use of funds or emergency assistance for franchisees. FamilyMart provides education incentives for children in school, and will give certificates and scholarships if they meet the application requirements of the head office.

In terms of contract renewal, FamilyMart provides franchisees with [travel subsidies for contract renewal] to encourage high-quality franchisees to renew their contracts. We also hope that franchisees can reach the peak of their careers after taking a break. We also provide welfare measures such as group insurance, health examination subsidies, Employee Welfare Platform, and franchise program for franchisees to operate with peace of mind.

In addition to the system evaluation, we highly value feedback from franchisees. We have communication mechanisms in place on a monthly, semi-annual, and annual basis.

GRI content index

Statement of use	FamilyMart has reported in accordance with the GRI Standards for the period 2023/1/1~2023/12/31
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No sector standard applicable.

GRI 2: General Disclosures 2021

GRI Standards	Disclosure Item	Page	Corresponding Section and Special Description
2-1	Organizational Details	1 ~ 33~34	About This Report Part 1 FamilyMart Convenience Store 1.1 About FamilyMart Taiwan
2-2	Entities included in the organization's sustainability reporting	1	About FamilyMart Taiwan
2-3	Reporting period, frequency and contact point	1	About FamilyMart Taiwan
2-4	Restatements of information	73	Part 3 Love Earth with FamilyMart 3.3 Green Logistics Note 3: The electricity consumption of the Linkou location of Taiwan Distribution Center Co., Ltd. in 2022 was incorrect, and the corrected figure was disclosed in the annual report this year. The total electricity consumption of Taiwan Distribution Center Co., Ltd. in 2022 was corrected from 22,085,492 kWh to 17,956,169 kWh (approximately 64,642GJ).
2-5	External assurance	1 ~ 111~113	About This Report Appendix 6 External Assurance Statement and Report
2-6	Activities, value chain and other business relationships	33~34 ~ 47 ~ 98	Part 1 FamilyMart Convenience Store 1.1 About FamilyMart Taiwan Part 2 FamilyMart, Your Trusted Store 2.1 "Safe, Worry-free, Healthy" Foods Part 5 FamilyMart, A Happy Enterprise 5.6 Franchise Partners Support FamilyMart
2-7	Employees	83~84	Part 5 FamilyMart, A Happy Enterprise 5.1 A Great Partner with FamilyMart
2-8	Workers who are not employees	83	Part 5 FamilyMart, A Happy Enterprise 5.1 A Great Partner with FamilyMart
2-9	Governance structure and composition	13 ~ 36	Corporate Sustainable Governance Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
2-10	Nomination and selection of the highest governance body	36~37	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
2-11	Chair of the highest governance body	36	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
2-12	Role of the highest governance body in overseeing the management of impacts	13 ~ 39~41	Corporate Sustainable Governance Part 1 FamilyMart Convenience Store 1.3 Risk Management

GRI Standards	Disclosure Item	Page	Corresponding Section and Special Description
2-13	Delegation of responsibility for managing impacts	13	Corporate Sustainable Governance
2-14	Role of the highest governance body in sustainability reporting	1~13	About This Report Corporate Sustainable Governance
2-15	Conflicts of interest	36~37	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
2-16	Communication of critical concerns	13	Stakeholder Communication and Material Topics
2-17	Collective knowledge of the highest governance body	36~37	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
2-18	Evaluation of the performance of the highest governance body	36~37	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
2-19	Remuneration policies	36~37	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
2-20	Process to determine remuneration	37~38	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
2-21	Annual total compensation ratio	97	Part 5 FamilyMart, A Happy Enterprise 5.5 Remuneration and Benefits
2-22	Statement on sustainable development strategy	3~5	Message from the Chairman
2-23	Policy commitments	37~50	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance Part 2 FamilyMart, Your Trusted Store 2.2 Sustainable Supply Chain Management
2-24	Embedding policy commitments	37~50	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance Part 2 FamilyMart, Your Trusted Store 2.2 Sustainable Supply Chain Management
2-25	Processes to remediate negative impacts	28~31	Corporate Sustainable Governance
2-26	Mechanisms for seeking advice and raising concerns	38~91~92	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance Part 5 FamilyMart, A happy Enterprise 5.3 Employee Communication and Grievance
2-27	Compliance with laws and regulations	43~44	Part 1 FamilyMart Convenience Store 1.4 Legal Compliance
2-28	Membership associations	34~35	Part 1 FamilyMart Convenience Store 1.1 About FamilyMart Taiwan
2-29	Approach to stakeholder engagement	18~22	Corporate Sustainable Governance
2-30	Collective bargaining agreements	85	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace

Topic-Specific Disclosures – Material Topics

Topics	Disclosure Item	Page	Corresponding Section and Special Description
Food waste management			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	23	Corporate Sustainable Governance
Packaging materials management			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	23	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-2 List of material topics	24~25	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-3 Management of material topics	26~31	Corporate Sustainable Governance
Food hygiene and safety			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	23	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-2 List of material topics	24~25	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-3 Management of material topics	26~31	Corporate Sustainable Governance
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	43~44	Part 1 FamilyMart Convenience Store 1.4 Legal Compliance
Product labeling and marketing communication			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	23	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-2 List of material topics	24~25	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-3 Management of material topics	26~31	Corporate Sustainable Governance
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	43~44	Part 1 FamilyMart Convenience Store 1.4 Legal Compliance
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communication	43~44	Part 1 FamilyMart Convenience Store 1.4 Legal Compliance
Supply Chain			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	23	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-2 List of material topics	24~25	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-3 Management of material topics	26~31	Corporate Sustainable Governance
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	49~50	Part 2 FamilyMart, Your Trusted Store 2.2 Sustainable Supply Chain Management
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	49~50	Part 2 FamilyMart, Your Trusted Store 2.2 Sustainable Supply Chain Management
Customer rights and interests			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	23	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-2 List of material topics	24~25	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-3 Management of material topics	26~31	Corporate Sustainable Governance

Topics	Disclosure Item	Page	Corresponding Section and Special Description
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	81	Part 4 Care from FamilyMart 4.2 Trusted Stores for Customer
Occupational health and safety			
	3-1 Process to determine material topics	23	Corporate Sustainable Governance
GRI 3 Material Topics 2021	3-2 List of material topics	24~25	Corporate Sustainable Governance
	3-3 Management of material topics	26~31	Corporate Sustainable Governance
	403-1 Occupational health and safety management system	86	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
	403-2 Hazard identification, risk assessment, and incident investigation	86~87	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
	403-3 Occupational health services	90~91	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
	403-4 Worker participation, consultation, and communication on occupational health and safety	87	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
	403-5 Worker training on occupational health and safety	88	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	90~91	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	85~88	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
	403-8 Workers covered by an occupational health and safety management system	85~86	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace * Franchise store personnel (non-employee workers) are currently not yet required to undergo internal audits under the FamilyMart Occupational Health and Safety Management System or fall within the scope of the ISO 45001 management system.
	403-9 Work-related injuries	89	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
Talent Development and Cultivation			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	23	Corporate Sustainable Governance
	3-2 List of material topics	24~25	Corporate Sustainable Governance
	3-3 Management of material topics	26~31	Corporate Sustainable Governance

Topics	Disclosure Item	Page	Corresponding Section and Special Description
	404-1 Average hours of training per year per employee	93~95	Part 5 FamilyMart, A Happy Enterprise 5.4 Talent Development
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	92~96	Part 5 FamilyMart, A Happy Enterprise 5.4 Talent Development
	404-3 Percentage of employees receiving regular performance and career development reviews	96	Part 5 FamilyMart, A Happy Enterprise 5.5 Remuneration and Benefits
Operating performance			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	23	Corporate Sustainable Governance
	3-2 List of material topics	24~25	Corporate Sustainable Governance
	3-3 Management of material topics	26~31	Corporate Sustainable Governance
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	35	Part 1 FamilyMart Convenience Store 1.1 About FamilyMart Taiwan
	201-2 Financial implications and other risks and opportunities due to climate change	63~65	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
Ethical Corporate Management			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	23	Corporate Sustainable Governance
	3-2 List of material topics	24~25	Corporate Sustainable Governance
	3-3 Management of material topics	26~31	Corporate Sustainable Governance
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	38	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
	205-2 Communication and training about anti-corruption policies and procedures	38	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
	205-3 Confirmed incidents of corruption and actions taken	38	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	38	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance
Legal Compliance			
GRI 3 Material Topics 2021	3-1 Process to determine material topics	23	Corporate Sustainable Governance
	3-2 List of material topics	24~25	Corporate Sustainable Governance
	3-3 Management of material topics	26~31	Corporate Sustainable Governance
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	43~44	Part 1 FamilyMart Convenience Store 1.4 Legal Compliance

Topic-Specific Disclosures – General Topics

Topics	Disclosure Item	Page	Corresponding Section and Special Description
GRI 302: Energy 2016	302-1 Energy consumption within the organization	68~69	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
	302-2 Energy consumption outside of the organization	74	Part 3 Love Earth with FamilyMart 3.3 Green Logistics
	302-3 Energy intensity	68~69	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
	302-4 Reduction of energy consumption	66~69、72~74	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
	302-5 Reductions in energy requirements of products and services	66~69、72~74	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	68	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
	305-2 Energy indirect (Scope 2) GHG emissions	68	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
	305-3 Other indirect (Scope 3) GHG emissions	68	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
	305-4 GHG emissions intensity	68	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
	305-5 Reduction of GHG emissions	66~69、72~74	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response 3.3 Green Logistics
GRI 306: Waste 2020	306-3 Waste generated	74~75	Part 3 Love Earth with FamilyMart 3.4 Waste Reduction from Love for Earth
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	83~84	Part 5 FamilyMart, A Happy Enterprise 5.1 A Great Partner with FamilyMart
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	96	Part 5 FamilyMart, A Happy Enterprise 5.5 Remuneration and Benefits
	401-3 Parental leave	97~98	Part 5 FamilyMart, A Happy Enterprise 5.5 Remuneration and Benefits
GRI 402: Labor / Management Relations 2016	402-1 Minimum notice periods regarding operational changes	85	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	36~37、84	Part 1 FamilyMart Convenience Store 1.2 Corporate Governance Part 5 FamilyMart, A Happy Enterprise 5.1 A Great Partner with FamilyMart

Topics	Disclosure Item	Page	Corresponding Section and Special Description
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	85~91~92	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	91~92	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	91~92	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	91~92	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace

Sustainability Disclosure Indicators* and Sustainability Accounting Standards Board (SASB) Index

* Listed Companies in the Food Industry and Those with at least 50% of the Operating Revenue Derived from Food and Beverage

No.	Indicator	Page	Corresponding Section and Special Description
1	The evaluation and improvement regarding the company's personnel, work environment, hygiene management of facilities and quality control system to improve food sanitation, safety and quality, as well as the significant product and service categories and the percentage affected.		Part 2 FamilyMart, Your Trusted Store 2.3 Food Safety System
2	The types and number of incidents of violation against the applicable food safety and sanitation laws and noncompliance with product and service information and labeling laws.		Part 1 FamilyMart Convenience Store 1.4 Legal Compliance
3	The percentage of the purchased volume in accordance with internationally recognized responsible production standards, categorized by standards.		Not applicable. Private brand products do not include the procurement of internationally recognized items.
4	The percentage of the production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.		Not applicable, as the company does not have self-operated factories.
5	The number and percentage of suppliers audited, and the audit items and results.		Part 2 FamilyMart, Your Trusted Store 2.2 Sustainable Supply Chain Management Appendix - Supplier Audit Management Evaluation Items and Weighting Table.
6	The product trace and track management conducted voluntarily or according to the applicable laws, and the percentage of such relevant products to the whole products.		Not applicable. No traceability system has been required to be established by law.
7	The food safety laboratories established voluntarily or according to the applicable laws, testing items, testing results, relevant expenses and the percentage of such expenses to the net revenue.		Part 2 FamilyMart, Your Trusted Store 2.3 Food Safety System
8	Total energy consumption, percentage of purchased electricity, and rate of use of renewable energy		Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
9	Total water withdrawn and total water consumption		Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
10	Weight of products sold and number of production venues		Part 2 FamilyMart, your trusted store 2.1 "Safe, Worry-free, Healthy" Foods

Topics	Code	Category	Disclosure Indicators	Page	Corresponding Section and Special Description
Fleet Fuel Management	FB-FR-110a.1	Quantitative	Fleet fuel consumed (GJ), percentage renewable (%)	68	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
Air Emissions From Refrigeration	FB-FR-110b.1	Quantitative	Gross global Scope 1 emissions from refrigerants (tCO ₂)	68	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
	FB-FR-110b.2	Quantitative	Percentage of refrigerants consumed with zero ozone-depleting potential (%)	68	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
	FB-FR-110b.3	Quantitative	Average refrigerant emissions rate (%)	---	No data available for 2023
Energy Management	FB-FR-130a.1	Quantitative	(1) Operational energy consumed (GJ) (2) percentage grid electricity (%) (3) percentage renewable (%)	68	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response
Food Waste Management	FB-FR-150a.1	Quantitative	Amount of food waste generated (t), percentage diverted from the waste stream (%)	---	No data available for 2023
Data Security	FB-FR-230a.1	Quantitative	(1) Number of data breaches, (2) percentage that are personal data breaches (%), (3) number of customers affected	81	No data breach incidents occurred in 2023.
	FB-FR-230a.2	Discussion and Analysis	Description of approach to identifying and addressing data security risks	41~42	Part 1 FamilyMart Convenience Store 1.3 Risk Management
Food Safety	FB-FR-250a.1	Quantitative	High-risk food safety violation rate (%)	44	In 2023, there were no violations of significant food safety regulations and no incidents of product recalls.
	FB-FR-250a.2	Quantitative	(1) Number of recalls, (2) number of units recalled, (3) percentage of units recalled that are private-label products (%)	44	
Product Health & Nutrition	FB-FR-260a.1	Quantitative	Revenue from products labelled or marketed to promote health and nutrition attributes	---	No data available for 2023
	FB-FR-260a.2	Discussion and Analysis	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	57~59	Part 2 FamilyMart, Your Trusted Store 2.3 Food Safety System 2.4 Innovative Products and Clean Label
Product Labelling & Marketing	FB-FR-270a.1	Quantitative	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	44	No violations of product labeling or marketing regulations occurred in 2023.
	FB-FR-270a.2	Quantitative	Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices	---	
	FB-FR-270a.3	Quantitative	Revenue from products labelled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	---	No data available for 2023

Topics	Code	Category	Disclosure Indicators	Page	Corresponding Section and Special Description
1 2 3 4 5	Labour Practices	Quantitative	(1) Average hourly wage and (2) percentage of in-store and distribution centre employees earning minimum wage, by region (%)	---	No data available for 2023
			Percentage of active workforce covered under collective bargaining agreements (%)	86	Part 5 FamilyMart, A Happy Enterprise 5.2 Human Rights and Healthy and Safe Workplace
		Quantitative	(1) Number of work stoppages and (2) total days idle	---	No strikes or work stoppages occurred in 2023.
		Quantitative	Total amount of monetary losses as a result of legal proceedings associated with: (1) labor law violations and (2) employment discrimination	44	Part 1 FamilyMart Convenience Store 1.4 Legal Compliance
Management Of Environmental & Social Impacts in the Supply Chain	FB-FR-430a.1	Quantitative	Revenue from products third-party certified to environmental or social sustainability sourcing standard	---	No data available for 2023
		Quantitative	Percentage of revenue from (1) eggs that originated from a cage-free environment and (2) pork produced without the use of gestation crates (%)	---	Our company does not sell eggs produced by non-cage-raised chickens and does not sell pork from pigs raised in gestation crates.
	FB-FR-430a.3	Discussion and Analysis	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	49~56	Part 2 FamilyMart, Your Trusted Store 2.2 Sustainable Supply Chain Management
	FB-FR-430a.4	Discussion and Analysis	Discussion of strategies to reduce the environmental impact of packaging	10~12	Sustainability Chapter - Lifestyle transition
Activity Metrics	FB-FR-000.A	Quantitative	Number of retail locations	47	4,234
	FB-FR-000.B	Quantitative	Total area of retail space	47	197,696.89 Ping

Task Force on Climate-related Financial Disclosures (TCFD) and Climate-Related Information Index For Listed And OTC Companies

TCFD Suggested Disclosure Items	Climate-related Information for Listed and OTC Companies	Corresponding Section (Pages)	Supplementary Explanation
Governance			
TCFD 1 (a)	Describe the board's oversight of climate-related risks and opportunities.	1. Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response (62) --
TCFD 1 (b)	Describe management's role in assessing and managing risks and opportunities		
Strategy			
TCFD 2 (a)	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2. Describe how the identified climate risks and opportunities affect the businesses, strategy, and finances of the business. (short, medium and long term).	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response (63) 2022 Sustainability Report Part 4 Love Earth with FamilyMart 4.2 Climate Change Response (84~85) --
TCFD 2 (b)	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	3. Describe the financial impact from extreme weather events and transformative actions.	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response (63) 2022 Sustainability Report Part 4 Love Earth with FamilyMart 4.2 Climate Change Response (84~85) --
TCFD 2 (c)	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response (63~65) --
Risk Management			
TCFD 3 (a)	Describe the organization's processes for identifying and assessing climate-related risks.		
TCFD 3 (b)	Describe the organization's processes for managing climate-related risks.	4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response (62~63) --
TCFD 3 (c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.		
Metrics and Targets			
TCFD 4 (a)	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response (66) --

TCFD Suggested Disclosure Items	Climate-related Information for Listed and OTC Companies	Corresponding Section (Pages)	Supplementary Explanation
TCFD 4 (b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	9. Condition of greenhouse gas inventory and assurance and reduction targets, strategy, and concrete action plan. Part 3 Love Earth with FamilyMart 3.2 Climate Change Response (68)	--
TCFD 4 (c)	8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Part 3 Love Earth with FamilyMart 3.2 Climate Change Response (66)	Carbon offsets or RECs have not been used in the current year. Internal discussions and evaluations are ongoing within the company.
--	7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	--	Internal carbon pricing has not been used as a planning tool in the current year. Internal discussions and evaluations are ongoing within the company.

Table of enhanced disclosure items and assurance items according to Article 4, Paragraph 1 of Taipei Exchange Rules Governing the Preparation and Filing of Sustainability Reports by TPEx Listed Companies (hereinafter referred to as "the Governing Rules")

No.	Target Information for Verification	Page	Reporting Standard	Governing Rules
1	We have hired external organizations to perform store checks since 2015. Each month, external organizations audit each of the following five categories: QA log and document management, cleaning agent management, focused machine management, facility/equipment management, product management and observation items. The point deduction system is adopted for scoring. The audit includes 37 items in six categories. Except for expired items that are serious defects with a single-item score of 100, the score for each of the other items is 1-5 points, and the passing score is 80 or more points. In 2023, a total of 12,000 store spot checks were conducted with a failure count of 236 and a passing rate of 98%.	58	Number and percentage of store checks implemented by the third-party certification body in accordance with the QA log required items in 2023.	Subparagraph 1, item 1
2	FamilyMart strictly complies with environmental protection regulations announced by government agencies, as well as laws and regulations such as the Act Governing Food Safety and Sanitation. In 2023, a total of 1 violation of the Food Safety and Sanitation Management Act occurred in FamilyMart's headquarters and stores, resulting in penalties totaling NT\$60,000 imposed by regulatory authorities. However, there were no incidents requiring product removal notified by the regulatory authorities. Additionally, one significant incident involving a violation of the Labor Standards Act resulted in a penalty of NT\$100,000 imposed by regulatory authorities.	44	Penalties, Frequency, Amount, Number of Product Withdrawals, and Total Weight of Withdrawn Products in 2023 due to Violations of the "Act Governing Food Safety and Sanitation" and its Relevant Enforcement Rules, Measures, and Guidelines.	Subparagraph 1, item 2
3	Not applicable. Private brand products do not include the procurement of internationally recognized items.			Subparagraph 1, item 3
4	Not applicable. We do not have self-operated factories.			Subparagraph 1, item 4
5	Additionally, for factory internal sanitation and management, one to two second-party audit by external certification bodies was conducted each in H1 and H2 on a total of five factories (Ping Roun Food Daxi Plant, Ping Roun Food Xinfeng Plant, Jin Shin Food, FOPi Bakery, and Everfamily International Foods). The audit accomplishment rate was 100%. Ten audits were conducted in 2023, all passing with a rate of 100%.	52	Number and percentage of self-owned fresh food factories audited and the number and results of onsite audits with reference to the check and inspection items in the Sanitation Standard for Microorganisms in Foods.	Subparagraph 1, item 5
6	In 2023 there were 61 outsourced fresh food factories (including OEM factories and egg suppliers) doing business with FamilyMart, with an audit accomplishment rate of 100%. A total of 91 second-party audits ^(Note 2) were implemented on these 61 outsourced fresh food factories, and all passed the audit. ^{Note 2:} 91 audits included super A (56 times) and A (35 times).	53	Number and percentage of outsourced fresh food factories audited and the number and results of onsite audits with reference to audit items of the Sanitation Standard for Microorganisms in Foods.	Subparagraph 1, item 5
7	In 2023, there were a total of 27 food-related suppliers in collaboration with FamiCollection products. The audit completion rate for these suppliers was 100%. A total of 38 audits were conducted for these 27 suppliers, and all audits resulted in a qualified rating ^(Note 2) . ^{Note 2:} 38 audits included super A (29 times) and A (9 times).	54	Number and percentage of suppliers related to private-brand foods audited and the number and results of onsite audits with reference to the audit items in the Sanitation Standard for Microorganisms in Foods.	Subparagraph 1, item 5
8	In 2023, FamilyMart had a total of 62 collaborating raw material suppliers. Among these suppliers, 49 were subjected to a second-party audit (53 audits). The completion rate of the audits was 79%. Except for egg and livestock product factories, which had a passing rate of 94.4%, the remaining factories had a passing rate of 100%.	55	Number and percentage of raw materials suppliers audited and the number and results of onsite audits with reference to the audit items in the Sanitation Standard for Microorganisms in Foods.	Subparagraph 1, item 5

No.	Target Information for Verification	Page	Reporting Standard	Governing Rules
9	Not applicable. No traceability system has been required to be established by law.			Subparagraph 1, item 6
10	We passed the certification for accredited microorganism laboratory by TFDA and TAF respectively.	58	Accredited laboratory by the Taiwan Food and Drug Administration (TFDA), Ministry of Health and Welfare, and the Taiwan Accreditation Foundation (TAD).	Subparagraph 1, item 7
11	At the beginning, we applied for accreditation of 3 items only: food hygiene indicators including Escherichia coli, E. Coliform, and total plate count. The "FamilyMart Food Laboratory" actively pursues additional certifications and has gradually obtained accreditation from the Foundation for Accreditation of National Certification (TAF) for six testing items: Enterobacteriaceae, Staphylococcus aureus, Salmonella, Listeria monocytogenes, preservatives, and propionic acid, in order to meet the requirements of general food testing. The laboratory has also successfully completed certification renewal (once every three years).	58	Accredited laboratory by the Taiwan Food and Drug Administration (TFDA), Ministry of Health and Welfare, and the Taiwan Accreditation Foundation (TAD).	Subparagraph 1, item 7
12	The total investment in the food laboratory in 2023 amounted to NT\$9.951 million ^(Note) , accounting for 0.01058% of individual operating income. ^{Note:} The food laboratory's investment expenses include instrument and apparatus, examinations, remuneration, and miscellaneous purchases.	58	The related expenditure of the laboratory and its percentage in the net income in the parent company only financial statement.	Subparagraph 1, item 7
13	The total electricity consumption in 2023 was 641,055,419kWh, or 2,307,800 GJ ^(Note 1) . The electricity consumption is 100% from purchased electricity. ^{Note 1:} This conversion factor is based on 3.6 MJ/kWh.	68	The total electricity consumption (kWh) based on Taiwan Power Company's electricity bills for the year 2023.	Subparagraph 1, item 8
14	The total water consumption of the head office in 2023 was 6,670 m ³ ^(Note 5) ^{Note 5:} 1 thousand cubic meter of water = 1,000 water units	71	The total water consumption (in water units) based on the water bills from the local water supply company for the year 2023.	Subparagraph 1, item 9
15	Based on data statistics and estimates for individual stores, the total water consumption for all stores in Taiwan is approximately 3,946.09 thousand m ³ ^(Note 1) . The estimated total water consumption for these beverages is 59,012 cubic meters ^(Note 5) . ^{Note 1:} In 2023, the actual water consumption data was collected from 969 stores, with a total water consumption of 903,550 m ³ . Using the average water consumption per store, the estimated water consumption for 4,234 stores is 3,946,088 m ³ ^(Note 5) . ^{Note 5:} 1 thousand cubic meter of water = 1,000 water units.	71	The total water consumption (in water units) based on the water bills from the local water supply company for the year 2023, as well as the total water consumption (in water units) for ready-to-drink beverages in stores.	Subparagraph 1, item 9
16	As of December 31, 2023, there were a total of 4,234 stores across Taiwan (1F area of 197,696.89 ping (excluding area of other floors and arcade)).	47	As of December 31, 2023, the number of stores and their total floor area in ping(excluding area of other floors and arcade).	Subparagraph 1, item 10
17	As of December 31, 2023, there were a total of 12 logistics centers (building area of 73,157.05 ping).	47	As of December 31, 2023, the number of logistics centers and their total building area in ping.	Subparagraph 1, item 10
18	As of December 31, 2023, we had five self-owned fresh food factories ^(Note 1) (Ping Roun Food Daxi Plant, Ping Roun Food Xinfeng Plant, Jin Shin Food, FOPi Bakery, and Everfamily International Foods). All have obtained the ISO 22000 certification.	52	Number of ISO 22000 certificates and the percentage of self-owned fresh food factories certified with ISO 22000 for the year 2023.	Voluntary assurance items
19	In 2023, the fees for the inspection of food and container and packaging materials having contacts with food was NT\$11.518 million.	56	Fees for food safety inspection by third-party certification bodies in 2023.	Voluntary assurance items

No.	Target Information for Verification	Page	Reporting Standard	Governing Rules
20	In 2023, a total of 649 samples of fresh food products produced by our in-house factories were randomly tested. The results showed that all items met the specified criteria, resulting in a pass rate of 100%.	52	Number and results of onsite inspection of the fresh food produced by self-owned fresh food factories with reference to the items in the Sanitation Standards for General Foods.	Voluntary assurance items
21	By Sunday, December 31, 2023, 8 stores obtained the ISO 22000 certificate, while other stores also followed the ISO 22000 inspection model and obtained FamilyMart's promotion certification after passing the evaluation.	48	Number of stores passing ISO 22000 certification and obtaining the certificate from a third-party certification body.	Voluntary assurance items
22	As of December 31, 2023, FamilyMart has completed the internal promotion of ISO 22000 at stores a total of 11,612 times.	48	Number of internal sanitation outreaches and inspections with reference to the methods in ISO 22000.	Voluntary assurance items
23	In 2023, the materials inspection, dissolution test, and heat resistance test were conducted on 22 packaging materials used in the store. The results show that all tested materials comply with the Sanitation Standard for Food Utensils, Containers and Packages of the MOHW.	55	In 2023, number of inspections and results of packaging materials inspections by third-party certification bodies according to the regulations governing food utensils and food containers or package labeling.	Voluntary assurance items
24	In 2023, local health authorities in various parts of the country conducted a total of 230 inspections of fresh food and FamiCollection products. FamilyMart also arranged for certified inspection companies or units to conduct simultaneous inspections on the same batch of products at the same store or in the same region. The inspection results were all in compliance with the food hygiene regulations established by the health authorities.	48	In 2023, number and results of onsite inspection of products sold in stores by third-party certification bodies with reference to the items in the Sanitation Standards for General Foods.	Voluntary assurance items
25	In 2023, the QA Department arranged a total of 13 ISO audit training sessions with a total of 540 participants for stores.	57	Number of sessions and total number of participants of QA training organized in compliance with the internal education and training regulations in 2023.	Voluntary assurance items
26	In 2023 a total of 12 "Food Safety Project Management Meetings" were held.	57	Number of Food Safety Targeted Management Meetings held by food safety management section in 2023.	Voluntary assurance items
27	As of the end of December 2023, a total of 1,261 raw materials, 1,075 fresh food items, and 149 FamiCollection products have obtained the Clean Label certification.	59	Number of passed evaluations of the "Tse-Yue International Clean Label Accreditation" conducted by China Grain Products Research & Development Institute and Tse-Yue International Co., Ltd. by 2023.	Voluntary assurance items

Supplier Audit Management Evaluation Items and Weighting Table

Audit and Evaluation Items and Allocations for Fresh Food Commissioned Factories and Self-Owned Factories

■ General Food Factories

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	15.9%
2	Production Facilities and Equipment	6.1%
3	Quality Management	39.4%
4	Product Improvement/Supply Chain Management	5.3%
5	Production Processes	7.6%
6	Foreign Object Management	6.1%
7	Storage Temperature	3.0%
8	Personnel Management	7.6%
9	Sampling Inspection	4.5%
10	Corporate Social Responsibility Behavior Management	2.3%
11	Key Articles	2.3%
12	Major Deficiencies	Note

■ Distillery

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	15.9%
2	Production Facilities and Equipment	6.1%
3	Quality Management	39.4%
4	Product Improvement/Supply Chain Management	5.3%
5	Production Processes	7.6%
6	Foreign Object Management	6.1%
7	Storage Temperature	3.0%
8	Personnel Management	7.6%
9	Sampling Inspection	4.5%
10	Corporate Social Responsibility Behavior Management	2.3%
11	Key Articles	2.3%
12	Major Deficiencies	Note

■ Meat Processing Factory

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	15.9%
2	Production Facilities and Equipment	6.1%
3	Quality Management	39.4%
4	Product Improvement/Supply Chain Management	5.3%
5	Production Processes	7.6%
6	Foreign Object Management	6.1%
7	Storage Temperature	3.0%
8	Personnel Management	7.6%
9	Sampling Inspection	4.5%
10	Corporate Social Responsibility Behavior Management	2.3%
11	Key Articles	2.3%
12	Major Deficiencies	Note

■ Frozen Food Factory

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	15.7%
2	Production Facilities and Equipment	6.0%
3	Quality Management	40.3%
4	Product Improvement/Supply Chain Management	5.2%
5	Production Processes	7.5%
6	Foreign Object Management	6.1%
7	Storage Temperature	3.0%
8	Personnel Management	7.5%
9	Sampling Inspection	4.5%
10	Corporate Social Responsibility Behavior Management	2.2%
11	Key Articles	2.2%
12	Major Deficiencies	Note

■ Refrigerated Prepared Food Factory

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	15.7%
2	Production Facilities and Equipment	6.0%
3	Quality Management	40.3%
4	Product Improvement/Supply Chain Management	5.2%
5	Production Processes	7.5%
6	Foreign Object Management	6.1%
7	Storage Temperature	3.0%
8	Personnel Management	7.5%
9	Sampling Inspection	4.5%
10	Corporate Social Responsibility Behavior Management	2.2%
11	Key Articles	2.2%
12	Major Deficiencies	Note

■ Fresh Vegetable Factory

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	16.0%
2	Production Facilities and Equipment	6.1%
3	Quality Management	38.9%
4	Product Improvement/Supply Chain Management	5.3%
5	Production Processes	7.6%
6	Foreign Object Management	6.1%
7	Storage Temperature	3.1%
8	Personnel Management	7.6%
9	Sampling Inspection	4.6%
10	Corporate Social Responsibility Behavior Management	2.3%
11	Key Articles	2.3%
12	Major Deficiencies	Note

■ Fresh Vegetable& Frozen Food Factory

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	15.7%
2	Production Facilities and Equipment	6.0%
3	Quality Management	40.3%
4	Product Improvement/Supply Chain Management	5.2%
5	Production Processes	7.5%
6	Foreign Object Management	6.1%
7	Storage Temperature	3.0%
8	Personnel Management	7.5%
9	Sampling Inspection	4.5%
10	Corporate Social Responsibility Behavior Management	2.2%
11	Key Articles	2.2%
12	Major Deficiencies	Note

■ Fresh Cut Fruit and Vegetable Factory

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	16.8%
2	Production Facilities and Equipment	5.8%
3	Quality Management	39.4%
4	Product Improvement/Supply Chain Management	5.1%
5	Production Processes	8.0%
6	Foreign Object Management	5.8%
7	Storage Temperature	2.9%
8	Personnel Management	7.3%
9	Sampling Inspection	4.4%
10	Corporate Social Responsibility Behavior Management	2.2%
11	Key Articles	2.2%
12	Major Deficiencies	Note

■ Packaging Material Factory

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	15.9%
2	Production Facilities and Equipment	3.7%
3	Quality Management	39.3%
4	Product Improvement/Supply Chain Management	6.5%
5	Production Processes	9.3%
6	Foreign Object Management	7.5%
7	Personnel Management	9.3%
8	Sampling Inspection	2.8%
9	Corporate Social Responsibility Behavior Management	2.8%
10	Key Articles	2.8%
11	Major Deficiencies	Note

Note: The allocation for major deficiencies is 100. If any of the following conditions occur, the evaluation score for that instance will be zero, and penalties stipulated in the undertaking will be enforced: (1) Discovery of future products within the factory premises, (2) Identification of raw materials or finished products on-site that have exceeded their expiration date (excluding those clearly segregated in designated areas), (3) Use of raw materials within the factory that are illegal or pose a risk to human health.

Audit and Evaluation Items and Allocations, Audit Frequency, and Grading Standards for Self-Owned Fresh Food Factories and Bakery Factories

Audit Items and Allocation Table

■ Fresh Food from Own Facilities

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	12.7%
2	Production Facilities and Equipment	8.3%
3	Quality Management	33.8%
4	Production Processes	16.6%
5	Foreign Object Management	8.3%
6	Storage Temperature	2.5%
7	Personnel Management	7.6%
8	Label Management	2.5%
9	Inspection	1.9%
10	Emergency Event Handling	1.9%
11	Corporate Social Responsibility Behavior Management	1.9%
12	Key Articles	1.9%
13	Major Deficiencies	Note

Note: The allocation for major deficiencies is 100. If any of the following conditions occur, the evaluation score for that instance will be zero, and penalties stipulated in the undertaking will be enforced: (1) Discovery of future products within the factory premises, (2) Identification of raw materials or finished products on-site that have exceeded their expiration date (excluding those clearly segregated in designated areas), (3) Use of raw materials within the factory that are illegal or pose a risk to human health.

■ Packaging Material and Utensil Cleaning Factory

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	14.1%
2	Production Facilities and Equipment	3.3%
3	Quality Management	36.5%
4	Product Improvement/Supply Chain Management	5.8%
5	Production Processes	8.3%
6	Foreign Object Management	6.6%
7	Personnel Management	8.3%
8	Sampling Inspection	11.6%
9	Corporate Social Responsibility Behavior Management	2.5%
10	Key Articles	3.0%
11	Major Deficiencies	Note

■ Grading Standards and Audit Frequency for Self-Owned Fresh Food Factories and Bakery Factories

Grading	Grade A+	Grade A	Grade B	Grade C
Score Range	90 and above	80-89	70-79	Below 70
Audit Frequency	Once every six months	Once every quarter	Once every month	Once every month

■ Categories of Fresh Food Products Manufactured by Own Facilities and Contracted Facilities

FamilyMart's Fresh Food Products	Fresh Food from Own Facilities					Fresh Food from Contracted Facilities
	PING ROUN FOOD Daxi Factory	PING ROUN FOOD Xinfeng Factory	JIN SHIN FOOD Factory	EVERFAMILY FOOD Factory	FOPi Bakery Factory	
1 Cup Drinks (including coffee)						●
2 Ice Cream						●
3 Steamed Food						●
4 Grilled Food (including sweet potatoes)						●
5 Oden						●
6 Rice Balls	●		●			
7 Sushi, Hand Rolls	●		●			
8 Bento Boxes	●		●			
9 Microwavable Main Dishes	●	●	●			●
10 Sandwiches		●				
11 Prepared Noodles	●	●	●	●	●	
12 Vegetables and Fruits		●				●
13 Salad		●				●
14 Side Dishes, Microwavable	●	●	●			●
15 Fresh Desserts	●					●
16 Bread				●	●	
17 Toast Cakes				●	●	
18 Egg Products					●	
19 Frozen Food		●	●			●
20 Chilled Desserts	●					●

■ Grading Standards and Audit Frequency for Self-Owned Fresh Food Factories and Bakery Factories

Grading	Grade A+	Grade A	Grade B	Grade C
Score Range	90 and above	80-89	70-79	Below 70
Results	Pass	Pass	Fail	Fail
Audit Frequency	Once every six months	Once every quarter	Once every month	Once every month

Audit and Evaluation Items and Allocations, Audit Frequency, and Grading Standards for Egg Processing Plant and Chicken Egg Farm

Audit Items and Allocation Table

■ Processing Plant

Item	Audit Items	Allocations
1	Facility Environment	1.0%
2	Factory Facilities	37.0%
3	Equipment and Packaging Material	5.0%
4	Process Management	9.0%
5	Quality Management	32.0%
6	Hygiene Management	10.0%
7	Transportation Management	3.0%
8	Product Inspection Results	3.0%
9	Major Deficiencies	Note

■ Egg Products Ranch

Item	Quality Management Audit Items	Allocations
1	Vehicle disinfection	15.0%
2	Egg storage area	41.0%
3	Internal record sheets	44.0%
Item	Livestock management evaluation items	Allocations
1	Equipment disinfection for livestock management	6.0%
2	Pest control measures	10.0%
3	Site Environment	13.0%
4	Access Control of Egg Chicken Farms	18.0%
5	Management of poultry houses in egg chicken farms	30.0%
6	Feed and Water Quality Management	23.0%

Note: The allocation for major deficiencies is 100. If any future products are found, the score for that evaluation will be calculated as zero, and additional penalties will be executed according to the affidavit.

■ Attached egg sorting facility at the farm

Item	Livestock farm management evaluation items	Allocations
1	Equipment disinfection	3.0%
2	Pest control	10.0%
3	Site Environment	13.0%
4	Access Control of Egg Chicken Farms	18.0%
5	Feed and Water Quality Management	27.0%
6	Document management	21.0%
7	Transportation Management	8.0%

Item	Evaluation items for egg sorting facility	Allocations
1	Facility Environment	1.0%
2	Factory Facilities	38.0%
3	Equipment and Packaging Material	7.0%
4	Process Management	10.0%
5	Quality Management	30.0%
6	Hygiene Management	11.0%
7	Transportation Management	3.0%
8	Major Deficiencies	Note

■ Grading standards and audit frequency for chicken egg farms

Grading	Grade A	Grade B	Grade C	Grade D
Score Range	85~100	70~84	60~69	Less than 59 points or consecutive scores below 70 points.
Results	Pass	Pass	Fail	Fail
Audit Frequency	Once every six months	Once every six months	Once every quarter	Once every month

■ Audit frequency and grading standards for self-owned suppliers

Grading	Grade A+	Grade A	Grade B	Grade C
Score Range	90 and above	80-89	70-79	Below 70 points (excluding)
Results	Pass	Pass	Fail	Fail
Audit Frequency	Once every six months	Once every quarter	Once every month	Once every month

Audit items, scoring distribution, audit frequency, and grading standards for raw material and packaging material suppliers

■ Grading standards for raw material suppliers

Grading	Grade A+	Grade A	Grade B	Grade C
Score Range	95 and above	85 and above	84~75	Below 74
Results	Pass	Pass	Pass	Fail

■ Grading standards for packaging material suppliers

Grading	Grade A	Grade B	Grade C
Score Range	85 and above	84~70	Below 69
Results	Pass	Pass	Fail

■ Key focus areas for auditing raw material suppliers in 2023

Item	Audit Items	Allocations
1	Quality and management systems	3%
2	Product quality	15%
3	Traceability management and recalls	10%
4	Process control	35%
5	Pest Prevention	5%
6	Hygiene control	30%
7	Inspection and measurement equipment	2%
8	Improvement capabilities	Itemized Deduction

■ Key focus areas for auditing packaging material suppliers in 2023

Item	Audit Items	Allocations
1	Environmental and Sanitation Management/Facility Hardware	20%
2	Production Facilities and Equipment	6%
3	Quality Management	38%
4	Production Processes	7%
5	Foreign Object Management	12%
6	Personnel Management	17%
7	Major Deficiencies	Note

Note: The allocation for major deficiencies is 100. If unreleased products, expired raw materials, or the use of illegal or harmful substances affecting human health are discovered, the score for that audit will be zero.

External Assurance Statement and Report

Limited Assurance Report Issued by the Accountant



會計師有限確信報告

資會綜字第23011886號

全家便利商店股份有限公司 公鑒：

本會計師受全家便利商店股份有限公司(以下簡稱「貴公司」)之委任，對 貴公司選定西元2023年度永續報告書所報導之關鍵績效指標(以下簡稱「所選定之關鍵績效指標」)執行確信程序。本會計師業已確信竣事，並依據結果出具有限確信報告。

標的資訊與適用基準

本確信案件之標的資訊係 貴公司上開所選定之關鍵績效指標，有關所選定之關鍵績效指標及其適用基準詳列於 貴公司西元2023年度永續報告書第137至139頁之「確信項目彙總表」。前述所選定之關鍵績效指標之報導範圍業於永續報告書第1頁之「報告書邊界與範疇」段落述明。

上開適用基準係為財團法人中華民國證券櫃檯買賣中心「上櫃公司編製與申報永續報告書作業辦法」與相關問答集及有關法令之規定、全球永續性報告協會 (Global Reporting Initiatives, GRI) 發布之最新版GRI準則 (GRI Standards) 與行業補充指南，以及 貴公司依行業特性與其所選定之關鍵績效指標參採其他基準。

管理階層之責任

貴公司管理階層之責任係依照適用基準編製永續報告書所選定之關鍵績效指標，且設計、付諸實行及維持與所選定之關鍵績效指標編製有關之內部控制，以確保所選定之關鍵績效指標未存有導因於舞弊或錯誤之重大不實表達。

先天限制

本案諸多確信項目涉及非財務資訊，相較於財務資訊之確信受有更多先天性之限制。對於資料之相關性、重大性及正確性等之質性解釋，則更取決於個別之假設與判斷。

資誠聯合會計師事務所 PricewaterhouseCoopers, Taiwan
110208 臺北市信義區基隆路一段 333 號 27 樓
27F, No. 333, Sec. 1, Keelung Rd., Xinyi Dist., Taipei 110208, Taiwan
T: +886 (2) 2729 6666, F: +886 (2) 2729 6686, www.pwc.tw

會計師之獨立性及品質管理

本會計師及本事務所已遵循會計師職業道德規範有關獨立性及其他道德規範之規定，該規範之基本原則為正直、公正客觀、專業能力及專業上應有之注意、保密及專業行為。

本事務所適用品質管理準則1號「會計師事務所之品質管理」，該品質管理準則規定會計師事務所設計、付諸實行及執行品質管理制度，包含與遵循職業道德規範、專業準則及所適用法令有關之政策或程序。

會計師之責任

本會計師之責任係依照確信準則3000號「非屬歷史性財務資訊查核或核閱之確信案件」規劃及執行有限確信案件，基於所執行之程序及所獲取之證據，對第一段所述 貴公司所選定之關鍵績效指標是否未存有重大不實表達取得有限確信，並作成有限確信之結論。

依確信準則3000號之規定，本有限確信案件工作包括評估 貴公司採用適用基準編製永續報告書所選定之關鍵績效指標之妥適性、評估所選定之關鍵績效指標導因於舞弊或錯誤之重大不實表達風險、依情況對所評估風險作出必要之因應，以及評估所選定之關鍵績效指標之整體表達。有關風險評估程序(包括對內部控制之瞭解)及因應所評估風險之程序，有限確信案件之範圍明顯小於合理確信案件。

本會計師對第一段所述 貴公司所選定之關鍵績效指標所執行之程序係基於專業判斷，該等程序包括查詢、對流程之觀察、文件之檢查是否適當之評估，以及與相關紀錄之核對或調節。

基於本案件情況，本會計師於執行上述程序時：

- 已對參與編製所選定之關鍵績效指標之相關人員進行訪談，以瞭解編製前述資訊之流程、所應用之資訊系統，以及攸關之內部控制，以辨認重大不實表達之領域。
- 基於對上述事項之瞭解及所辨認之領域，已對所選定之關鍵績效指標選取樣本進行包括查詢、觀察、檢查等測試，以取得有限確信之證據。



相較於合理確信案件，有限確信案件所執行程序之性質及時間不同，其範圍亦較小，故於有限確信案件所取得之確信程度亦明顯低於合理確信案件中取得者。因此，本會計師不對 貴公司所選定之關鍵績效指標在所有重大方面，是否依照適用基準編製，表示合理確信之意見。

此報告不對西元2023年度永續報告書整體及其相關內部控制設計或執行之有效性提供任何確信。

有限確信之結論

依據所執行之程序與所獲取之證據，本會計師並未發現第一段所述 貴公司所選定之關鍵績效指標在所有重大方面有未依照適用基準編製之情事。

其它事項

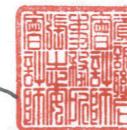
貴公司網站之維護係 貴公司管理階層之責任，對於確信報告於 貴公司網站公告後任何所選定之關鍵績效指標或適用基準之變更，本會計師將不負就該等資訊重新執行確信工作之責任。

資誠聯合會計師事務所

會計師

張志子

西元 2024 年 8 月 7 日



查證意見書

意見書編碼.:
C674425-2023-AP-TWN-DNV

發出日期:
113 年 05 月 31 日

頁次 1 / 2

茲就下列組織之溫室氣體盤查管理報告書(2023 年)的盤查過程，查驗意見結果如下

全家便利商店股份有限公司

查證範圍

立恩威國際驗證股份有限公司(DNV)承接全家便利商店股份有限公司(下稱“該組織”)之委託，對該組織陳述於 2023 年溫室氣體盤查管理報告書(下稱“該報告”)中之溫室氣體聲明進行查驗，查驗範圍設定為該報告所涵蓋之盤查邊界(本次盤查涵蓋據點數共 350 處，請詳見附件一):

名稱	地址
全家便利商店股份有限公司	台北市中山區中山北路二段 61 號 7F

考慮到溫室氣體報告書的預期用途，間接排放的範圍由該組織預先決定的間接排放重要性準則界定。

查驗準則與溫室氣體方案

- ISO 14064-1:2018
- 本查驗之執行過程遵循 ISO 14066:2011、ISO 14065:2020 與 ISO 14064-3:2019 等標準要求。

查驗意見

依據前述所鑑別的各項查驗準則進行查驗，DNV 認為，2024 年 05 月 13 日(最終版)發布的溫室氣體盤查報告不存在不符合上述驗證標準的重大差異。該意見是基於以下方法決定的:

- 對於直接溫室氣體排放和輸入能源的間接溫室氣體排放，該報告中信息的可靠性得到了合理保證水平的驗證。
- 對於其他間接溫室氣體排放所涉及的信息，使用有限保證等級進行驗證和測試。

陳裕文
溫室氣體查驗員

陳裕文

發出地點與日期:
台北, 113 年 05 月 31 日

代表簽發辦公室:
立恩威國際驗證股份有限公司
新北市板橋區文化路二段 293 號 29 樓

謝秉輝
總經理

Lack of fulfilment of conditions as set out in the Certification Agreement may render this Certificate invalid. This Verification Opinion is based on the information made available to us and the engagement conditions detailed above. Hence, DNV cannot guarantee the accuracy or correctness of the information. DNV cannot be held liable by any party relying or acting upon this Verification Opinion.
DNV Business Assurance Co., Ltd. 29FL, No.293, Sec.2, Wenhua Road 220 Ban Chiau Dist., New Taipei City Taiwan TEL: +886-2-82537800, website: <https://www.dnv.com/tw/>
DNV ZNATW-OP-F50-1, Rev.0, 2024-4



意見書編碼.: C674425-2023-AP-TWN-DNV
發出地點與日期: 台北, 113 年 05 月 31 日

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查證意見書補充內容

過程與方法

DNV 對該報告執行必要之審查程序與各階段訪談，基於所獲得之必要佐證，該報告有足夠的證據來確定符合標準的規定。

溫室氣體排放量的量化過程

該報告的盤查期間涵蓋自 2023 年 1 月 1 日至 2023 年 12 月 31 日，DNV 確信該報告中各項量化過程的結果為真實、透明且可量測。

查驗過程的組織邊界

財務控制權 營運控制權 股權持分

查驗溫室氣體類型

CO₂ CH₄ N₂O HFCs PFCs SF₆ NF₃

排放類別	類別	單位: 噸 CO ₂ -e
類別1.	直接排放	4,647.78
類別2.	輸入能源間接排放	26,936.84
類別1與類別2排放量加總		31,584.62

組織選擇且正確引用 IPCC AR6(2021)所界定之全球暖化潛勢(the Global Warming Potential, GWP)，其中輸入能源間接排放量係依據經濟部能源局公布之 2023 年電力排碳係數(0.494 公斤 CO₂-e/度)計算。

其他間接排放的量化 (噸 CO₂-e) :

間接排放類別	類別	單位: 噸 CO ₂ -e
類別 3	運輸過程產生之間接排放	370.33
類別 4	由組織使用的產品所產生之間接溫室氣體排放	6,372.02

間接排放源報告範圍與量化方式請詳見附件二。

查驗結果

未經修改之查驗 修改過之查驗 無法查驗

ISO 45001 Occupational Health and Safety Management System Certificate of Registration

Certificate TW23/00001060 / 證書 TW23/00001060

The management system of / 下述組織

TAIWAN FAMILYMART CO., LTD.
全家便利商店股份有限公司

7F, No. 61, Sec. 2, Zhongshan N. Rd., Zhongshan Dist., Taipei City 104, Taiwan (R.O.C.)
104 台北市中山區中山北路二段 61 號 7 樓

has been assessed and certified as meeting the requirements of
的管理系統已經過審核，並被證明符合下述要求
ISO 45001:2018

For the following activities / 所涵蓋的活動範圍
Retail Sale in Non-specialized Stores.

綜合商品零售

This certificate is valid from 28 December 2023 until 28 December 2026 and remains valid subject to satisfactory surveillance audits.
此證書的有效期自 2023 年 12 月 28 日 至 2026 年 12 月 28 日 且其有效性應繫於持續符合的定期稽核。

Issue 1. Certified since 28 December 2023
版次 1. 原始註冊日期 2023 年 12 月 28 日

Certified activities performed by additional sites are listed on subsequent pages.
其它場域/分支實體之驗證活動於後續頁上列出

Authorised by / 派署
Stephen Pao
Deputy Director

SGS Taiwan Ltd.
No. 136-1, Wu Kung Road, New Taipei Industrial Park, Wu Ku District, New Taipei City 24803, Taiwan
t: 886 (02) 2200 3000 www.sgs.com.tw



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本文件為經電子簽名之真實文件，僅供客戶於商業用途。請參閱 [SGS 總規章 | SGS](#) 中之 SGS 緣由服務所適用之規範。並請注意其中亦已註明責任範圍、賠償和司法管轄事項。本文件由本公司得可取消。本文件內容或外觀作出變更，為由本公司得依各項適用法規。

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Lack of fulfilment of conditions as set out in the Certification Agreement may render this Certificate invalid. This Verification Opinion is based on the information made available to us and the engagement conditions detailed above. Hence, DNV cannot guarantee the accuracy or correctness of the information. DNV cannot be held liable by any party relying or acting upon this Verification Opinion.
DNV Business Assurance Co., Ltd. 29F, No.293, Sec.2, Wenhua Road 220 Ban Chiau Dist., New Taipei City Taiwan TEL: +886-2-82537800, website: <https://www.dnv.com/tw/>
DNV ZNATW-OP-F50-1, Rev.0, 2024-4

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Appendix

Certificate TW23/00001060, continued / 證書 TW23/00001060, 繼



TAIWAN FAMILYMART CO., LTD. 全家便利商店股份有限公司

ISO 45001:2018

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