



2024

FamilyMart 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.

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 2024 (covering the period from January 1, 2024 to December 31, 2024). In order to ensure the completeness and comparability of information, some data may be traced back to 2020 or extended to 2025. In the future, we will continue to publish the sustainability report every year.

Current issue

Published in
August 2025

Previous issue

Published in
August 2024

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

Reporting Basis

Issuing Organization	Standards Followed
Global Reporting Initiatives › GRI	GRI Sustainability Reporting Standards (2021 Edition).
Taiwan Stock Exchange Corporation	Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies
Taipei Exchange	Rules Governing the Preparation and Filing of Sustainability Reports by TPEX Listed Companies
United Nations, UN	Sustainable Development Goals, SDGs
Sustainability Accounting Standards Board, SASB	SASB Standards for the Food Retailers & Distributors Industry
Task Force on Climate-related Financial Disclosures › TCFD	Task Force on Climate-related Financial Disclosures (TCFD) Recommendations and Guidance
Task Force on Nature-related Financial Disclosures › TNFD	Taskforce on Nature-related Financial Disclosures (TNFD) Disclosure Framework and Guidance

External Certification of Information Quality

	Standards Followed	External Verification Organization
Sustainability Information	Taiwan provides limited assurance that the sustainability report complies with TWSAE3000: Assurance Engagements Other than Audits or Reviews of Historical Financial Information	PwC
Financial Data	an audit report containing an unqualified opinion in accordance with the Regulations Governing Auditing and Attestation of Financial Statements by Certified Public Accountants	PwC
Environmental Data	ISO 14064-1 GHG Inventory	DNV
Occupational Health and Safety Data	ISO 45001 Occupational Health and Safety Management Systems	SGS Taiwan
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, III

Internal Audit

The data sources of this report, including material topics, have been reviewed by the heads of each department for accuracy, examined by the Sustainability Development Committee, and approved for issuance following approval by the Board of Directors.

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Message from the Chairman

[Jointly Facing Every Challenge with Resilience and Action in 2024]

2024 marks the 36th anniversary of FamilyMart. Looking back at the past year, the changes and challenges brought by global economic turmoil, geopolitical conflicts, and worsening climate change have become a part of everyday life for almost everyone. Even so, we have always believed that true growth comes from uncertainty and are therefore willing to uphold our original intentions and overcome difficulties.

With the joint efforts of all employees and franchisees, we continue to steadily move forward. The total number of stores in Taiwan reached 4,316, with consolidated revenue reaching NT\$105.1 billion for the first time, and net profit after tax more than doubling to a record high. These achievements would not have been possible without the efforts of all FamilyMart members, and are the best proof that we seize opportunities, dare to innovate, and demonstrate resilience in changing situations.

[Finding the value of FamilyMart in customers' everyday life]

Retail has never been merely a transaction, but rather an extension of people's everyday life. Over the past year, we have seen people's demand for convenience, health, companionship, and sustainability continue to rise, and we continued to launch new services based on the spirit of being "consumer-centric."

FamilyMart actively responds to the United Nations Sustainable Development Goals (SDGs) by promoting responsible production and consumption and safeguarding public health. We became the first in the retail industry to promote the Clean Label in 2019, and further introduced the Whole Grain Label for bread products in 2024. This was not only a first in the retail industry, but also the first time the Whole Grain Label was used in bakery products, showing our unwavering commitment to the transparency of product information and reducing unnecessary additives.

We are focused on fresh food products that people eat for meals and dessert, which is an area that convenience stores have the greatest advantage in. Under the long-term strategy of differentiation and improving the quality of our products, the revenue and performance of grab-and-go food have grown steadily. In 2024, we expanded to the hand-shaken drinks market and made our products more appealing with professional tea preparation equipment. At the same time, we have further developed healthy and low-carbon salads and food products, actively developing two major product series: "FamiHealth" and "VegeFood." Furthermore, we continued to work with well-known stores to upgrade our quality and successfully developed many popular brands, including the dessert brand Minimore, Uno Pasta, Let's Café, ice cream FamiIce, and the Artisan Baker, which have become stably growing products.



"supermarket + convenience stores" and accurately meet the consumption needs of households and communities. We also integrated Faminow's online ordering, pick-up, and delivery services in the member app to create a denser network of fresh food products.

[Sustainability more than just a responsibility, but a lifestyle]

We have always believed that the retail industry does not merely provide products. It has the power to influence society. In 2024, FamilyMart continued to take ESG actions based on the theme "Convenience for Sustainability, You+1" to transform sustainability from a slogan into a choice in life.

In terms of the environment, we have expanded the circular cup borrowing and return service, with close to 1,500 locations for borrowing and returning circular cups, reducing the use of over 100,000 disposable beverage cups a year. At the same time, we collaborated with the environmental education association RE-THINK to implement the "Families Learning to Recycle" project. In addition to launching the online recycling guideline for convenience stores "Recycling Encyclopedia," we also went into communities and campuses to make recycling more thoughtful and more accessible.

In terms of society, we see the over 800,000 migrant workers in Taiwan, silent heroes who are important customers of FamilyMart. In 2024, we jointly published the "Migrant Worker Convenient Store Survey" together with the migrant worker education and culture association One-Forty. It not only helps us understand the consumption patterns of migrant workers, but is also the first survey report in Taiwan that looks into the lives of migrant workers, which is important to the industry, government, and academia.

At the same time, we launched the "FamilyMart Migrant Worker-Friendly Project" to let every migrant worker enjoy safe and convenient shopping at FamilyMart through product development, setting up a dedicated Southeast Asia section, and service optimization. The pork-free food section, Southeast Asian fresh food, No Pork Label, and 30 "Cultural Exchange Ambassadors" that bring FamilyMart employees and migrant workers together have made convenience stores a truly inclusive venue.

[Using technology to develop FamilyMart's OMO]

Digital technology is reshaping the landscape of retail, but we believe that as long as we have a long-term strategy with a clear direction, we will naturally be able to stably go far. FamilyMart's advantages come from the capabilities of its brick-and-mortar stores and online channels. We have a strong cold chain logistics system, a dense network of physical channels and locations, and services of our membership app that we have refined over the years. In 2024, we continued to deepen our deployment of OMO, allowing "people" and "digital technologies" to work together to meet consumers' needs in the fast paced modern day life, seizing the business opportunities of people's laziness by providing services that better meet their needs with a more heartwarming experience.

We utilized the four major online channels of "FamilyMart e-Shop," "Ling Group for Group Buying," "Pre-order for Festivals," and "Meal Plans" to achieve over 10% annual growth in digital sales through OMO. To effectively respond to the new needs brought by changes in society and demographic structure, we set up "Meal Plans" in the membership app for fresh food. Since the launch of the site in 2024, it has featured "one-stop shopping," "free shipping for all purchases," and "designated pick-up date at a store," offering selected frozen and refrigerated fresh ingredients. The exclusive "FamiCooking" series has greatly helped people cooking for themselves and small families.

In the future, we will further improve the design of FamiSuper stores to make more stores hybrid

[When business comes with good intentions, sustainability can also become a business opportunity]

In addition, FamilyMart has been providing store-to-store services for many years. In 2024, we created the first public welfare solution of "store-to-warehouse-to-warehouse" in collaboration with Step30 International Ministries, calling on the public to donate clean old shoes in good condition to East Africa to help local children prevent sand fleas. This not only allowed people to enjoy discounts on shipping fees for charity, but they also significantly reduce shipping costs. The association reduces the cost of labor to sign for large quantities of packages. The fewer home deliveries required reduced carbon emissions and created synergies with charity initiatives, benefiting all parties.

In 2024, FamilyMart launched the sustainable makeup Bio in collaboration with O'right, and used milk bottles and coffee grounds recycled from Let's Café to produce a series of bathing products, turning black gold into green gold, and transforming waste into raw materials for new products. This implements the concept of circular economy and incorporates the concept of sustainability starting from product R&D, doing business with good intentions.

[Seizing opportunities of a new blue ocean and creating new value based on empathy]

Facing changes in demographic structure and social changes, FamilyMart sees more blue ocean markets worth investing in. Taiwan has entered a super-aged society, with migrant workers, elderly people, and pets becoming a part of everyday life. FamilyMart actively launched friendly products and services to make every FamilyMart in people's lives more heartwarming and inclusive.

We believe that the influence of a brand comes from whether it resonates with people. Therefore, FamilyMart has begun to take more action to create a touching consumption experience. From marketing campaigns during the holidays to event collaboration, FamilyMart is no longer merely a place to buy things, but also a place where people make memories.

[Let us jointly challenge higher goals in the future]

Looking towards the future, the global situation is still full of uncertainties, but FamilyMart is ready to face every challenge at a more determined pace. FamilyMart will focus on four core strategies: "Improving Fresh Food and Digital Capabilities," "Seizing a Greater Share of All Customer Segments," "Deepening ESG Practices," and "Improving Operational Efficiency and Resilience."

We have set clear KPI targets, hoping that the number of stores and merchants will continue to reach record highs. More importantly, we hope that FamilyMart will become a brand that combines business with good intentions, so that every transaction and every service can create social value and fulfill our deepest commitment to this land.

I am grateful to all customers, franchisees, employees, and partners for supporting FamilyMart. You give FamilyMart the power to continue moving forward through changes. In the future, we will continue to focus on "customer satisfaction and mutual growth" and insist on being people-oriented with integrity, so that FamilyMart can become the best partner in everyone's life and on this land.

ESG Performance

Environment



The number of stores providing circular cup services reached **1,450 stores**, accounting for **26%** of all stores, and reducing the use of disposable beverage cups by **20%**.



Reduced the plastic packaging materials used for fresh food products by **40%** compared to 2020

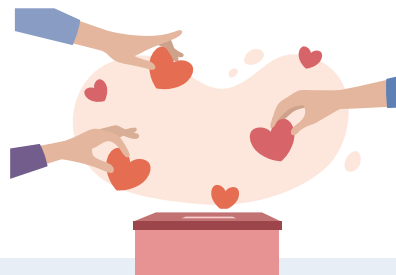


Compared to 2020, the fresh food scrap rate has decreased by **25.6%**



Installation rate of store energy management system and equipment IoT monitoring and management system: up to **99.8%**

Social



Raised a total of **NT\$170 million** for **57** charity organizations



Hired a total of **109 people** with disabilities



The frequency severity indicator (FSI) of **0.04** was lower than the average of Taiwan's retail industry in the last 3 years

Governance



Total number of stores in 2024: **4,316**



Consolidated revenue in 2024: **NT\$105.104 billion**



Consolidated net profit after tax in 2024: **NT\$3.94 billion**

Honors and Recognition



Ranked 13th among large enterprises in the Service Industry Division



Sustainability Report - Gold Award

Human Rights Practices and Development - Leadership Award



Elderly-Friendly Category - First Prize

Education Promotion Category - Model Award

Public Welfare Promotion Category - Model Award

Social Innovation Category - Model Award



Procurement Award - First Prize

Startup Mutual Benefit Category - Special Award



FamilyMart Diverse and Friendly Convenience Stores - Silver

FamilyMart Charity Platform - Bronze

Low-Carbon Payment PlusPay - Silver

Building Resilience for FamilyMart's Sustainability - Bronze



1

FamilyMart's Sustainable Development

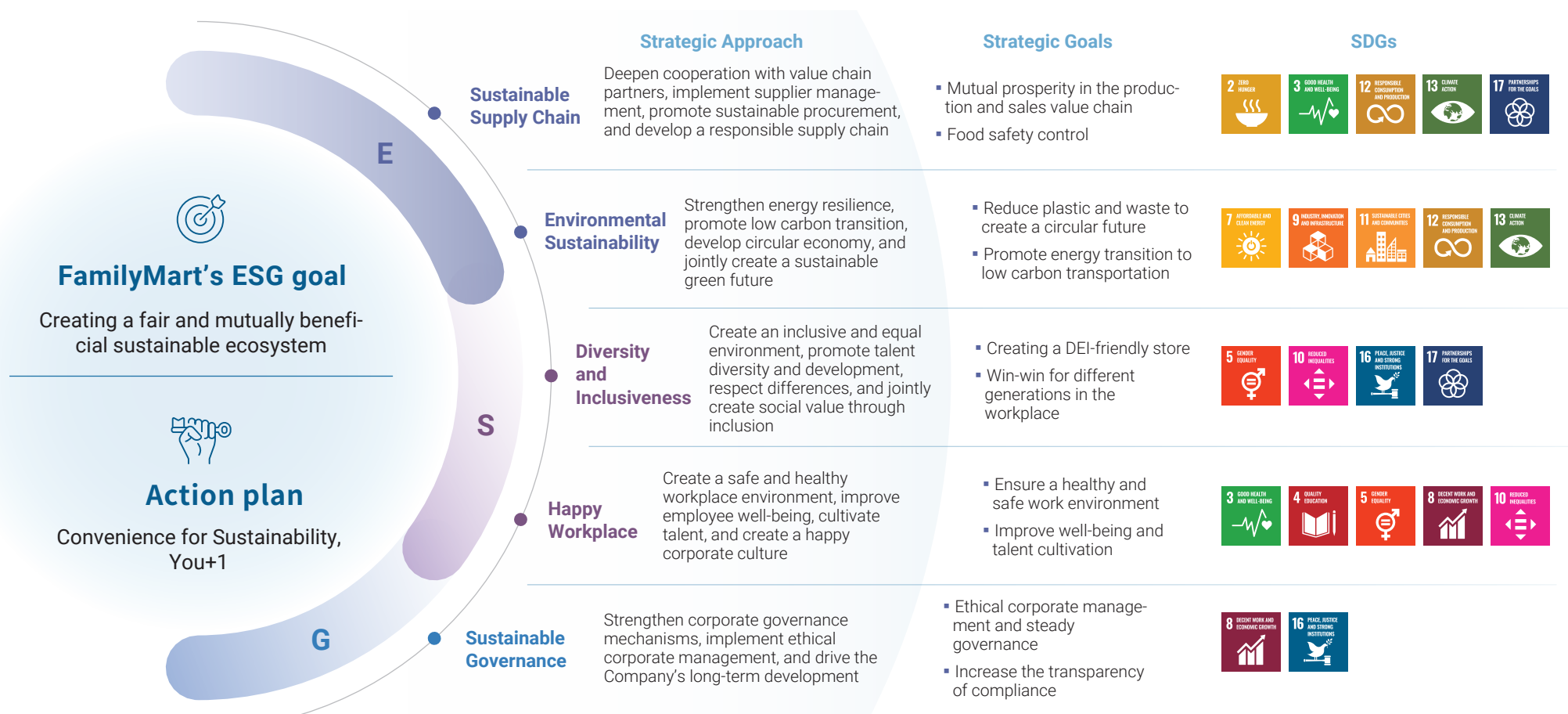




1.1 Corporate Sustainability Blueprint

Sustainable Development Strategies and Actions Towards the SDGs

FamilyMart is implementing five major sustainability themes and actively responding to the United Nations Sustainable Development Goals (SDGs) to achieve the ESG Goal of "creating a fair and mutually beneficial sustainable ecosystem" under the action plan "Convenience for Sustainability, You+1." We continue to enhance our competitiveness in sustainability, align with international standards, exert greater positive influence, and show FamilyMart's determination to work towards global sustainable development.





1 FamilyMart's Sustainable Development

2 Corporate Sustainable Governance

3 FamilyMart, Your Trusted Store

4 Love Earth with FamilyMart

5 Care from FamilyMart

6 FamilyMart, A Happy Enterprise

Appendix

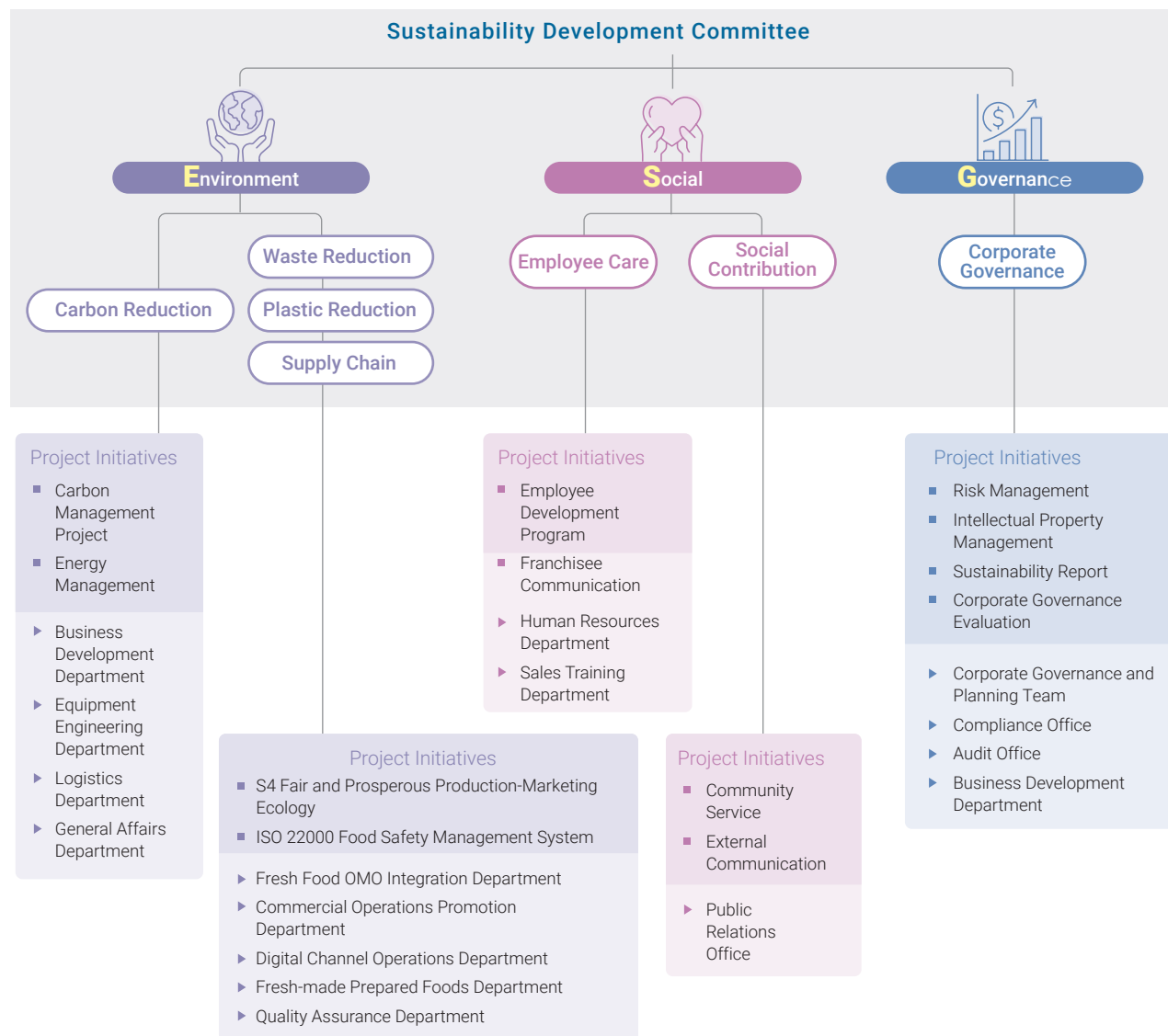


Sustainability Pillars	E		S		G
	Sustainable Supply Chain	Environmental Sustainability	Diversity and Inclusiveness	Happy Workplace	Sustainable Governance
Corresponding Material Topics	<ul style="list-style-type: none"> Customer Health and Safety Marketing and Labeling Supply Chain Management 	<ul style="list-style-type: none"> Food Waste Management Packaging Materials Management 	<ul style="list-style-type: none"> Social Contribution 	<ul style="list-style-type: none"> Training and Education Occupational Health and Safety 	<ul style="list-style-type: none"> Economic Performance Ethical Business Conduct Information Security
Key Stakeholders	<ul style="list-style-type: none"> Suppliers and Contractors Customers and Consumers 	<ul style="list-style-type: none"> Government Agencies Suppliers and Contractors Customers and Consumers Non-profit Organizations 	<ul style="list-style-type: none"> Employees Franchisees Customers and Consumers Non-profit Organizations 	<ul style="list-style-type: none"> Employees Franchisees Government Agencies Non-profit Organizations 	<ul style="list-style-type: none"> Shareholders and Investors Government Agencies Banks
FamilyMart's Corresponding Plans and Achievements	<ul style="list-style-type: none"> In 2024, the audit rate of self-owned and commissioned fresh food factories was 100%, and the passing rate was also 100% In 2024, we invested NT\$13.042 million in food safety management Include ethical corporate management clauses into supplier contracts 	<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) Installed an equipment IoT monitoring and management system Installed LED energy-saving signs and lighting fixtures in stores and storefront overhangs 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 	<ul style="list-style-type: none"> Protected labor rights and interests through diversity and equality in the employment policy Migrant Worker-Friendly Project - Launched the Southeast Asian Language Friendly Communication Board and set up the Southeast Asian products section Worked with Victory Social Welfare Foundation in developing inclusive FamilyMart convenience stores Hired 109 persons with disabilities, 85% higher than the statutory quota 	<ul style="list-style-type: none"> In 2024, the total training hours of all employees reached 359,372 hours with a total investment of NT\$376.67 million FamilyMart's e-learning platform "eHRD" provides hundreds of diverse courses and had 1.009 million visits in 2024 Introduced the ISO 45001 Occupational health and safety management system Implemented four major labor health protection projects - Employee health management, maternal health protection measures, Employee Assistance Program (EAP), and on-site physician services 	<ul style="list-style-type: none"> Distribute dividends steadily Established the Ethical Corporate Management Committee, which reports the performance of ethical corporate management to the Board of Directors every year Established the "Guidelines for Whistleblowing on Illegal, Immoral or Unethical Conduct", 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
Corresponding Section	3. FamilyMart Production and Sales	4. Love Earth with FamilyMart	5. Care from FamilyMart	6. FamilyMart, A Happy Enterprise	2. FamilyMart Sustainable Governance



1.2 Stakeholder Engagement and Material Topics

As our business performance continues to grow, we deeply understand the growing importance of corporate responsibilities in sustainable development, and also attach importance to issues of concern to stakeholders, viewing them as important issues for sustainable development. To implement the concept of sustainability, the Company has established the ESG Committee, with the President serving as the convener. Three task forces for environmental, social, and governance-related sustainability issues were established, and are formed by competent supervisors and employees from each department. The task forces convene quarterly meetings to integrate resources and implement action plans. The committee reports annual results and plans for the following year to the Board of Directors once a year to strengthen communication and supervision mechanisms. In the future, we will continue to improve the governance framework and upgrade the ESG Committee to a functional committee under the Board of Directors, raising the level of decision-making and improving execution. In addition, the Corporate Governance Task Force oversees the promotion and implementation of sustainability policies, and is responsible for the preparation and publication of annual sustainability reports to show FamilyMart's commitment and actions for sustainable development.





1.3 Stakeholder Engagement 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 to make 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 (https://www.family.com.tw/Web_EnterPrise/page/contact_us.aspx) 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.

Significance of FamilyMart

Corresponding Material Topics

Communication Channel and Frequency

Communication Achievements or Responses in 2024

Stakeholder Engagement



Shareholders and Investors

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.

- Risk Management
 - Economic Performance
 - Corporate Governance
 - Ethical Business Conduct
 - Information Security
-
- 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.
-
- Annual shareholders' meeting
 - ▶ Monthly revenue, quarterly financial reports, and annual updates to the Company's annual report
 - ▶ Annual publication of sustainability reports in both Chinese and English
 - ▶ Invitation to participate in 4 quarterly investor conferences each quarter
 - 42 major announcements in both Chinese and English
 - 5 responses to feedback in the investor mailbox, 32 conference calls with domestic and international corporations and analysts



Government Agencies

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

- Marketing and Labeling
 - Customer Health and Safety
 - Labor Rights and Labor-Management Communication
 - Occupational Health and Safety
 - Ethical Business Conduct
 - Information Security
-
- Monthly regulatory identification and dissemination.
 - Irregular participation in policy seminars or public hearings.
 - Irregularly cooperate with government documents and correspondence.
-
- Regularly convene compliance meetings of the Group
 - Organized 1 promotional event for the Trade Secrets Act
 - Published 12 legal newsletters each year
 - Obtained TPIPAS personal data management certification



Employees

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.

- Occupational Health and Safety
- Diversity and Equal Opportunity
- Labor Rights and Labor-Management Communication
- Talent Attraction and Retention
- Training and Education
- Ethical Business Conduct

- 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.

- Convened 4 Occupational Health and Safety Committee meetings for the year
- Accumulated 8 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 10 feedback and inquiries from employees
- Convened 3 Staff Welfare Committee meetings in the year
- A total of 1,537 questionnaires were collected in the employee satisfaction survey with scores between 4.04 and 4.7 (out of 6) for each indicator



Local Communities

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.

- Waste Management
- Product and Service Innovation
- Customer Health and Safety
- Social Contribution
- Community care activities/irregularly
- Consumers who recycle waste electronic products at stores can get a deduction from a purchase

- Held 294 Little Store Manager events with approximately 5,880 participants
- As of 2024, we have recycled approximately 3,339 metric tons of waste batteries, 690 metric tons of waste CDs, almost 500,000 waste cell phones, and 300,000 waste laptops, waste tablets, and waste power banks



Suppliers and Contractors

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.

- Supply Chain Management
- Packaging Materials Management
- Product and Service Innovation
- Ethical Business Conduct
- Sustainable Procurement

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

- Held 1 supplier meeting in the year
- Organized 1 vendor social event in the year
- Completed annual audits of 182 suppliers; completed audits of 100% of raw materials suppliers and egg suppliers



Customers and Consumers

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.

- Customer Health and Safety
- Marketing and Labeling
- Product and Service Innovation

- 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.

- Customer feedback received through the customer service hotline and the stakeholder section of the official website totaled 28,000 cases.
- Irregularly conducted customer satisfaction surveys

Significance of FamilyMart

Corresponding Material Topics

Communication Channel and Frequency

Communication Achievements or Responses in 2024



Banks

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

- Corporate Governance
- Economic Performance
- Information Security

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

- Irregularly conducted business visits and meetings with banks
- Held 4 financial statement audit meetings in the year



Media

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.

- Customer Health and Safety
- Supply Chain Management
- Social Contribution
- Regulatory Compliance
- Corporate Governance

- 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.

- Held 6 media events and 13 media interviews
- Issued 138 or more press releases
- The dedicated hotline received a total of 95 calls; responded to 15 questions via e-mail



Franchisees

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.

- Product and Service Innovation
- Training and Education
- Occupational Health and Safety
- Franchisee Rights and Interests
- Ethical Business Conduct

- 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.

- Organized 4 policy presentation events
- Organized 6 lectures and courses for franchisees
- Made 1.5 weekly visits per store
- 550 franchise briefing sessions posted on the official website



Non-profit Organizations

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.

- Food Waste Management
- Climate Change Mitigation and Adaptation
- Social Contribution Labor Rights and Labor-Management Communication
- Occupational Health and Safety

- 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.

- The FamilyMart Care Platform helped a total of 57 groups
- The FamilyMart Care Platform raised NT\$170 million
- Participated in 5 forums/seminars
- The dedicated hotline received a total of 50 calls; responded to 120 questions via e-mail

Significance of FamilyMart

Corresponding Material Topics

Communication Channel and Frequency

Communication Achievements or Responses in 2024



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.

Collect Sustainability Issues

We referenced international sustainability standards and ratings, such as the GRI (Global Reporting Initiative), SASB (Sustainability Accounting Standards Board), TCFD (Task Force on Climate-Related Financial Disclosures), and DJSI (Dow Jones Sustainability Indices), and identified 22 sustainability issues that are relevant to FamilyMart based on stakeholder engagement information and topics of concern to domestic and foreign peers and industries.

Process of Identifying Significant Topics



Collect sustainability issues



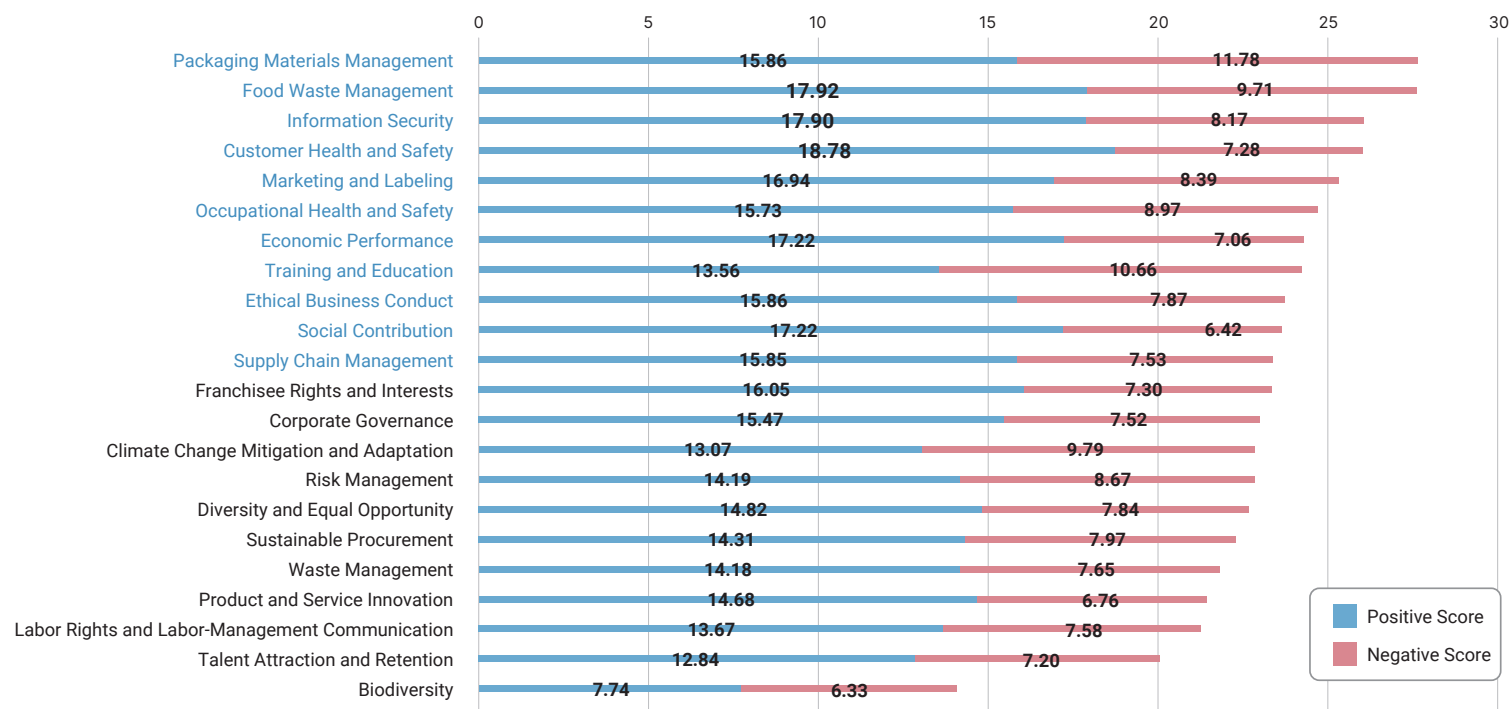
Assess impact significance



Confirm issue ranking and disclosure content

Assessment of Impact Significance

We distributed internal questionnaires and working groups under the ESG Committee assessed the impact of 22 sustainability issues on the economy, environment, and people (including their human rights), identifying actual and potential positive and negative impacts. The likelihood of occurrence and scale of impact were comprehensively assessed to determine the degree of impact, and preliminary results were summarized on this basis. Considering that FamilyMart did not encounter any material issues that led to drastic changes in the results of the materiality analysis in 2024, we continued to use the results of the 2023 Material Topics Impact Assessment Questionnaire in 2024. After reviewing the material topics analysis results based on the questionnaire survey, we ranked material topics based on changes in external trends and stakeholder feedback in 2024, and decided to prioritize 11 sustainability issues.





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.

Sustainability Pillars	Material Topics	Description of Impact		Corresponding GRI Standards	Corresponding Section	Changes in priority
		Positive	Negative			
Sustainable Supply Chain	E Customer Health 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	FamilyMart, Your Trusted Store	—
	E Marketing and Labeling	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	FamilyMart, Your Trusted Store	—
	E Supply Chain Management	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 204 GRI 308 GRI 414	FamilyMart, Your Trusted Store	—
Environmental Sustainability	E 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.	---	Love Earth with FamilyMart	—
	E 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.	GRI 301	Love Earth with FamilyMart	—
Diversity and Inclusiveness	S Social Contribution	Implementing community sustainable development and care and organizing social welfare activities can strengthen neighborhood relations, protect the rights and interests of disadvantaged groups, and enhance the power of social welfare.	If local communities or disadvantaged groups in society lack corporate funding and care, it will cause social problems.	---	Care from FamilyMart	新
Happy Workplace	S Training and Education	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	FamilyMart, A Happy Enterprise	—
	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	FamilyMart, A Happy Enterprise	—
Sustainable Governance	G Economic 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	Corporate Sustainable Governance	—
	G Ethical Business Conduct	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	Corporate Sustainable Governance	—
	G Information Security	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	Corporate Sustainable Governance	—




Note 1: "Compliance" was a material topic in 2023. However, considering that FamilyMart has established a sound corporate governance framework and ensures that all operating activities comply with regulatory requirements, it was not included in the list of sustainability issues in 2024. We still fully disclose information on compliance according to the indicators of GRI General Disclosures.

Note 2: "Social Contribution" is a material topic that FamilyMart attaches great importance to, and is the sustainability issue that government agencies and communities are most concerned about. Therefore, it was added as a material topic this year.

Note 3: "Customer Rights and Interests" was renamed "Information Security" because information security is the key to protecting customer rights and interests as digitalization accelerates.



Material Topic Boundaries

Material Topic		Within Organization		Outside of Organization			
		FamilyMart (including Employees)	Franchisees	Stakeholders/ Investors	Local communities and Charity groups	Suppliers	Customers and consumers
	E	Customer Health and Safety	✓	✓	✓	✓	✓
		Marketing and Labeling	✓		✓		✓
		Supply Chain Management	✓	✓	✓	✓	✓
		Food Waste Management	✓		✓	✓	✓
		Packaging Materials Management	✓		✓	✓	✓
	S	Social Contribution	✓		✓		
		Training and Education	✓		✓		
		Occupational Health and Safety	✓		✓		
	G	Economic Performance	✓	✓	✓	✓	
		Ethical Business Conduct	✓	✓		✓	
		Information Security	✓	✓	✓		✓



Management of Goals for Material Topics

Material Topics		Management goals	2024 Performance	Short-term goals(2025)	Mid-term goal(2026~2028)	Long-term goals(2030)
E	Customer Health 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%	98.5%	99%	99%
E	Marketing and Labeling	Number of incidents involving FamiCollection products violating product or service information labeling and marketing regulations	0	0	0	0
E	Supply Chain Management	Compliance rate of both suppliers in audits	100%	100%	100%	100%
E	Food Waste Management	Reduction rate of food waste (the baseline year is 2020)	25.6%	29%	32%	35%
E	Packaging Materials Management	1.Ratio of stores that provide reusable cup service	26%	30%	Continue to promote and comply with laws and regulations	Continue to promote and comply with laws and regulations
		2.Annual reduction rate of stores that provide reusable cup service	20%	25%	Continue to promote and comply with laws and regulations	Continue to promote and comply with laws and regulations
		3.Reusable box (bag) usage rate	45%	8.5%	2026 : 15%	Continue to promote and comply with laws and regulations
		4.Reduction rate of fresh food plastic packaging materials (the baseline year is 2020)	40%	25%	28%	30%
S	Social Contribution	Amount raised by the FamilyMart Care Platform	NT\$170 million	NT\$175 million	NT\$190 million	NT\$200 million
		Number of groups helped by the FamilyMart Care Platform	57	58	60	65
		Campus education promotion topics	3	5	5	5
S	Training and Education	1. Continue to invest in and increase training expenses each year 2. Obtain the TTQS talent development quality certification	Training expenses reached NT\$37.667 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
S	Occupational Health and Safety	Passed external verification of the ISO 45001 Occupational Safety and Health Management System	Maintained the effectiveness of ISO 45001 external verification for the head office	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	0	0	0
		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.
G	Economic Performance	Distribute dividends steadily.	Cash dividend of NT\$11.5 per share	Distribute dividends steadily.	Distribute dividends steadily.	Distribute dividends steadily.
G	Ethical Business Conduct	Number of ethical corporate management violations	0	0	0	0
G	Information Security	Number of major personal data or infringement incidents	0	0	0	0



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 Customer Health 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	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Irregularly outsource quality assurance inspections of stores to ensure product quality. 	<ul style="list-style-type: none"> 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. 	<ul 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
E Marketing and Labeling	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	<ul 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 	<ul style="list-style-type: none"> Implement various management mechanisms and strive to provide safe products with compliance labels to avoid food safety risk incidents 	<ul style="list-style-type: none"> Hold regular meetings to track the implementation of action plans and progress toward interim targets. 	<ul 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
E Supply Chain Management	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	<ul 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. 	<ul 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. 	<ul style="list-style-type: none"> 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. 	<ul 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
E 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)	<ul 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 	<ul style="list-style-type: none"> Continue to promote participation in "friendly food time" and accelerate the consumption of leftover food 	<ul 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 	<ul 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



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	<p>"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.</p>	<p>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)</p> <ul 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 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 	<ul 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
	Online shopping packaging reduction	<p>Set annual goals to achieve the regulatory goal of "limiting the use of online shopping packaging" (Reusable box (bag) usage rate)</p>	<ul 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 			
S Social Contribution	<p>FamilyMart has long been caring for the land and people of its locations, and uses corporate resources for: environmental education actions, inclusive and friendly society, cherish food and resource circulation, and education to care for all ages. FamilyMart collaborates with social innovation organizations to create impactful social participation programs through its densely located stores in communities, and uses the advantages of its extensive channels to build a charity fundraising platform to achieve "Convenience for Sustainability, You+1."</p>	<ol style="list-style-type: none"> Identified material topics and sustainability issues for corporate management, and developed the four aspects of social engagement The Public Welfare Solicitation Act of the Ministry of Health and Welfare 	<ul style="list-style-type: none"> Jointly advocated for and promoted environmental education, inclusive and friendly society, resource circulation and cherishing food, and education to care for all ages together with non-government organizations and stakeholders Operation and promotion of charity platform fundraising 	<ul style="list-style-type: none"> Ensured that partnering organizations apply for a fundraising number in accordance with the Public Welfare Solicitation Act and accept the jurisdiction of the competent authority Implemented the Small-Amount Donation Audit Management Regulations and regularly announced the results of fundraising 	<ul style="list-style-type: none"> Regularly reviewed the effectiveness of social engagement programs and optimized practices Quantified inputs and outputs based on the Business for Social Impact (B4SI) Framework to improve resource allocation efficiency Regularly reviewed the correlation between existing plans and the Company's material topics 	<ul style="list-style-type: none"> FamilyMart's official website has a "Stakeholder Section" to serve as a complaint channel for internal and external issues. Appeals and opinions can also be submitted through the "Public Affairs Contact Channel" e-mail address: pr@family.com.tw. After a case is accepted, we will continue to follow up on the case to ensure that it is not closed until a complete response is provided. Handling process: Respond to complaint → Assessment by responsible unit → Propose corresponding/optimization plan → Execute plan → Track results
S Training and Education	<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"> Talent Quality-management System (TTQS) Complete performance management system Provide a training system with employee development as the core 	<ul style="list-style-type: none"> Establish Individual Development Plans (IDP) combined with training planning and implementation to improve the use of learning resources in the development path of employees Offer corporate university and professional master courses to provide employees with continuing education channels 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> FamilyMart's e-learning platform "eHRD" surpassed 1 million logins The completion rate of IDP for employees at the head office (section level and below) reaches 95% and above 	<ul style="list-style-type: none"> 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.
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"> Occupational Safety and Health Work Rules Occupational Health and Safety Management Policy ISO 45001 Occupational health and safety management system 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Regularly hold labor-management meetings and Occupational Safety and Health Committee meetings. Organize employee health examinations every two years, with a participation rate reaching 90% and above. 	<ul style="list-style-type: none"> If employees suffer from unlawful infringement in the workplace, they can report it through the following complaint channels: Complaint mailbox complain@family.com.tw 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



Material Topics	Policy and Commitment	Management approaches	Action plans		Assessment Mechanism	Grievance Mechanism
			Positive plan implementation	Negative risk management		
G Economic Performance	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.	<ol style="list-style-type: none"> Articles of Incorporation Sustainable development practices guidelines. Corporate governance practices guidelines. 	<ul style="list-style-type: none"> Prepare annual budgets acknowledged by the Board, review business performance each month, and make dynamic adjustment in response to the market. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Distribute cash dividends steadily. Hold regular meetings to review business performance. 	<ul 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. 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. Handling process: Respond to complaint → Assessment by responsible unit → Propose corresponding/optimization plan → Execute plan → Track results
G Ethical Business Conduct	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.	<ol style="list-style-type: none"> Integrity in business practices guidelines. Integrity in business operations procedures and code of conduct. Guidelines for Whistleblowing on Illegal, Immoral or Unethical Conduct 	<ul style="list-style-type: none"> Regularly organize training courses on ethical corporate management and insider trading prevention. Regularly promote how to prevent unethical conduct at company meetings or training sessions. 	<ul style="list-style-type: none"> 1All 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. 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. 	<ul style="list-style-type: none"> Courses on ethical corporate management are offered every year, with a 100% completion rate for all employees. 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 	<ul style="list-style-type: none"> 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.
G Information Security	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.	<ol style="list-style-type: none"> Taiwan Personal Information Protection and Administration System (TPIPAS) Intellectual property rights management system 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Passed the mid-term inspection of the TPIPAS Obtained the Taiwan Intellectual Property Management System (TIPS) Level A certification. 	<ul style="list-style-type: none"> 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.

2

FamilyMart Sustainable Governance



2024
Sustainable Key
Performance

Total FamilyMart Stores in Taiwan

Reached **4,316** in 2024



Increased by **82** Stores
Compared to 2023

Sustainability Pillars

Sustainable Governance

Material Topics

Economic Performance
Ethical Business Conduct
Information Security

Stakeholder

Shareholders and Investors
Government Agencies
Banks
Media

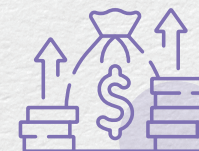
2024 Consolidated Net Profit After Tax

NT **\$3.94** Billion



2024 Consolidated Revenue

NT **\$105.104** Billion





2.1 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.

2.1.1 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.

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\$105.104 billion

Number of employees 6,587 people

Number of stores 4,316 stores in Taiwan

Headquarters address 7F, No. 61, Section 2, Zhongshan North Road, Taipei City.

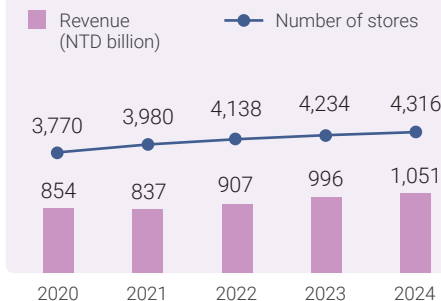
(date updated by December 31, 2024)

Financial Performance (consolidated)

Unit: Thousand NTD

	2022	2023	2024
Operating revenue	90,742,893	99,610,211	105,104,290
Gross profit	32,911,994	36,356,899	38,388,748
Operating income	1,682,326	2,011,915	2,058,295
Net income before tax	2,174,104	1,959,019	4,831,376
Current period net profit from continuing operations	1,896,019	1,688,945	3,936,306
Net profit of the year	1,896,019	1,688,945	3,936,306

Total Number of Stores and Consolidated Revenue



Direct Economic Value Generated and Distributed within the Organization

Direct economic value generated in 2024 (Unit: thousand NTD)

Income	101,157,637
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Direct economic value distributed in 2024 (Unit: thousand NTD)

Operating costs	66,786,104
Employee wages and benefits	4,560,277
Payment to financiers	1,564,525
Payment to government expenses by country	723,359
Investments in community	30,045

External Participation

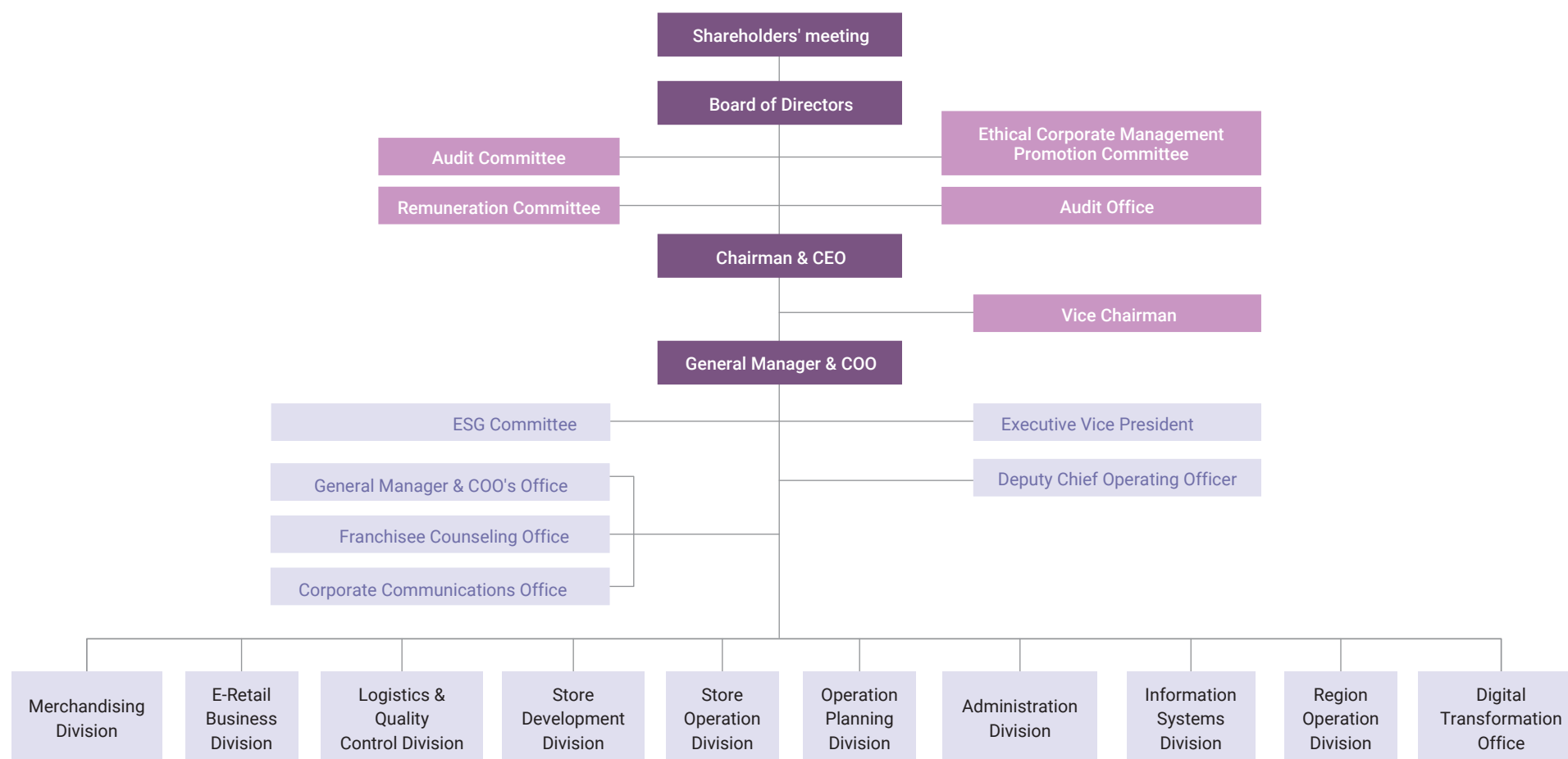
By participating in the activities of industry associations, we exchange and communicate experience and information with other businesses in the same industries.

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



2.1.2 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.



Note: The Company's chairman & CEO does not concurrently hold the position of general manager & COO



Structure and Operations of the Board of Directors

The Board of Directors is the highest decision-making body responsible for supervising the overall management of the Company's operations. In accordance with the "Articles of Incorporation," "Rules of Procedure for Board of Directors Meetings," and relevant laws and regulations, if a director or the legal entity represented by the director is an interested party in an agenda item, the director shall explain key points of the conflict of interest during the Board of Directors meeting. If the conflict of interest may damage the Company's interests, the director may not participate in the discussion and voting, and shall recuse him/herself during the discussion and voting. Directors who have recused themselves shall not exercise voting rights on behalf of other directors, in order to meet the best interests of stakeholders. FamilyMart convenes at least one board meeting every quarter, and convened a total of 8 board meetings in 2024. FamilyMart established two functional committees, the Audit Committee and the Remuneration Committee, under the Board of Directors responsible for reviewing important proposals, in order to assist the board in performing its supervisory duties.

Board Independence and Diversity

FamilyMart's Board of Directors consists of 15 directors, including 5 independent directors, accounting for one-third of all board seats. Directors are elected using the candidate nomination system. Directors are nominated and their qualifications are reviewed in accordance with the "Rules Governing the Election of Directors" established by FamilyMart and related laws and regulations. Directors' candidates are nominated by the Board of Directors or shareholders who meet the legal shareholding ratio. After the qualifications of candidates are reviewed by the Board of Directors, they are submitted to the shareholders' meeting for election. FamilyMart'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, and expertise of the board members, please refer to pages 7-8 of the 2024 Annual Report for the shareholders' meeting^(Note).

FamilyMart is actively working to achieve board diversity management goals. Board members have a variety of qualifications and backgrounds (e.g., nationality, age, gender, expertise, and experience), and all possess the knowledge, skills, and literacy necessary to perform their duties. Each year, FamilyMart arranges a wide range of continuing education courses for directors to improve the quality of directors' decision-making, fulfill their supervisory duties, and further strengthen the functions of the Board of Directors. Please refer to pages 38-39 of the 2024 Annual Report for continuing education of directors in 2024^(Note).

Remuneration of Directors and Senior Managers

FamilyMart assesses the reasonableness of remuneration to directors and managers by referencing industry standards, and the remuneration is reviewed and determined by the Remuneration Committee and the Board of Directors. Pursuant to Article 30 of the Company's Articles of Incorporation, if the Company makes a profit in the current year, no more than 2% shall be allocated as directors' remuneration (if the Company still has accumulated losses, an amount to offset the losses shall be reserved in advance). In addition, directors receive reasonable remuneration based on their contribution to the Company's operations, continuing education, and business. The remuneration of FamilyMart's senior managers is assessed based on their individual performance, including financial indicators such as the Company's profitability, and their contribution to overall operations. Please refer to pages 16-21 of the 2024 Annual Report for information on the remuneration of FamilyMart's directors and managers^(Note).

FamilyMart conducts an internal board performance evaluation each year in accordance with the evaluation procedures and evaluation indicators set forth in the "Rules for Board of Directors Performance Assessments." External evaluations are conducted by an independent professional institution or a team of external experts and scholars at least once every three years. FamilyMart completed the 2024 internal performance self-assessment of board members and functional committees in January 2025. The results were all "Excellent" and were submitted to the Board of Directors in March 2025. The most recent external evaluation of FamilyMart was conducted in November 2023. The results of the external evaluation were submitted to the Audit Committee, Remuneration Committee, and Board of Directors on March 12, 2024. For relevant information, please refer to page 24 of the 2024 Annual Report^(Note).



Policy to link the remuneration of senior managers to ESG performance evaluations

To encourage senior managers to attach importance to sustainability and implement the Company's sustainable development strategies and goals, the Remuneration Committee and the Board of Directors approved the "policy to link the remuneration of senior managers to ESG performance evaluations" on December 18, 2024, formally incorporating sustainable development performance into the senior manager remuneration system. The scope of the sustainability strategy includes but is not limited to green procurement, energy-saving measures, customer satisfaction, number of employees with disabilities, information security policy, and ESG training. Senior managers are required to carry out business items of their business unit according to the Company's sustainability strategies, and establish specific performance indicators and implementation guidelines each year. Relevant sustainability performance indicators account for 10% of managers' annual performance evaluation indicators. Performance bonuses will also be adjusted based on the achievement status of the indicators, thereby incorporating the concept of sustainability into business decisions to realize the Company's long-term value.

Note: FamilyMart's 2024 Annual Report for the shareholders' meeting can be downloaded from the Market Observation Post System or FamilyMart's [Official Website/Investor Relations Section/Shareholder Information/Shareholders' Meetings] (https://www.family.com.tw/Web_EnterPrise/page/invest.aspx).

2.1.3 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 financial, sales, and corporate governance information in a timely manner. 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. FamilyMart was invited to participate in a total of 4 investor conferences in 2024.

Communication channels and information

- Spokesperson**

Executive Vice General Manager Wu Sheng-Fu
fu@family.com.tw

- Acting Spokesperson**

Deputy Chief Operating Officer Huang Chun-I
huang@family.com.tw

- Investor Service Hotline**

(02)25239588 #6240
investor.relations@family.com.tw



2.1.4 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 of Directors and established the Procedures for Ethical Corporate Management and Code of 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 57 audit items were completed in 2024 (performed 74 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.

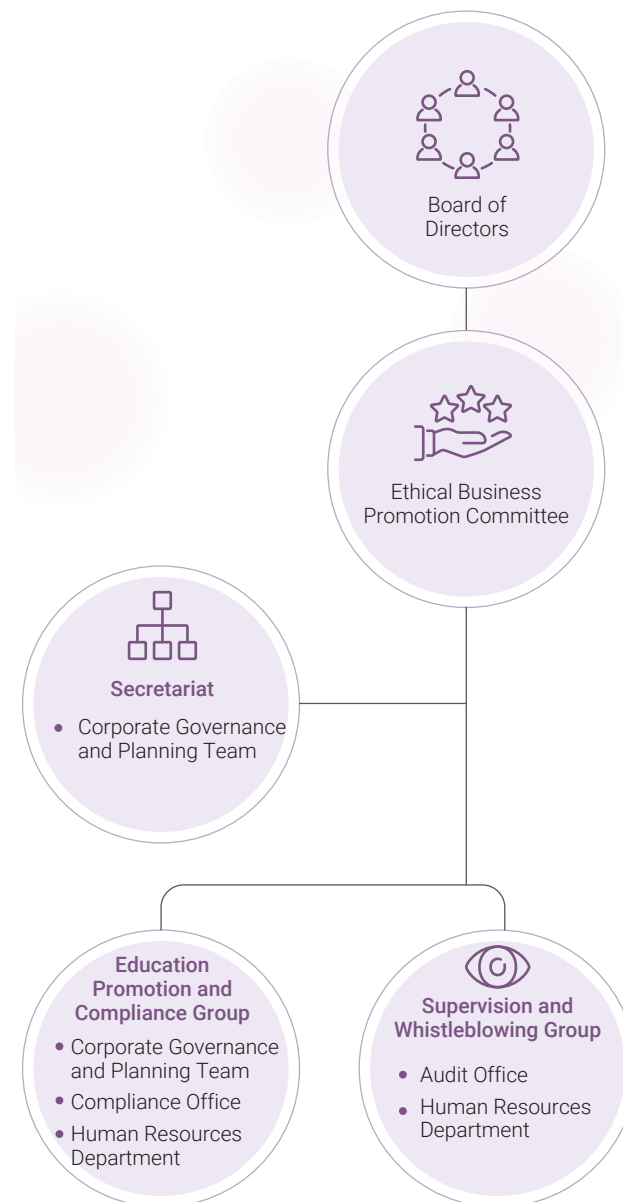
All directors and senior managers are required to issue a statement of compliance with the ethical corporate management policy, and employees are required to comply with the ethical corporate management policy as part of the terms of employment; completion rate reached 100%. At the same time, we continue to promote relevant laws and regulations and our own disciplinary rules through irregular internal training courses, franchisee training, and supplier meetings, in order to strengthen the culture of ethical corporate management.

For internal employees, mandatory ethical corporate management and anti-corruption training for all employees was organized in 2024. The number of participants reached 2,900 employees, covering 44% of all employees(Note), the cumulative number of class hours was 483 hours (digital courses), and the employee training completion rate was 97%. In terms of supply chain management, we have included an ethical corporate management clause in supplier contracts to ensure the integrity of business dealings with our partners. In 2024, we signed a total of 907 supplier contracts, and the ethical corporate management clause was included and signed in all of the contracts, achieving a signing rate of 100%.

We have the "Guidelines for Whistleblowing on Illegal, Immoral or Unethical Conduct", 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 2024, 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.

Note: Subjects who received ethical corporate management and anti-corruption training are full-time employees of the head office, business units, and stores who joined the Company before August 31, 2024. Part-time employees are not included.





2.2 Risk Management

Monitoring and properly responding to internal and external risks is the key to FamilyMart's sustainable development. The Company has established a comprehensive risk management mechanism to identify and respond to potential risks in advance, so as to ensure the stable growth of the Company's operations, protect the rights and interests of all stakeholders, and fulfill its responsibility to the sustainability of society.

2.2.1 Risk Management System


To effectively implement risk management mechanisms and evaluate the risk tolerance of the Company, the Board of Directors has approved the "Risk Management Policy" as the highest guiding principle for the Company's risk management. The policy covers potential risks in operations. The Company has established a crisis response process to ensure rapid and effective response and control in the event of a crisis.



Following the Group's development, FamilyMart actively assists affiliated companies in establishing a risk management system, and compiles an inventory of risk scenarios for strategies, markets, operations, compliance, and finance each year. We formulate response mechanisms tailored for the risk scenarios of each company. At the same time, we also assist enterprises in establishing crisis response procedures, establishing the corresponding level of response and reporting mechanisms within the Group when a crisis occurs.

Due to the close cooperation between affiliated companies within the Group in the supply chain, systematic crisis events may affect multiple companies and even lead to supply chain disruptions. To this end, FamilyMart selects major risk events each year, and regularly organizes major crisis drills within the Group to enhance the Group's crisis management capabilities. In 2024, FamilyMart conducted one major crisis drill, and affiliated companies in the Group conducted a total of 9 drills.

The Company's Board of Directors is the highest level decision-making body for risk management, and is responsible for approving the risk management policy and framework. The Audit Committee is responsible for supervising the implementation of risk-related strategies and ensuring the effective operation of risk management mechanisms. To implement the risk management mechanism, we conduct self-assessments of our risk response mechanisms on an annual basis, and report the Group's risk management implementation results to the Audit Committee and Board of Directors at least once a year, in order to continue improving our risk management cycle.

Risk Identification

Risk Aspect	Risk	Risk description	Countermeasures	Risk responsible unit
 Environmental (E)	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
	Food safety risk	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

Risk Aspect	Risk	Risk description	Countermeasures	Risk responsible unit
 Social (S)	Public safety risk	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
	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
 Governance (G)	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
	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

Crisis Response Mechanisms

8 Major Risk Categories

- Operational Risk
- Food Safety Risk
- Public Safety Risk
- Labor and Occupational Safety Risk
- Intellectual Property Infringement Risk
- Information Security Risk
- Financial Risk
- Franchisee Risk

Routine Risk Detection

Risk Scenario Identification
Extraction of Crisis Response Topics

- Media Risk Early Warning (Quarterly)
- Regulatory Newsletter (Monthly)
- Customer Feedback Collection
- Annual Update of Management Documents
- Annual Implementation of Risk Response Drills

Enterprise Coordination Committee

- Optimization of Risk Management Cycle
- Shared Knowledge on Risk Governance

Secretariat	Business Development Department
FamilyMart Internal Members	Divisional Planners, PR, Compliance, and Customer Service
Affiliate Members	Risk Management Coordinators

Group Risk Governance Meeting

Optimization of the Risk Management Cycle/Risk Response Drill/Knowledge Sharing on Risk Governance

Responsible Units

Board of Directors Audit Committee
General Manager & COO Executive Vice President
Audit Office
Operation Planning Division Risk Management Officer / Coordinator

Operations

- Review and Approval of Management Policies
- Reporting of Implementation Status
- Establishment of Operational Mechanisms
- Establishment of Key Management Decisions
- Formulation of Internal Control and Audit Mechanisms
- Audit Activity Reports
- Implementation of the Annual Risk Management Cycle
- Risk Assessment and Response

Crisis Response Meetings (Three-Tier Classification)

	Level 1	Level 2	Level 3
Convening Authority	Business Unit Manager	Associate Vice President of Division	Executive Vice President
Secretariat	Business Unit	Division Planning Team	Business Administration Department

2.2.2 Information and Communication Security Risk Management

Policies and Commitments

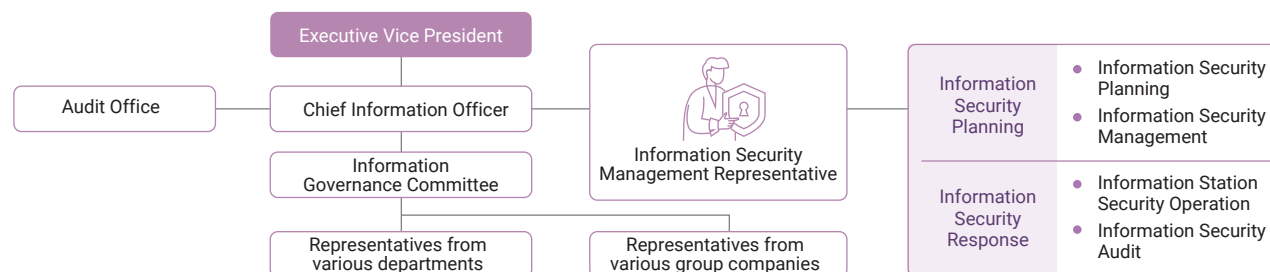
FamilyMart established the Information and Communication Security Policy to establish a secure all-channel supply chain system, and protect the physical environment, software and hardware, network, data, personnel, and control procedures from being damaged, lost, leaked, or improperly controlled by external or internal risks:

- Establish information security management regulations to provide appropriate protection measures for the Company's information assets, ensuring their security, confidentiality, integrity, and reliability.
- Regularly assess the impact of risks on the Company's information assets and develop contingency measures and disaster recovery plans for critical business operations to ensure business continuity.
- Continuously educate all employees of the Company to promote the concept of "information security is everyone's responsibility" and raise their awareness of information security.
- Require all employees of the company and relevant suppliers in the supply chain to comply with the Company's information security regulations when connecting to information systems or providing services. Violators will be disciplined according to the Company's regulations, and severe cases may face legal consequences.



Information and Communication Security Risk Management Framework

The Company established the Information Governance Committee to ensure information security is implemented in business operations. The executive vice president serves as the convener of the committee, and representatives from various departments and affiliated companies of the Group serve as committee members. The committee reviews the Company's information security strategies, goals, and business tasks. Information security governance meetings are held regularly, and information security governance reports are prepared to review the development direction and strategy of information security. In addition, FamilyMart established the Information Security Committee as its dedicated information security unit, which is responsible for managing and supervising the planning, promotion, and implementation of information security work. The Board of Directors adopted the resolution on November 6, 2023 for the Chief Information Officer of the committee to concurrently serves as the dedicated information security officer. The dedicated unit has 5 personnel.



Specific Management Measures and Resource Allocation

- Weekly, monthly, and quarterly meetings are held for related information security matters; a total of 66 meetings were held for a total of 132 hours.
- Provide information security-related personnel with 120 minutes of training and provide all employees with 30 minutes of information security education courses.
- A total of 12 information security monthly reports were sent in 2024.
- In 2024, phishing e-mails were sent to 1,634 people, 5 e-mails per person, sending a total of 8,170 e-mails.
- Added digital anti-counterfeit management for our brand in 2024, and managed 90 cases of brand abuse, 1 case of mobile apps, and 122 cases of phishing.
- Other expenses totaled approximately NT\$20.3 million.

Implementation Status of Information and Communication 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, and obtained certification in January 2023 (certificate valid from January 11, 2023, to October 31, 2025).
- In response to the requirements for using the e-invoice app interface, we added a new e-invoice app interface in November 2024 and obtained ISO27001 information security management system certification.
- 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.
- 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.

2.3 Protection of Customer Rights and Interests

Policies and Commitments

FamilyMart values the voice of every consumer and firmly believes that high-quality services come from attentive listening and continuous improvement. We are committed to creating a safe and secure experience that best meets consumer needs, and consider the education and training of front-line service personnel to be crucial to bringing warmth and professionalism to each interaction.

In order to ensure stable service quality, we have established an internal self-assessment mechanism, with sales officers and store partners reviewing and discussing service (S), quality (Q), and cleaning (C) on a weekly basis to make improvements. In addition, we commission external institutions to conduct evaluation from the perspective of customers, discover blind spots, and continue to optimize the service experience.

At the same time, we are committed to strict compliance with laws and regulations related to consumer rights, ensuring fair and transparent transactions, improving grievance and response mechanisms, and implementing personal data protection. We will continue to improve service standards and create a trustworthy consumption environment with professionalism and integrity to make every consumption experience better.



Protection of Consumer Rights and Interests

Listening to the voices of consumers is an important channel for communicating with consumers. We set up a 24-hour customer service hotline for consumers to receive a response at any time, providing consultation and complaint handling services around the clock to ensure that consumers' needs can be handled and monitored in real time.

In 2024, the consumer service hotline provided services nearly 200,000 times, and the valuable feedback from each customer is an important basis for FamilyMart to continue making improvements. We are committed to resolving every issue within 3 working days and have set up a case tracking mechanism, with the approval of a department head required at the highest level, ensuring that issues are resolved and improving service quality. At the same time, the Customer Service Center regularly summarizes and analyzes consumer feedback, and collaborates with various departments to propose practical and feasible improvement suggestions.

We are also grateful to consumers for their support and encouragement. In 2024, we received a total of 677 compliments and recognition from consumers. For outstanding store employees, we will give appropriate awards and commendations, and share cases of excellent service internally, in hopes of providing consumers with a better consumption experience through learning exchanges and continuous growth.



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.



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. The Company established a dedicated intellectual property management unit in 2012, and subsequently completed the intellectual property management system, established an intellectual property database, and introduced the Taiwan Intellectual Property Management System (TIPS) in 2014. To date, we continue to implement the intellectual property management system in accordance with the TIPS, and continue to adjust and optimize internal processes according to the PDCA (Plan-Do-Check-Act) strategy, further improving resource utilization efficiency, reducing intellectual property management risks, and improving the Company's business performance and profitability.

Complaint Channel

FamilyMart has appointed contact persons for receiving reports of personal data incidents for different personal data collection channels, ensuring that consumers enjoy a complete personal data protection mechanism.

In 2024, the Company was not imposed any penalties by the competent authority for violation of consumer rights and interests regulations (Consumer Protection Act, Personal Data Protection Act, Fair Trade Act), and did not receive any complaints regarding infringing on customer privacy or customer data loss.



Customer service hotline

0800-221-363



Email

service@family.com.tw



Stakeholder section on the official website

https://www.family.com.tw/web_enterprise/page/contact_us.aspx





2.4 Legal Compliance

FamilyMart is committed to creating a culture of compliance, and established the Legal Compliance Office as a dedicated unit to further improve the Group's compliance. We ensure that all companies in the Group comply with legal requirements in their operations through comprehensive control and support, and thereby ensure compliance of companies for the Group's sound development.

Six Management Approaches

- 1 **Outreach and communicate laws and regulations**
 - Group compliance meetings: Regularly convene Group compliance meetings to share compliance information, reduce legal risks, and build a consensus on compliance within the Group.
 - Group legal e-newsletter: We summarize the latest legal information each month and issue an e-newsletter on legal compliance within the Group to keep employees up-to-date on relevant legal information and raise awareness of legal compliance among Group members.
- 2 **Regulatory Inventory and Risk Identification**
 - FamilyMart Group operates in a large number of industries, including convenience stores, logistics, catering, tickets, information, virtual finance, and fresh food. Due to the wide scope of regulations involved, it is necessary to take inventory of regulations and identify risks for each industry, and plan corresponding compliance risk control mechanisms to ensure compliance in the Group's diverse business operations and effectively reduce legal risks.
- 3 **Establish and update compliance self-assessments**
 - Compliance assessments and updating internal regulations: Establish and update the Group's compliance assessment procedures for newly amended laws, new bills, and corresponding internal regulations, and conduct regular compliance self-assessments to ensure that the Group's management and business activities continue to comply with laws and regulations, facilitating stable operations of the Company.
 - Preparation and update of the Compliance Manual: Prepared and updated a manual for operations of FamilyMart convenience stores, covering the core scope of legal compliance, including: 1. Convenient store regulations, 2. Act Governing Food Safety and Sanitation, 3. Consumer Protection Act, 4. Labor Standards Act, 5. Tobacco Hazard Prevention Act, 6. Waste Disposal Act, and 7. The Protection of Children and Youths Welfare and Rights Act, which serve as the basis for legal compliance on the business end.

Policies and Commitments

- Maintain integrity and impartial management, comply with the government and regional laws and regulations.
- Constantly optimize the group's legal compliance system and shape the FamilyMart legal compliance culture.



- 4 **Group legal compliance control**
 - Regularly track changes in laws and regulations and conduct control and analysis, provide information on changes in laws and regulations to relevant units within the Group, and track the corresponding measures and implementation schedule of each unit to ensure timely response to changes in laws and regulations.
- 5 **Group legal compliance report**
 - Summarize laws and regulations applicable to the Group on a monthly basis, and regularly report them at senior management meetings to ensure that senior managers fully understand the implementation status of legal compliance, and make timely adjustments to relevant measures.
- 6 **Plan legal training courses**
 - The legal areas that affiliated 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, Occupational Safety and Health 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. For new employees, we also provide a legal education and training course specifically for new employees, so that all employees can clearly understand relevant legal knowledge and ensure that the Company's operations comply with regulatory requirements.





Non-Compliance Incidents in 2024

FamilyMart strictly abides by the environmental protection laws and regulations announced by government agencies and the Act Governing Food Safety and Sanitation. In terms of product information labeling and marketing, there were no violations of relevant laws and regulations that caused FamilyMart to be fined in 2024. In terms of food safety, there were a total of 2 violations of the Act Governing Food Safety and Sanitation by the headquarters and stores in 2024, and FamilyMart was fined a total of NT\$240,000 by the competent authority. However, FamilyMart did not receive any notifications from the competent authority to remove products from its shelves. There was one severe violation of the Labor Standards Act that resulted in the competent authority imposing a fine of NT\$150,000(Note).

In response to the aforementioned violations, the Company immediately conducted internal reviews and initiated improvement measures, strengthened compliance training and internal promotion for relevant units, and increased the frequency of audits and on-site inspections. We continue to strengthen the compliance of our operations to prevent similar incidents from occurring again.

Violations of laws and regulations	Amount of penalty	Rectification measures
The Yangmei Ruimei Store and Dali Heti Store sold expired products in violation of the Act Governing Food Safety and Sanitation	NT\$240,000	<ul style="list-style-type: none"> Arrange monthly inspections of expired goods according to the schedule for taking inventory, arrange re-inspections of stores with abnormal results, and list the stores for enhanced control. If there is an abnormal management situation, sales officers will immediately provide guidance to the store, hold in-store meetings to promote food safety regulations, and educate the store on how to use system records to check expiration dates, so as to prevent this situation from occurring again.
Tainan Jinhua Store did not directly pay the full amount of salaries to employees in violation of the Labor Standards Act; failed to record labor attendance down to the minute every day; failed to pay wages for holidays or failed to pay additional wages for working on holidays in accordance with regulations	NT\$150,000	<ul style="list-style-type: none"> Strengthened the management of working hours and legal training at stores. Sales supervisors regularly visit stores for supervision, ensuring that work hours are accurately recorded, and the salary payment process is implemented. Violation cases were included in educational and promotional events to raise compliance awareness and prevent similar situations from occurring again.

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

3

FamilyMart, Your Trusted Store



2024
Sustainable Key
Performance

Sustainability Pillars

Sustainable Supply Chain

Material Topics

Customer Health and Safety
Marketing and Labeling
Supply Chain Management

Stakeholder

Suppliers and Contractors
Customers and Consumers



8 Stores Officially Certified with ISO 22000

13,076 Stores Reached
through Internal ISO 22000 Promotion



Food Laboratory Total Investment

NT\$ 10.938 Million



3.1 Sustainable Supply Chain Management

Governments around the world have begun to think about how to coexist with the natural environment in recent years due to the pandemic, global climate change, and sea level rise. At the same time, businesses are exploring ways to protect the planet and achieve sustainable operations while maintaining revenue growth. As a benchmark enterprise, FamilyMart continues to focus on ESG-related issues and collaborates with suppliers to enhance sustainability in supply chain management.

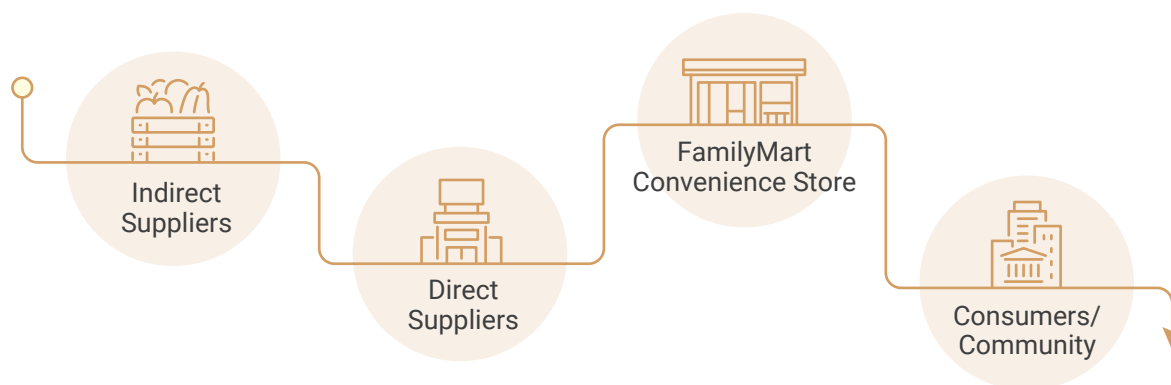
We established specifications for product inspection, on-site inspections, audits, and evaluations for supplier management. In particular, we established strict control mechanisms for three types of suppliers: fresh food factories (self-owned or outsourced), FamiCollection factories, and ingredient/material suppliers.

To implement food hygiene and safety management, FamilyMart ensures the quality of products on its shelves based on the principle of "three-level management and three-level traceability," and also established the "Supplier Management Regulations" for its suppliers. We categorized existing suppliers and established management focus areas based on different levels of risk. First, we verify the basic information of all suppliers to ensure they are legally registered companies or factories, and give priority to suppliers with international certifications (e.g., CAS, TQF, ISO 22000, HACCP, or FamilyMart-recognized quality labels). Different evaluation regulations and audit measures are planned for different categories of suppliers.

3.1.1 FamilyMart Value Chain Quality Management

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 : The top tier of our supply chain consists of indirect suppliers, including farmers, fishermen, ranchers, and overseas manufacturers, with whom we establish business relationships through direct suppliers.

Direct Suppliers : These are the main suppliers with whom we conduct transactions in our supply chain. They can be manufacturers, traders, or service providers. Some of our cooperative suppliers who provide fresh food products to FamilyMart have their factories and equipment financed and built by FamilyMart to ensure that their quality meets our requirements. These facilities are then leased to the cooperative fresh food suppliers to manufacture the fresh food products requested by FamilyMart.

3.1.2 Management Policy and Commitment

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 third-party 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 allows us to determine the quality of management by suppliers and their commitment to social responsibility. In 2024, all new suppliers were included in the environmental and social standards screening, with a coverage rate of 100% for new suppliers.



The Ethical Corporate Management Agreement includes

Compliance with the relevant laws and regulations and Ethical Corporate Management Best Practice Principles; no acceptance of commissions, kickbacks or other undue advantages; and abidance by IP rights and Personal Data Protection Act.



The Environmental Protection Commitment includes

Compliance with the laws and regulations related to environmental protection and actively reducing impacts or hazards on nature with green environmental protection, energy conservation, and carbon reduction.



The Labor Rights and Interests and Human Rights Commitment includes

Compliance with the Labor Standards Act and other relevant laws and regulations, ban on forced labor and any form of discrimination, and compliance with the laws and regulations related to labor health and OH&S.

3.1.3 Supplier Management Mechanisms

Supplier Audit and Evaluation

Based on the categories of suppliers, there are 10 types^(Note 1) of audit and evaluation of fresh food factories, including outsourced and FamiCollection. 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 80 points and above. In 2022, FamilyMart added "CSR actions management" to the audit article, which includes waste control, labor and ethical standards, and occupational health and safety, in order to evaluate the negative impact of suppliers on the environment and society^(Note 2). This addition strengthens the focus on ESG management by suppliers. In 2024, "fire safety equipment" was added as an observation item to raise the fire safety awareness of each factory.

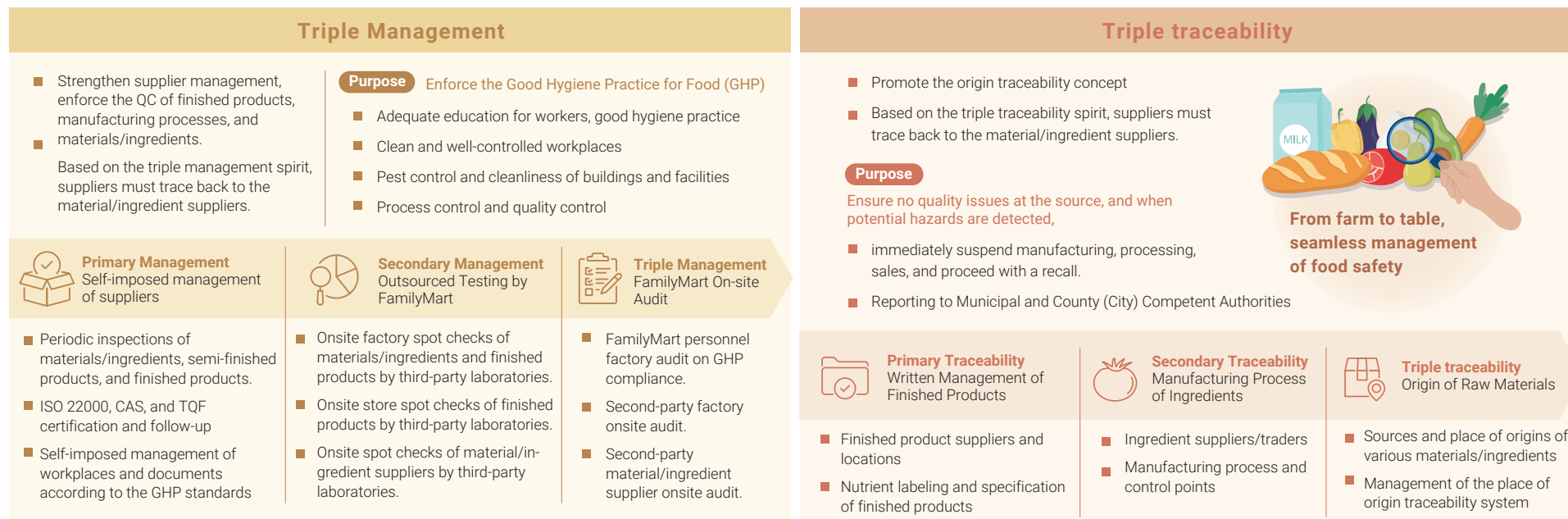
FamilyMart conducts inspections of supplier products by randomly sampling and sending them to certified inspection companies or units. In case of special circumstances, FamilyMart reserves the right to conduct inspections at any time. Products that do not meet the quality standards are immediately removed 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 put on the shelves. Products must pass the said inspections 7 days before introduction and being put on the shelves to be sold.

Note 1: For the evaluation items and allocation of points for each item when auditing fresh food factories and FamiCollection factories, please refer to the appendix "Overview of Supplier Audit Management Evaluation Items and Point Allocation."

Note 2: For supplier environmental and social impact assessment and improvement, please refer to the appendix [ESG Data].

Three-level Management and Three-stage Traceability

FamilyMart has implemented a food hygiene and safety management system that strengthens food safety from farm to table, and takes "Three-level Management and Three-stage Traceability" measures for suppliers:



Fresh Food Self-owned Factory Management

As of December 31, 2024, we have five self-owned fresh food factories (Ping Roun Daxi Plant, Ping Roun Xinfeng Plant, Jin Shin Feed, FOPi Bakery, and Everfamily International Foods). All of the factories have obtained ISO 22000 certification, covering 100% of FamiCollection fresh food products. Please refer to the appendix [ESG Data] for details.

For the products produced by our own fresh food factories, FamilyMart commissions certified inspection companies or units to conduct regular inspections of product specifications, appearance, labeling, and microbiological testing^(Note). In 2024, a total of 571 samples of fresh food products produced by self-owned 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 audits by external certification bodies were conducted each in H1 and H2 on a total of five factories (Ping Roun Daxi Plant, Ping Roun Xinfeng Plant, Jin Shin Feed, FOPi Bakery, and Everfamily International Foods). The audit accomplishment rate was 100%. A total of 10 audits were conducted in 2024 with a passing rate of 100%.

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

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 three aspects: basic requirements review before contracting, quality control after contracting, and management after contracting.

New Inclusion in Fresh Food System Management (Basic Conditions)	Pre-Audit Process for New Suppliers	Quality Control after Collaboration
<ul style="list-style-type: none"> Manufacturer's Registration Documents/Product Liability Insurance Personnel Hygiene and Operational Environment Disinfection Equipment Metal Detection Control Third-party Certification Unit Verification (such as CAS or TQF or ISO 22000/HACCP or FamilyMart recognized quality certification standards) 	<ul style="list-style-type: none"> The Quality Assurance Department may conduct pre-audit assessments of food factories before their introduction, based on the risk level of the supplier. Prior to listing, the Quality Assurance Department or a third-party certification unit will conduct the initial inspection. The factory must meet the assessment criteria for in-house brand commissioned manufacturers. Only factories with a score of 80 or above will be allowed to sell products at FamilyMart. 	<ul style="list-style-type: none"> Certification Aspect: Annual verification of the certification mark's validity. Audit Aspect: Audit frequency is determined based on the results of both audits and the stability of product quality. Management Aspect: Product sampling, source management, and food traceability registration.

Supplier Management Mechanism	Both new and existing suppliers must comply with the following standards:		
Second-party Audit Audit Performance Requirement: In-house fresh food factories, commissioned fresh food factories, and FMC factories must all achieve at least an A grade.	Third-party certification New suppliers should obtain ISO 22000/HACCP/CAS/TQF or other quality certifications recognized by FamilyMart.	Quality assurance audit The Quality Assurance Department conducts factory visits, product sampling, and document reviews based on risk levels to confirm legality and authenticity.	
Supplier Quality Agreement The content of the agreement is revised and approved annually. If suppliers violate the agreement, penalties, suspension of sales, or other measures will be implemented.	Product inspection and labeling review Prior to listing, the supplier must complete the factory visit, meet FamilyMart's adoption criteria, pass product inspections, and sign the quality agreement. Failure to complete the above procedures within the specified timeframe will result in the inability to introduce the product. For urgently introduced new products, the purchasing personnel should submit relevant information to the Quality Assurance Department for filing and storage prior to listing.		

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^(Note 1). Factories that receive a B or C grade must make improvements within the specified time limit, pay a fine, and undergo re-evaluation. If outsourced fresh food factories fail to make improvements by the deadline and are uncooperative, we will terminate transactions due to considerations of the stability of fresh food product quality.

In 2024, there were 61 outsourced fresh food factories (including OEM factories and egg suppliers) doing business with FamilyMart, with an audit completion rate of 100%. A total of 91 second-party audits^(Note 2) were conducted 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 "Overview of Supplier Audit Management Evaluation Items and Point Allocation."

Note 2: 91 audits included A+ (64 times) and A (27 times).

FamilyMart's Management Mechanism for Egg Suppliers

FamiCollection is a brand owned by FamilyMart with the core philosophy of "discovering the original taste of life." In 2023, in conjunction with the 10th anniversary of the brand, we created a new brand image that corresponds to the spirit of products that meet cleanliness and environmental protection requirements. We expanded products from food to daily necessities, in hopes of creating a purer lifestyle, allowing consumers to experience a life overflowing with nature every day of the 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", suppliers are required to accept the second-party audit conducted by the third-party certification body entrusted by FamilyMart each year.

In 2024, there were a total of 30 food-related suppliers collaborating with FamilyMart for FamiCollection products. The audit completion rate for these suppliers was 100%. A total of 39 second-party audits^(Note 2) were conducted for these 30 suppliers, and all of the suppliers passed the audit.

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

Note 2: 39 audits included A+ (33 times) and A (6 times).

Self-Management by Raw Materials Suppliers

To provide worry-free and safe fresh food products, we control raw materials from the source and conduct second-party audits on key raw materials suppliers, covering meat, aquatic products, eggs, bakery, sauces, and packaging materials. We begin with enhanced audits to ensure the quality of shipments, and fulfill our commitment to food safety for consumers. FamilyMart established a dedicated quality management system as the basis for 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 determine if their quality management system meets our requirements.

In 2024, FamilyMart had a total of 62 raw material suppliers, and conducted a second-party audit^(Note) on 58 of the suppliers (60 audits). The audit completion rate was 93.5%, and 100% of the suppliers passed the audit. When auditing raw materials suppliers, we take environmental sustainability issues and include them in audit management, in order to implement strict control over the management of waste, waste oil, wastewater, and air pollutant emissions, in order to contribute to the ecological environment.

Note: For the audit evaluation items and point allocation, audit frequency, and audit result classification standards of raw material and packaging (for the processes of fresh food factories) suppliers, please refer to the appendix "Overview of Supplier Audit Management Evaluation Items and Point Allocation."



Management of Food Containers and Packaging Materials

We began controlling all food containers and packaging materials that direct come in contact with food starting in 2016. Before product release, suppliers must submit the inspection report from third-party certification bodies. After release, quality assurance personnel or the fresh food unit arranges irregular spot checks based on the risk of the finished products or materials.

To ensure that the packaging materials purchased by fresh food factories complies with laws and regulations, the Fresh Food Supply Chain Management Section performs a spot check on the packaging materials in the manufacturing process each month based on the risk level. 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 each quarter are prioritized for spot checks to ensure the safety of packaging materials.

In 2024, the materials inspection, dissolution test, and heat resistance test were conducted on 21 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. FamilyMart conducted 4 second-party audits^(Note 2) on all 4 coffee packaging material suppliers^(Note 1), and the suppliers all passed the audit.

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

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

3.1.4 Supplier Management Goals and Results

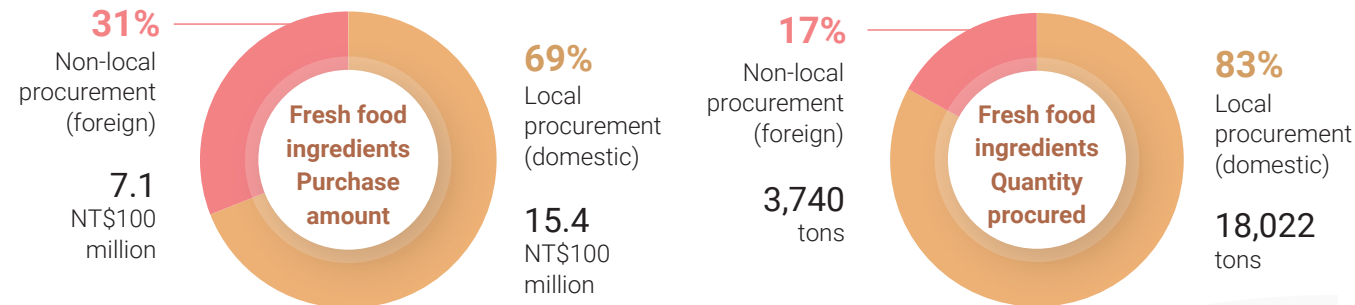
Supplier Management Items	2024 Results	2025 Goals
Store ISO 22000 certification	<ul style="list-style-type: none"> ISO 22000 certification Number of officially certified stores: 8 stores Store internal promotion: A total of 1,464 stores in 2024; cumulative total of 13,076 stores 	<ul style="list-style-type: none"> ISO 22000 certification Number of officially certified stores: 5 stores Store internal promotion: Approximately 1,480 stores each year
Fresh Food Self-owned Factory Management	<ul style="list-style-type: none"> ISO 22000 certification 5 factories obtained the certification Regular inspection pass rate 571 cases, with a pass rate of 100% Second-party audit completion rate 10 audits were conducted at 5 plants, with an audit completion rate of 100% Second-party audit pass rate Audit pass rate of 100% 	<ul style="list-style-type: none"> ISO 22000 certification All obtained certification Regular inspection pass rate Regular inspection pass rate of 100% Second-party audit completion rate Audit completion rate of 100% Second-party audit pass rate Audit pass rate of 100%
Fresh food factory management	<ul style="list-style-type: none"> Second-party audit completion rate 91 audits were conducted on 61 suppliers with an audit completion rate of 100% Second-party audit pass rate Audit pass rate of 100% 	<ul style="list-style-type: none"> Second-party audit completion rate Audit completion rate of 100% Second-party audit pass rate Audit pass rate of 100%
FamiCollection Supplier Management	<ul style="list-style-type: none"> Second-party audit completion rate 39 audits were conducted on 30 suppliers with an audit completion rate of 100% Second-party audit pass rate Audit pass rate of 100% 	<ul style="list-style-type: none"> Second-party audit completion rate Audit completion rate of 100% Second-party audit pass rate Audit pass rate of 100%
Self-Management by Raw Materials Suppliers	<ul style="list-style-type: none"> Second-party audit completion rate 60 audits were conducted on 58 suppliers with an audit completion rate of 93.5% Second-party audit pass rate Audit pass rate of 100% 	<ul style="list-style-type: none"> Second-party audit completion rate Audit completion rate of 100% Second-party audit pass rate Audit pass rate of 100%
Management of Food Containers and Packaging Materials	<ul style="list-style-type: none"> Second-party audit completion rate Suppliers of coffee packaging materials (4 suppliers, 4 times), with an audit completion rate of 100% Second-party audit pass rate Suppliers of coffee packaging materials with an audit pass rate of 100% Store packaging materials inspection 21 samples were randomly inspected with a pass rate of 100% 	<ul style="list-style-type: none"> Second-party audit completion rate Suppliers of coffee packaging materials, with an audit completion rate of 100% Second-party audit pass rate Suppliers of coffee packaging materials with an audit pass rate of 100% Store packaging materials inspection Sampling inspection pass rate of 100%

Note: For the evaluation items and allocation of points for each item, please refer to the appendix "Overview of Supplier Audit Management Evaluation Items and Point Allocation."

3.1.5 Sustainable Procurement

Local Procurement

FamilyMart actively promotes sustainable agriculture and supports local farmers in Taiwan with three major strategies, namely "stable contract farming," "safe traceability," and "innovative support." Fresh food products are supplied through the contract farming model, which stabilizes farmers' income, improves the quality of agricultural products, and increases confidence in food safety through clear regulations on pesticide use and procurement. In 2024, FamilyMart purchased 18 thousand tons of fresh food products locally for NT\$1.54 billion, showing our long-term commitment to local agriculture and sustainable development. FamilyMart launched the ISO 20400 Sustainable Procurement - Guidance implementation plan the same year to deepen sustainable procurement management. We expected to obtain the certification in 2025, and strengthen the resilience of the sustainability of our supply chain through a systematic management mechanism, moving towards a blueprint for sustainability governance aligned with international standards.



Procurement of Products with Sustainability Certification

FamilyMart actively promotes sustainable forest development and is committed to being friendly to the ecological environment and caring for the Earth. We began using paper with the FSCTM Forest Management Certification on a large scale in 2024, and used them as packaging materials of various products, including coffee, tea, paper cups for ice cream, paper bags for sweet potatoes, and hot dog bags, in the cooking area of stores. This not only reduces the impact on the environment, but also allows consumers to enjoy delicious food in a more eco-friendly way. In the future, FamilyMart will continue to pay attention to animal welfare issues and actively evaluate the feasibility of procuring cage free eggs. Our goal is for cage free eggs to account for 20% of revenue from eggs in 2028, in hopes of providing consumers with more sustainable product options, and contributing to improving the overall environment for society and animal welfare.

In 2024, the total procurement amount of paper food packaging materials produced by FSCTM-certified factories in the cooking area was NT\$280 million, accounting for 80% of the procurement amount of paper packaging materials for the year. In the future, we will continue to expand the scope of FSCTM certified paper use and increase the usage ratio to fulfill our commitment to the Earth's sustainability with concrete actions.

3.2 Food Safety System Implementation



Food Safety Management

To strengthen food safety management, FamilyMart holds "food safety project management meetings" every month. The QA Department convenes and serves as the secretary unit of the meetings, and the heads of relevant departments of the Group are invited to attend the meeting to jointly handle various food safety affairs. The meetings focus on food safety and quality, discuss important issues such as quality assurance policies and regulatory responses, and established a management system that covers 100% of own products to ensure consistency and timeliness of food safety management and response, effectively reducing risks and protecting consumer safety.

In 2024, a total of 11 "food safety project management meetings" were held to discuss important food safety regulations in the year, and relevant responses were made in accordance with meeting resolutions.

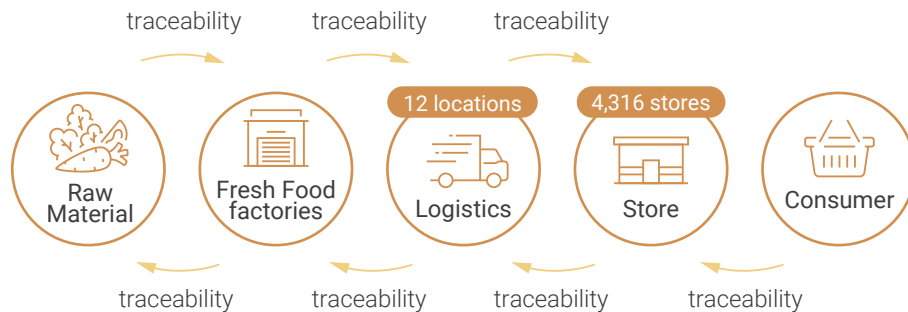
Food safety project management meeting structure



Food Safety Platform

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 73,609.02 ping) and delivers to 4,316 stores across Taiwan (1F area of 203,612.3 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 2024, local health authorities across the country conducted a total of 257 random inspections of fresh food and private label products in stores. In parallel, FamilyMart commissioned certified testing organizations to inspect the same batches of these products at the same stores or within the same regions. All test results met the food safety standards established by the health authorities.

3.2.1 Food Safety and Health Management

ISO 22000 Food Safety Management Systems Certification

Food safety issues have attracted growing attention in recent years. Consumers have also raised their requirements on food quality, forcing the food supply chain to face more stringent control standards. To improve food safety of the food chain in the production process and stores, we were the first to implement the ISO 22000 Food Safety Management System (FSMS) in 2010, and become the first convenience store chain in Taiwan to obtain both ISO 22000 and HACCP certification. As of December 31, 2024, 8 stores have obtained the ISO 22000 certificate. Other stores that reach the standards according to the ISO 22000 evaluation model are encouraged to obtain the certification in the coming year.



To ensure the consistency of our stores nationwide and compliance with ISO food safety management regulations, FamilyMart has formulated a long-term ISO promotion plan, and will gradually introduce store management procedures and conducted internal certifications each year. We provide training and guidance to selected stores every year, and commission certification companies to verify compliance with the operating procedures to ensure that the stores comply with the Company's management system, and serve as a performance certification for internal promotion. As of December 31, 2024, a total of 13,076 stores have completed the internal promotion of ISO 22000.

Product Safety Test

To protect food safety for consumers, we invest large amounts of manpower and funds to perform irregular tests at all levels from raw materials to products displayed in stores, so as to ensure product quality. We hope that the professional guidance of external independent testing units will allow us to control product quality more stringently and objectively. We have also established a division of management system and specifications for product quality assurance. In 2024, the fees for the inspection of food and container and packaging materials that come in contact with food was NT\$13.042 million.

Product Label Review

To ensure that the labeling of products sold by FamilyMart complies with relevant regulations, such as the Act Governing Food Safety and Sanitation and Regulations on Nutrition Labeling for Prepackaged Food Products, FamilyMart provides the "Supplier Food Label Self-Inspection Form" to help suppliers examine their own compliance. In addition, the packaging labeling of all FamiCollection products must be reviewed and approved by a third-party notary unit before they are put on the shelves.

Since 2018, all FamiCollection products have obtained the Clean Label certification, and actively promote food products with few additives to ensure that the ingredients of products pass external inspections. FamilyMart has also formulated internal quality assurance policies and related operating regulations, and complies with the "Tse-Yue International Evaluation Standards," strictly implementing controls from ingredient review to on-site inspections to ensure that 100% of products with the Clean Label certification do not contain eight additives (artificial flavoring, artificial coloring, artificial sweeteners, preservatives, bleaching agents, color fixatives, binders, aluminum-containing leavening agents), do not directly use food ingredients that contain genetically modified ingredients, and pesticide residue comply with regulatory requirements.

In addition, the outer package labeling of products sold by FamilyMart complies with the Ministry of Health and Welfare's "Labeling Requirements for Prepackaged Food Containing Ingredients of Genetically Modified Organisms" and "Labeling Requirements for Unpackaged Food Containing Ingredients of Genetically Modified Organisms" to ensure information transparency and make it convenient for consumers to choose from. In 2024, the sales revenue of products with the outer package label "GMO-free" reached NT\$2.46 billion.

Note: We are working to maximize the number of FamiCollection and fresh food products that pass the evaluation. As of the end of December 2024, a total of 1,443 raw materials, 1,334 fresh food items, and 171 FamiCollection products have obtained the Clean Label certification.

Food Safety Traceability

FamilyMart began developing the "Food Traceability Management System" in 2012, and has set up a cloud-based center for food traceability and undergone verification by a third-party notary. In 2014, it passed the review by the Ministry of Economic Affairs, becoming the first "CVS Channel Food Traceability Service Model" demonstration operator in the country. At the same time, FamilyMart has also established a food safety platform to provide transparent and friendly food information inquiry services. Consumers can inquire about the nutrition facts (such as calories, protein, etc.), allergens, vegetarian food types, and certification labels of products according to their own needs, allowing consumers to conveniently select products with peace of mind.

FamilyMart registered 1,503 lunch box products^(Note) that must be traced on the food traceability management information system in 2024 in accordance with Article 9 of the Act Governing Food Safety and Sanitation, accounting for 100% of all lunch box products in the year.

Note: Lunch box products refer to rice, noodles, or (and) their processed food combined with agricultural, animal, or aquatic ingredients that are prepared and put into a container that clearly indicates the menu or form of products (including boxed meal or group meal). Lunch box products can be directly eaten or reheated and then eaten by groups or individuals within a short period of time. However, this does not include boxes of an assortment of bakery products.

FamilyMart Food Laboratory

In addition to commissioning an external third-party inspection company to test products, FamilyMart established the "Family Food Laboratory" in April 2017 in response to food safety regulations and food safety self-management needs. The laboratory obtained the microbiological certification from the Taiwan Food and Drug Administration (TFDA) of the Ministry of Health and Welfare and Taiwan Accreditation Foundation (TAF).

To comply with the latest food microbiological hygiene standards and provide more comprehensive and credible testing services, the "FamilyMart Food Laboratory" is actively obtaining certification for additional items, and has obtained TAF certification for 9 test items, including total plate count, E. coli, coliform, Enterobacteriaceae, Staphylococcus aureus, Salmonella, Listeria monocytogenes, preservatives, and propionic acid, to meet general food testing needs. In 2024, the laboratory added Listeria monocytogenes (quantitative) and salinity test items. Extension of the certification was completed in November of the same year (once every three years) to ensure stable testing quality and meet the latest standards.

The total investment in the food laboratory in 2024 amounted to NT\$10.938 million^(Note), accounting for 0.01101% of operating income.

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

3.2.2 Food Quality Assurance Management

Store 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," thereby strengthening the QA concept and awareness in all personnel.

In 2024, the QA Department and the inspection company jointly arranged a total of 15 ISO store audit training sessions with a total of 669 participants. In addition, 1 course on "Food Safety Vulnerabilities and HACCP Practices" was scheduled for a total of 29 participants, aiming to raise the awareness of food safety in all departments.

Enforcement and Enhancement of Store QA Specifications

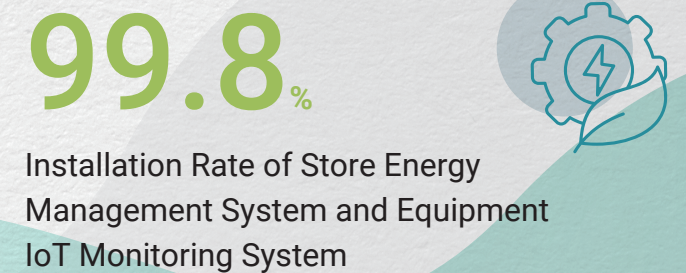
Since 2015, FamilyMart has outsourced store inspections. Monthly inspections are conducted on a total of 33 items in six categories, including quality assurance work log document management, cleaning product management, key machinery management, facility/equipment management, product management, and observation items. In 2024, a total of 12,262 sampling inspections were conducted on stores with a passing rate of 97.9%. Repeat inspections will be conducted in the following month for stores that failed, until they meet standards.



Love Earth with FamilyMart



2024 Sustainable Key Performance



Sustainability Pillars

Environmental Sustainability

Material Topics

Food Waste Management
Packaging Materials Management

Stakeholder

Government Agencies
Suppliers and Contractors
Customers and Consumers
Non-profit Organizations



4.1 Climate Change Response

4.1.1 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 and Nature Governance

The Board of Directors is the highest governing body for FamilyMart's climate change governance and is responsible for overseeing and reviewing the climate-related risks management policy formulated by the Sustainable Development Committee. The Environmental Task Force under the Sustainable Development Committee is responsible for identifying and managing climate risks and opportunities. The Environmental Task Force holds climate change-related meetings every year to take inventory of climate risks and opportunities in its operations, and reports the risks and opportunities identification results to senior managers. The Sustainable Development Committee compiles relevant information, formulates control measures and response strategies, and regularly reports to the Board of Directors to ensure the effective implementation of climate risk management strategies. Please refer to 4.4 Nature and Biodiversity for the nature-related risks and opportunities that were identified and response measures.

At the same time, FamilyMart incorporated climate change-related topics into director training courses in 2024, arranged the course "Latest ESG Information Regulations and Practices," and sent the corporate governance officer to participate in the "Promotion Session on Sustainable Development Action Plans of TWSE/TPEx Listed Companies," in order to deepen the professional understanding of environmental sustainability governance among directors and senior managers, and strengthen their ability to act for sustainable development.

FamilyMart Climate Governance Framework



Climate Risk and Opportunity Management and Assessment Process

Screening of Potential Climate Risks and Opportunities

Based on industry characteristics, identify climate risks and opportunities relevant to the retail industry, including a list of six risks and four opportunities.

Company Training and Inventory

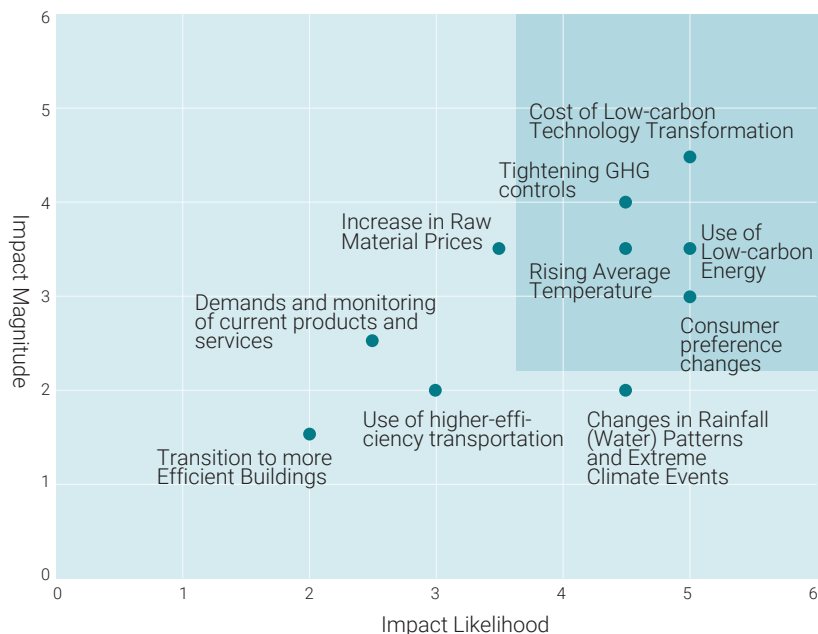
- Convene relevant business units within the company to discuss climate-related issues, understand the definitions of various climate risks and opportunities, and analyze domestic and international regulations, market trends, and technological trends.
- Conduct comprehensive analysis of each issue, understanding the impact and influence of climate issues on FamilyMart through factors such as the possibility of impact, degree of influence, and timing of occurrence.



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.

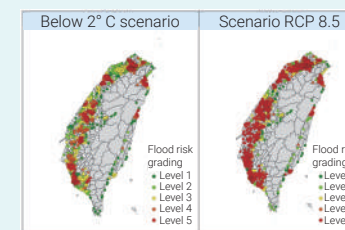
Scenario RCP 8.5

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.

Note: Since the data provided by the NCDR did not include some mountainous areas, offshore islands, and Central District and Dadu District of Taichung City, the number of stores in the areas above were excluded and 4,143 stores were used for calculation. (This analysis was conducted in February 2024 and is based on the situation in 2023)



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. In addition to the carbon fee that companies must bear, the policy may lead to price increases, which will increase operating costs. To understand the scenario, we assess the possible financial impact when the family 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\$122 million. In addition to management costs, the amount of additional expenses is approximately 0.30% of revenue in 2030.

■ 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

Climate Opportunity Item	Impact on FamilyMart	Relevant response strategies
Use of Low-carbon Energy	<ul style="list-style-type: none"> ■ 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. 	<ul style="list-style-type: none"> ■ 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	Consumers are more willing to purchase environmentally friendly products, leading to an increased demand for green products and services.	<ul style="list-style-type: none"> ■ 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.

Climate Metrics and Targets

The Environmental Task Force regularly takes inventory of climate-related quantitative indicators each year, including GHG emission intensity targets, fresh food waste rate, plastic packaging material usage, water consumption of stores, waste disposal volume, and other quantitative indicators related to 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 management and ensure target achievement.

Key indicators	Target	Target achievement year	Baseline year	2024 Results	Specific methods for target achievement
Scope 1 and Scope 2 GHG emissions intensity target (Ton of CO ₂ e/NT\$1 million revenue)	15% reduction	2034	2024	Baseline year	<ul style="list-style-type: none"> ■ Continue to look into types of refrigerants with low global warming potential (GWP) ■ Plan the replacement of hardware equipment to improve operational efficiency ■ Implement electricity conservation in coordination with the improvement of the IoT system and the store energy-saving map ■ Increase the percentage of renewable energy used in store operations
Fresh food scrap rate (scrap quantity/purchased quantity)	35% reduction	2030	2020	25.6% reduction	<ul style="list-style-type: none"> ■ Improve the recommended ordering system to further improve the accuracy of demand prediction and reduce waste generation ■ Adjust the fresh food development system to increase sales and new product success rate and reduce the waste rate
Plastic packaging materials used for fresh food (Ton/NT\$1 million revenue)	30% reduction	2030	2020	40% reduction	<ul style="list-style-type: none"> ■ Promote the use of sustainable packaging materials ■ Promote the recycling and reuse business model ■ Expand the use of sealing machines in stores

4.1.2 Greenhouse Gas (GHG) Emission Management

Greenhouse Gas (GHG) Emission Management

FamilyMart began complying with ISO14064-1:2018 in 2023 to effectively monitor GHG emissions, and compiles a GHG inventory for directly-operated stores, with the coverage rate of the boundary at approximately 8.2%. The scope of the inventory was expanded to all locations starting in 2024 and the coverage rate of the boundary was close to 100%. Third-party verification was also completed, and we will continue to optimize the method for compiling an inventory of indirect emissions. At the same time, in response to the government's goal of net-zero emissions, FamilyMart has set carbon reduction targets with 2024 as the baseline year, and is committed to realizing the vision of sustainable development.

Greenhouse Gas Emissions

Total GHG emissions in 2024 was 422,587.55 metric tons CO₂e, of which direct GHG emissions (Scope 1) was 41,104.14 metric tons CO₂e, accounting for 9.73% of the total, indirect GHG emissions (Scope 2) from purchased electricity was 306,667.82 metric tons CO₂e, accounting for 72.57% of the total, and other indirect GHG emissions (Scope 3) was 74,815.58 metric tons CO₂e.

Year	Scope	Direct Emissions(Scope 1)		Indirect Emissions(Scope 2)		Indirect Emissions (Scope 3)	Verification Institution	Description of Verification Status
		Emissions (Metric tons CO ₂ e)	Intensity (Metric tons CO ₂ e / NT\$1 million)	Emissions (Metric tons CO ₂ e)	Intensity (Metric tons CO ₂ e / NT\$1 million)	Emissions (Metric tons CO ₂ e)		
2024	Parent Company	41,104.14	0.41	306,667.82	3.09	74,815.58	DNV	Reasonable assurance for Scope 1 and Scope 2; Limited assurance for Scope 3
2023	Parent Company (coverage of the overall boundary is approximately 8.2%)	4,647.78	N/A	26,936.84	N/A	6,742.35	DNV	Reasonable assurance for Scope 1 and Scope 2; Limited assurance for Scope 3

Note: The coverage of the boundary in 2023 was incomplete and a new inventory method was used in 2024, so the intensity estimated in 2023 is not applicable.

Direct Emission

According to the results of the GHG inventory, the direct emissions of FamilyMart are mainly from the leakage of refrigerants from freezers, refrigerators, and air conditioners of stores. In 2024, the GHG emissions generated by the leakage of refrigerants was approximately 37,674.21 metric tons CO₂e, accounting for approximately 91.66% of Scope 1 emissions. Considering the importance of cooling equipment to convenient store operations and the social responsibility of environmental sustainability, we continue to replace old equipment with new equipment that use eco-friendly refrigerants, in order to effectively mitigate the negative impact on the environment.

Indirect Emissions

According to the principle of materiality, indirect GHG emissions include emissions from purchased electricity, upstream transportation, upstream fuel combustion, upstream purchased electricity, and waste disposal. Emissions from purchased electricity are the main source of indirect GHG emissions.

The inventory shows that the total electricity consumption in 2024 was 646,978,532.65kWh, or 2,329,122.72 GJ^(Note 1), and 100% of electricity consumption was from purchased electricity, which is converted to GHG emissions of approximately 306,667.82 tons CO₂e^(Note 2).

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

Note 2: The electricity carbon emission factor in 2024 was 0.474 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.

Greenhouse Gas Reduction Target

According to the GHG inventory, Scope 1 and Scope 2 GHG emissions intensity in 2024 was approximately 3.50 metric tons CO₂e/NT\$1 million in revenue. Due to changes in the reporting boundaries of the GHG inventory, the targets for Scope 1 and Scope 2 GHG emissions intensity are set using 2024 as the baseline year, aiming to lower the emission intensity by 9% in 2030 and by 15% in 2034.

To attain this goal, we will plan the replacement of hardware equipment, improve operational efficiency, and introduce an energy management system. At the same time, we will implement energy-saving measures to comprehensively improve electricity efficiency. In addition, we will continue to study the applicability of low global warming potential (GWP) refrigerants, and will optimize the use of refrigerants in cooling equipment in our business locations to reduce the environmental impact of refrigerants.

In the future, we will continue to pay attention to the feasibility of green energy applications and actively reduce the carbon emissions of our supply chain. We strive to reduce the negative impact on the environment while actively expanding our business.

4.1.3 Energy Management

Energy Management Policy

While pursuing economic goals, FamilyMart is deeply aware of the limited resources of the Earth and the importance of corporate sustainability, and actively supports the government's energy conservation and carbon reduction policies by improving energy efficiency each year, thereby fulfilling our corporate social responsibility.

FamilyMart is committed to complying with relevant energy regulations and other requirements and providing the resources needed to realize energy management goals. We will continue to optimize the energy management system and implement the following measures:

The Company started the certification process for ISO 50001 Energy Management Systems in 2025 and actively implemented related management measures. Third-party certification is expected to be completed by the end of 2025.

1



Implement the energy management system and continue to improve energy performance

2



Comply with government energy regulations and create an energy-saving corporate culture

3



Prioritize the purchase of energy-saving products and support innovative energy-saving applications

4



Raise employees' awareness of energy conservation and strengthen communication and coordination for energy conservation

Energy Conservation and Carbon Reduction Management Measures

FamilyMart's energy consumption is mainly from the use of purchased electricity by stores in Taiwan. For detailed energy usage data, please refer to the appendix [ESG Data]. FamilyMart's energy-saving strategy covers operational energy conservation, equipment modifications, and system control, and is comprehensively implemented from stores to the headquarters, which can save considerable expenses and also help reduce carbon emissions and protect the environment.

We continue to implement the Energy Management System, which is based on "electricity demand suppression" and "energy-saving monitoring and failure prediction." We began implementing the equipment IoT monitoring and management system in 2019, and utilize IoT technology to improve the electricity efficiency and equipment management of stores, which reduces the demand on labor and improves science-based operations, making us one of the leading smart stores in the industry.

As of the end of 2024, FamilyMart has implemented the energy management system in 1,804 stores, and implemented the equipment IoT monitoring and management system in 2,504 stores. Installation has been completed in a total of 4,308 stores, with a coverage rate of 99.80%. Since 2023, we have been actively introducing the IoT monitoring and management system, including dynamic defrosting and nighttime lighting control, to effectively reduce the energy loss from freezers during operation, saving an average of 5.6 kWh per unit and saving a total of 13.14 million kWh per year. The aforementioned management system reduced electricity consumption by approximately 1,482,735.4 kWh (5,337.84 GJ) in 2024, which is equivalent to reducing emissions by 702.82 tons CO₂e. In addition, we are also actively installing energy-saving LED signs and lighting fixtures in stores and storefront overhang, and reduce electricity consumption of lighting at night. In the future, we will continue to expand the use of the equipment IoT monitoring and management system to further increase energy conservation and carbon reduction benefits.

FamilyMart also emphasizes the energy-saving self-management of stores and has established relevant operating regulations, including daily quality assurance temperature records, turning off lights of the storefront overhang in the morning, and setting air-conditioning temperature. In the future, we will continue to upgrade the energy management system and introduce a preventive maintenance request function, achieving the goal of smart equipment and electricity management.

Furthermore, we built the first energy resilient experimental store "Tainan Pingfeng Store" in cooperation with HD Renewable Energy. The 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.

Renewable Energy Procurement and Installation

In response to the electricity price hike and goal to achieve 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%.

We are also actively promoting the development of green energy, working together with Yuan Jing Green Energy Co., Ltd. and Pu Ching Technology Co., Ltd., and using the rooftops of the Group's logistics centers to install solar photovoltaic systems. In addition to the four logistics centers (Yulin, Kaohsiung, Taoyuan Daxi, and Taichung Dadu Logistics Center), we installed solar panels in the Xinfeng Fresh Food Factory and Hualien Logistics Center in 2024, with a total area equivalent to about 1.5 soccer fields. In 2024, a total of approximately 7,752,196 kWh of solar power was generated, which is equivalent to providing electricity for 2,124 households for an entire year^(Note 1) and helping to reduce CO₂ emissions by 3,675 metric tons^(Note 2) in response 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 website.

Note 2: The electricity carbon emission factor in 2024 was 0.474 kg CO₂e/kWh.



Hualien Logistics Center



Xinfeng Fresh Food Factory

4.1.4 Water Resource Management

Climate change has caused water shortage and instability in recent years. FamilyMart's business is inseparable from water. 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 developing into a sustainable enterprise that can adapt to water resources risks.

Water Resource Management Policy

- **Implement daily water conservation practices** : Raise awareness of water conservation through internal promotions and employee participation, and reduce unnecessary water consumption from daily operations.
- **Strengthen adaptation and risk response abilities** : Regularly review the water risks of business locations and establish adaptation mechanisms in response to climate change.
- **Optimize facilities and improve water efficiency** : Continue to replace or upgrade to water-saving equipment to maximize the benefits of water use in business units.
- **Data management and regular tracking** : Establish a water consumption monitoring and feedback mechanism to actively identify abnormal water consumption and prevent resource waste.

Water Resource Management Commitment

The average water consumption per store in 2030 will be reduced by **5%** compared to 2023 (excluding the water consumption of ready-to-drink beverages)

Water Usage Status

Based on statistics and estimates for individual stores, the total water consumption by all stores in Taiwan was approximately 4,505.47 thousand m³ (Note 1) in 2024, with a water consumption intensity of approximately 0.0453 thousand m³ per million NTD in revenue. The relationship between individual store water consumption and Per Store Per Day (PSD) (Note 2) revenue was 4.57 (Note 3). The water consumption in 2024 increased by 559.38 thousand m³ compared to 2023, and the water consumption intensity increased by 8.12%. This was mainly due to the addition of equipment that uses large amounts of water, such as ice cream machines, resulting in an increase in overall water consumption. 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 freshly prepared beverages (coffee and tea), and the estimated total water consumption for these beverages was 31.56 thousand m³ (Note 5) in 2024. In the future, we will continue to track the correlation between water withdrawal, water consumption, and PSD, and reference water consumption data for water consumption management and target setting.

Although the water consumption at the headquarters is relatively low, we still actively implement water conservation measures, and regularly promote the importance of water conservation to our employees. The total water consumption of the head office in 2024 was 8.94 thousand m³ (Note 5), average water consumption per person was 10.51 m³ (Note 4), an increase of 34% compared with 2023. The rise in average water consumption per person was mainly due to the increase in the number of employees of tenants on other floors compared to 2023. Water fees are shared by tenants of the building according to the floor area, resulting in an increase in water fees shared by the Company and the corresponding increase in water consumption. In the future, FamilyMart will communicate with other building users to reduce waste of water resources. Internally, we will continue to step up promotion of water conservation and strengthen water resource management measures to improve water efficiency.

Note 1: In 2024, actual water consumption data was collected from 1,016 stores, with a total water consumption of 1,061.32 thousand m³. Using the average water consumption per store, the estimated water consumption for 4,316 stores is 4,505.47 thousand m³ (Note 5).

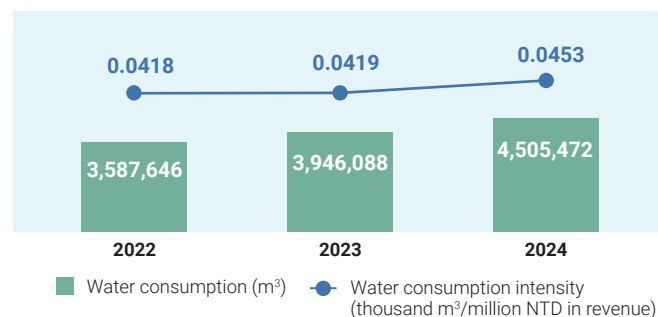
Note 2: PSD = Store sales income/utilization days (operation days)

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

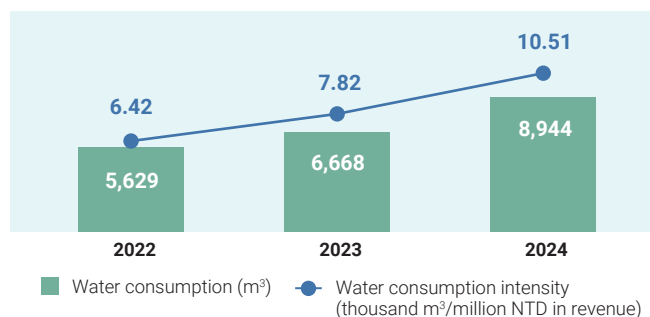
Note 4: In 2024, the total number of employees at the headquarters was 851.

Note 5: 1,000 m³ of water = 1,000 water units

FamilyMart's store water consumption in the past three years



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



Note: Consolidated revenue was used to calculate water consumption intensity in 2022 and 2023. The report this year uses standalone revenue.

4.2 Green Logistics

The impact of GHG emissions from transportation and logistics of the retail industry on the environment cannot be ignored. Hence, reducing emissions from transportation has become a current challenge. FamilyMarts are located in townships throughout Taiwan, and delivery trucks deliver room temperature, refrigerated, and frozen products to the stores each day. Hence, we are committed to reducing the number of delivery trips through multi-temperature joint distribution, which reduce energy consumption by deliveries to stores in remote areas, special factory areas, military bases, and schools. In 2018, we began to optimize the transport management system (TMS), and gradually integrated the vehicle matching system to effectively plan delivery routes, further reducing fuel consumption and GHG emissions by reducing the distance traveled.



Logistics Management Approach

- 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 to the same store.
- Use the system to adjust the number of vehicles and plan routes to effectively reduce carbon Emissions.
- The cargo in trucks use 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 or movement to reduce the amount of tape used to secure consumables.

Logistics Management Measures and Implementation Plan

- Loading and delivery management system for self-owned logistics vehicles and vehicles of contractors
- Calculations using data in the delivery route auxiliary system database effectively save overall delivery costs and improve delivery efficiency.
- Integrated the TMS with the vehicle dispatch system
- Increased the vehicle loading rate and controlled vehicle management
- Used dual-temperature vehicles for cold chain transportation to increase transportation efficiency
- Added power supply equipment for plug-in units in the parking lot to provide pre-cooling and parking for vehicles
- In accordance with the replacement plan, we will gradually replace the remaining 30 Phase 5 logistics vehicles, and promote the concept of green logistics to delivery service providers. We plan to replace Phase 4 vehicles in 2025 to raise environmental protection awareness.
- Optimize delivery routes, increase vehicle loading rate, reduce the number of deliveries, and reduce carbon emissions through vehicle adjustments



Taiwan Distribution Center :

- Yunlin logistics center uses multi-temperature joint distribution to reduce delivery work hours, and is expected to reduce carbon emissions by approximately 130 tons each year
- The number of Phase 5 self-owned vehicles decreased to 53 vehicles, and the number of Phase 6 eco-friendly vehicles reached 73 vehicles, accounting for 58%(23% increase compared to 2023)

RE-YI Distribution Service :

- Adjusted the number of deliveries to reduce overall distribution costs and improve distribution efficiency
- Increased the vehicle loading rate to adjust the number of deliveries to stores and merge deliveries, reducing carbon emissions and reducing 100 vehicles throughout the year

4.3 Waste Reduction from Love for Earth

4.3.1 Waste Management

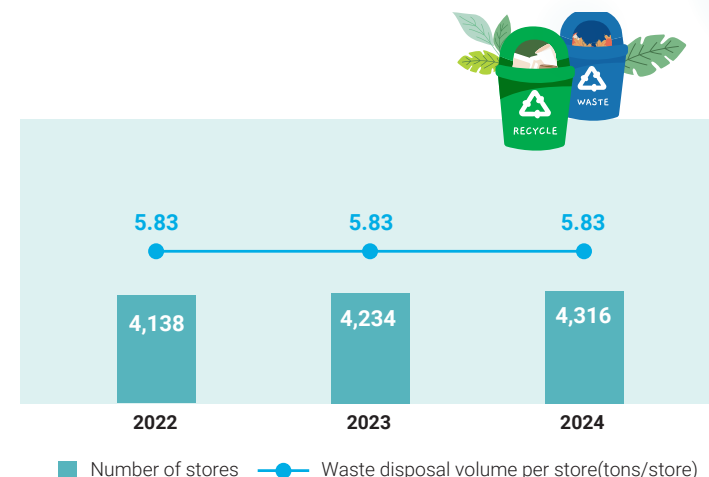
Waste Management Strategies

FamilyMart mainly focuses on recycling and reuse, and recycles the same or large amounts of resources in stores through reverse logistics. We are also actively exploring opportunities for reuse and expanding the application of internal circular products and mechanisms. To provide consumers with convenient carbon reduction action plans, we have combined services such as smart recycling machines, circular cups, and bring your own (BYO) cup to jointly practice sustainable and convenient lifestyles.

Waste Disposal Volume

In 2024, it is estimated that the outsourced waste disposal volume for all stores in Taiwan was 25,149 metric tons^(Note). Despite an increase in the number of stores in 2024 compared to 2023, 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 2024 was 2,029 stores, with the disposal of 11,823 tons of waste outsourced. Based on the single-store weight for outsourced disposal, the total weight of waste for outsourced disposal of 4,316 stores was 25,149 tons.



Waste Reduction Target

FamilyMart began setting waste reduction targets in 2023. Although the average waste disposal volume per store this year remained the same as last year and did not meet the original 2% reduction target, we will continue to review and adjust strategies to reduce the impact of waste on the environment through practical actions. In addition to strengthening personnel training and implementing waste sorting, we will also improve recycling and reuse. Stores will separate recyclable items from waste as possible to reduce the weight of waste.

Strengthen waste reduction management	2023	2024	2025	2028	2030
Reduction target	Baseline year	2% reduction	6.5% reduction	25% reduction	30% reduction
Average waste disposal volume per store in the current year(metric tons)	5.83	5.83			
Achievement	---	Remained the same			

4.3.2 Waste Management Actions

Packaging Materials Management

FamilyMart is committed to plastic reduction actions, combining environmental protection technologies and innovative mechanisms to significantly reduce the use of plastic. At the same time, we utilize the power of channels to encourage consumers to take part, and continue to increase the number of stores that provide circular cups. A total of 1,450 stores provide circular cups as of 2024, jointly realizing sustainable and convenient lifestyles.

In 2024, FamilyMart reduced the use of plastic packaging materials by FamiCollection products and fresh food products by 40%, achieving the goal of reducing plastic use by 30% by 2030 (the baseline year is 2020) ahead of schedule. We will continue current plastic reduction actions and develop other plastic reduction plans to continue reducing our plastic use and contribute to a better environment.

Package and Packaging Materials Consumption

Year	Plastic packaging materials used for FamiCollection products and fresh food (Unit: metric tons)			Proportion of plastic packaging materials used for fresh food (Ton/NT\$1 million revenue)
	PP	Cup cover	Total	
2023	2,203.93	475.50	2,679.43	0.088
2024	2,304.70	353.55	2,658.25	0.078

Note 1: In 2020, 2,554.5 metric tons of plastic packaging materials was used, and 0.130 metric tons of plastic packaging materials was used for fresh food per NT\$1 million in revenue. All plastic packaging materials currently included in the statistics are non-renewable materials.

Note 2: The scope of fresh food calculated in the revenue was adjusted, so the proportion of plastic packaging materials used for fresh food over the years was revised in the 2024 Sustainability Report.

Plastic Reduction Actions in 2024

- The number of stores providing circular cup services reached 1,450 stores, accounting for 26% of all stores, and reducing the use of disposable beverage cups by **20%**.
- Installed Ecoco smart recycling machines in **49 stores** (Reference period: 2024.08~2024.12)
- At present, 3,977 stores use cup sealing film to replace cup lids, reducing plastic consumption by **186.3 tons**.
- Adjustments to packaging materials (using recycled film for rice balls and using bags for diced fruit) and the use of paper boxes and thinner plastic film reduced plastic consumption by **608 metric tons**.
- Milk Bottle Recycling Project - Nearly 90% of recycled bottles are delivered to the reuse plant through reverse logistics, with monthly recycling volume reaching **70 metric tons** and above.



Future Plans

Circular Economy x Plastic Reduction and Light Plastics

- Expand the use of paper boxes
- Expand the introduction of circular cup in stores and increase the reduction rate
- Expand the Milk Bottles Recycling Sustainability Section
- Use FSC paper packaging materials for all beverages
- Change the packaging of wooden chopsticks from plastic to paper
- Expand the scope of application of egg shells
- Reduce the use of plastic used in utensils (spoon, fork)



Food Waste Management

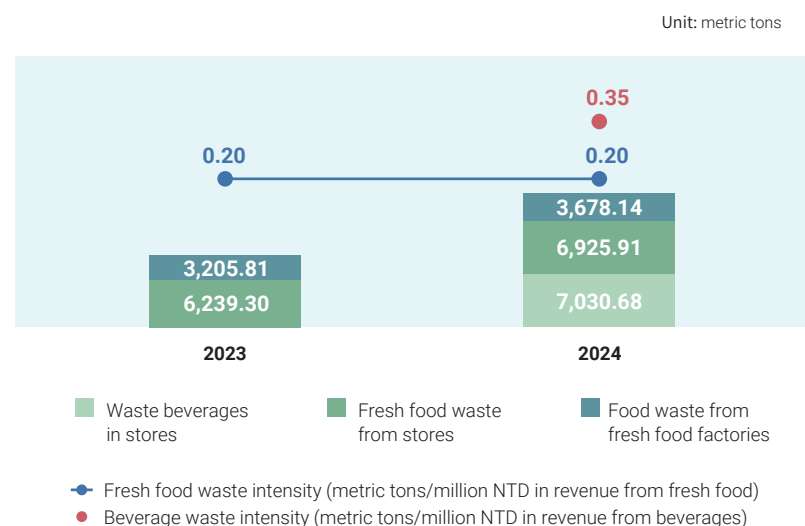
The food waste generated by the convenience store service model is an important issue that FamilyMart must face. Discarded fresh food and food waste is generated in the production process of upstream plants and product sales in stores. Failure to effectively dispose of food waste will not only cause waste of resources, but also cause food safety issues. In addition, food waste also releases greenhouse gases when decomposing in the landfill, which further intensifies global warming.

FamilyMart is fully aware of the importance of food waste management. To comprehensively monitor food waste generated from our operations, we calculated the food waste generated by stores and four upstream fresh food factories, and found that a total of 17,634.73 metric tons of food waste was generated in 2024.

To prevent food waste from being directly disposed of, we have expanded the promotion and optimization of the precision ordering system for stores, and continue to promote friendly food time, selling fresh food nearing their expiration date at lower prices, so that consumers will purchase them first and reduce fresh food waste. Products that are not purchased by consumers will be reused as pig feed. The food waste generated by the upstream fresh food factories is mainly reused as pig feed. Some welfare products are accepted by employees or donated to charity to maximize the value of food waste.

The reuse rate of food waste at stores reached 95.39% in 2024, and the reuse rate of food waste at the four upstream fresh food factories reached 100%. In addition to reusing food waste as feed, we also engaged in cross-industry cooperation to sell products made from food waste in stores. Please refer to 3.3 Innovative and Sustainable Products for details. In the future, FamilyMart will continue to track and optimize management mechanisms, and dedicate our efforts to reduce the impact of food waste on the environment through a number of methods, from reduction from the source to development of diverse reuse methods.

Annual food waste generated in operations



Note 1: Collection of data on the weight of waste beverages in stores started in 2024.

Note 2: Waste beverages and fresh food in stores are not limited to FamiCollection products.

As a percentage of fresh food waste	2023	2024
Rice	36.86%	38.41%
Noodle snacks	27.06%	29.80%
Pastries and dessert	30.00%	26.15%
Fresh vegetables	6.08%	5.64%
Subtotal	100%	100%



4.4 Nature and Biodiversity

The world is becoming growingly aware of the risks caused by natural capital and biodiversity, and nature is closely related to our operations. This year, we implemented the Taskforce on Nature-related Financial Disclosures (TNFD) for the first time, and became the first convenience store in Taiwan to comply with the TNFD disclosure framework. By actively identifying, assessing, and disclosing nature-related risks and opportunities, we can reduce the financial impact of changes in nature, and discover opportunities brought by the changes to our operations. We actively formulate response measures and management measures to enhance FamilyMart's resilience in the rapidly changing global environment. For the nature-related governance framework, please refer to 4.1.1 Climate Change Mitigation and Adaptation.

Nature Risk and Opportunity Identification and Assessment Process

FamilyMart analyzed nature-related dependencies, impacts, risks, and opportunities using the LEAP methodology proposed by the TNFD. The methodology consists of four steps: locate, evaluate, assess, and prepare. Each stage is briefly described below:

Locate

The scope of this analysis includes the headquarters of FamilyMart, education and training center, regional offices, the top ten stores in terms of revenue and stores in special geographical locations, and major suppliers, in order to identify the ecological impact and water resource risks of each location. The assessment of ecological sensitive areas uses the Taiwan Ecological Network, Key Biodiversity Areas (KBA), and Biodiversity Risk Filter (WWF) to analyze protected areas adjacent to each location of operations and supplier locations, assess whether each location poses hazards to endangered species, and compile a list of species as a reference for subsequent assessments. In terms of water resources, we assess whether each location is located in a high-risk area and use the Aqueduct water risk analysis tool of the World Resources Institute (WRI) for identification.

Evaluate

In this stage, FamilyMart used the nature-related assessment database ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) to screen potential material topics of nature-related dependencies and impact drivers, and further evaluated key items for the overall nature-related dependencies and impact drivers of operations through workshops, which serve as the basis for subsequent risk and opportunity identification.

Assess

At this stage, FamilyMart further compiled a list of nature-related risks and opportunities based on the analysis results of key dependencies and impact drivers. After collecting information on industry peers, international studies, initiatives, regulations, and policies, we compile a list of risks and opportunities, and engage in discussions with responsible units through workshops to identify material risks and opportunities. We further formulate response strategies and management measures.

Prepare

For risk and opportunity management measures, FamilyMart has set relevant goals and management indicators as the basis for subsequent reviews of goal achievement. FamilyMart hopes to reduce potential nature-related risks through regular reviews, and seizes nature-related opportunities to continue developing business activities and stabilize performance.

1

2

3

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Ecological Sensitive Area Overlay Results

FamilyMart overlays the location of its headquarters, education and training centers, regional offices, top ten stores in terms of revenue and stores in special geographic locations (121 stores in total), and important suppliers with a cumulative procurement amount exceeding 50% of the annual procurement amount, with ecological sensitive areas and water shortage areas. Locations involving ecological sensitive and water shortage risks are as follows:

Location	Inside an ecological sensitive area	Near an ecological sensitive area	Water shortage area
Headquarters	1	0	0
Education and training centers ¹	0	0	0
Regional offices ¹	3	1	0
Malls ²	23.40%	0.00%	0.00%
Stores ²	38.51%	18.52%	8.33%
Important Suppliers ³	11.98%	5.80%	0.00%

Note 1: The figures for Headquarters, Education and Training Center, and Offices is the number of locations

Note 2: The figures for malls and stores is the percentage of revenue in sensitive areas

Note 3: The figures for important suppliers is the percentage of procurement amount in sensitive areas

sensitive areas (including inside the area). Operations in the ecological areas are important to FamilyMart. Therefore, we will evaluate the nature-related disruptions caused by each location to avoid impact on endangered wildlife.

In addition to analyzing sensitive species, there are 17 stores located in areas with medium and high water shortage risk, most of which are located on Taiwan's offshore islands. The reason is that Taiwan's offshore islands have relatively less groundwater supply due to climate conditions and their terrain. Based on the overlay results, FamilyMart assesses potential nature-related risks in the future as the basis for subsequent considerations and development of business activities.

Nature-related Dependencies and Impacts

For the analysis of nature-related dependencies and impacts, we use the nature-related assessment database ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) to assess the types of operations of our core business and important suppliers. Important suppliers include suppliers of commodities, fish meat, eggs, packaging materials, miscellaneous goods, and fruits and vegetables. Based on the risk level of each nature-related dependency and impact, we prepared a hot spot map for preliminary assessment of its materiality to FamilyMart.

Hotspots of Nature-related Dependencies and Impacts of FamilyMart's Operations and Supplier

		<div><div></div>Extremely high</div> <div><div></div>High</div> <div><div></div>Medium</div> <div><div></div>Low</div> <div><div></div>Extremely low</div>																																		
Activity Category	Related sub-industries	Dependency (ecosystem services)										Impact																								
		Resource supply services		Adjustment and maintenance services								Cultural services																								
		Biomass supply	Genetic material	Water supply	Other Supply Services: Bioenergy	Global climate adaptation	Rainfall pattern adjustment	Local (micro and neutral) climate regulation	Air filtration service	Soil quality control services	Soil and sediment retention services	Solid waste remediation	Water quality improvement	Water flow regulation	Flood prevention	Noise reduction	Storm mitigation	Seedlings and habitat maintenance	Biological prevention services	Pollination	Recreational	Education, research services	Spiritual, artistic, and symbolic services	Interference (e.g. noise, light)	Freshwater area used	GHG emissions	Sealed area used	Non-GHG air pollutant emissions	Extraction of other biological resources (e.g., fish and wood)	Emission of toxic pollutants to water and soil	Emissions of nutrient pollutants to water and soil	Generation and discharge of solid waste	Land area used	Water consumption	Introduction of invasive species	
Commodities	Other food manufacturing																																			
	Manufacture of flour products, starch, and starch products																																			
Fish, eggs, and meat	Meat processing and storage																																			
	Processing and storage of fish, shellfish, and mollusks																																			
Packaging materials	Poultry farming																																			
	Manufacture of plastic products																																			
Miscellaneous goods	Wholesale of food, beverages, and tobacco																																			
Vegetables	Fruits and vegetables processing and preservation																																			
FamilyMart operations	Non-specialty store retail																																			

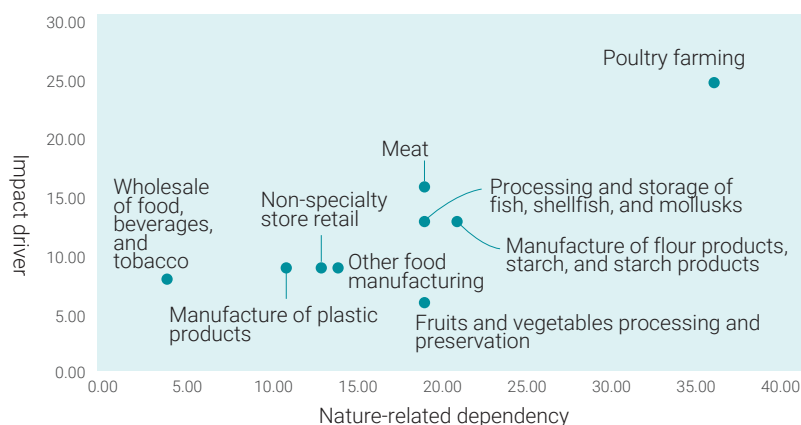
Note 1: ENCORE was jointly developed by Global Canopy, the UN Environment Programme Finance Initiative (UNEP FI), and the UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC).

Note 2: The source of data is ENCORE 2024 October Knowledge Base

In terms of industry activity categories, among all nature-related dependencies and impacts, "fish meat and eggs" received the highest score. Relevant sub-industries include poultry farming, meat processing and storage, and processing and storage of fish, shellfish, and mollusks. Suppliers of these activities have greater demand for natural resources, and have more significant impact on the environment. Therefore, we also take them into consideration when assessing nature-related risks and opportunities.

In addition to using ENCORE tools for analysis, we also considered the actual nature-related dependencies and impact hotspots of industry activities and locations. High-risk locations of suppliers are mainly exposed to physical risks, such as plant/forest/water pests and diseases, regulation services - mitigation, and tropical storms. We cross-compare risk factors with the dependencies and impacts identified using ENCORE, and invite members of different departments to workshops to discuss the nature-related dependencies and impacts of FamilyMart's actual operations and value chain. Colleagues from different fields share their actual experiences and insights in the workshops, and discuss the resources required and challenges faced by FamilyMart in its own operations and value chain. The nature-related dependency and impact matrix identified by the workshops is shown below.

Nature-related Dependency and Impact Matrix of FamilyMart's Operations and Suppliers



Activity Category	Related sub-industries	Actual dependency	Actual impact	Overall ranking
Commodities	Other food manufacturing	14.00	9.00	6
	Manufacture of flour products, starch, and starch products	21.00	13.00	3
Fish, eggs, and meat	Meat processing and storage	19.00	16.00	2
	Processing and storage of fish, shellfish, and mollusks	19.00	13.00	4
	Poultry farming	36.00	25.00	1
Packaging materials	Manufacture of plastic products	11.00	9.00	8
Miscellaneous goods	Wholesale of food, beverages, and tobacco	4.00	8.00	9
Vegetables	Fruits and vegetables processing and preservation	19.00	6.00	5
FamilyMart operations	Non-specialty store retail	13.00	9.00	7

Based on the analysis results, the dependency of FamilyMart's operations and suppliers on natural capital mainly includes land structure and biological integrity, species, and water. Key dependencies and impacts are shown in the table:

Key dependencies

- Water quality improvement
- water flow regulation
- water supply
- storm mitigation, and flood prevention

Key impacts

- Emissions of toxic pollutants to water and soil
- emissions of nutrient pollutants to water and soil
- emissions of non-GHG air pollutants
- disturbance (e.g., noise and light)
- and the generation and discharge of solid waste



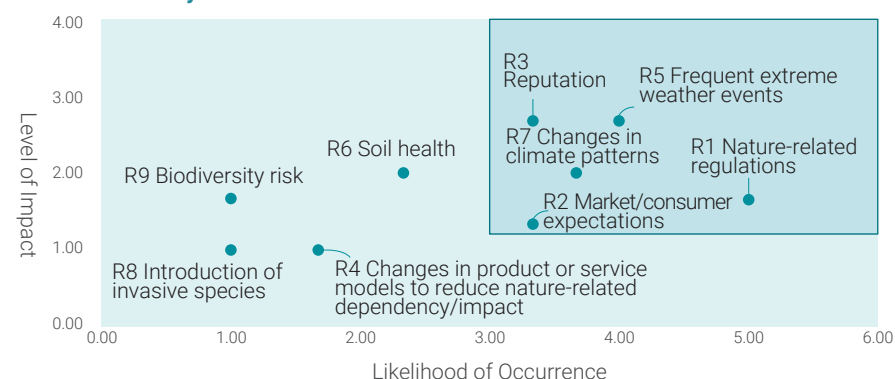
FamilyMart TNFD Workshop

Identification of Nature-related Risks and Opportunities and Response Measures

Based on the results of the dependency and impact analysis, we identified key dependencies and impact drivers. At the same time, we considered the impact of relevant regulations and international initiatives on our operations, and held workshops for members of various departments, jointly identifying 5 major nature-related risks and 4 opportunities.



FamilyMart's Nature-related Risk Matrix



Opportunity/Risk Identification Results and Management Strategies

Risk/Opportunity		Risk/Opportunity Driver	Impact Timeline	Impact on Value Chain	Description of Risk/Opportunity	Operational and Financial Impact Assessment	Adaptation Management Strategy
Transition Risks	Nature-related regulations	Freshwater/land/marine ecosystem use/water resource consumption/solid waste	Short/Medium Term	Own operations, suppliers	To address environmental issues, government agencies have gradually introduced laws and regulations related to environmental and nature protection to regulate business activities, such as regulations prohibiting the provision of disposable utensils, requiring the reduction and restricting packaging materials, and carbon fees that might be levied in the future. Failure to comply with relevant laws and regulations may result in fines and even increase costs due to natural-related lawsuits filed by non-government organizations.	Increased operating costs and expenses	In response to the government's plastic reduction regulations, FamilyMart does not actively provide plastic bags to consumers, and also plans to ship some products naked in the future. At the same time, we are actively promoting the use of circular cups and gradually increasing the proportion of paper materials in fresh food packaging to reduce the use of disposable plastics.
	Market/consumer expectations	Freshwater/land/marine ecosystem use/water resource consumption/solid waste	Long Term	Downstream Customers	To comply with environmental and nature-related laws and regulations, companies implement response measures based on their own operations and supply chain activities. If other competitors take the lead in responding to issues, it may affect consumer preferences, and even involves the risk of a consumer shift due to failure to meet market and consumer expectations. In the case of cage free eggs, they are popular among consumers because they are friendly to animals and have better quality, they are popular among consumers, and revenue might decrease if the product is not developed.	Causes revenue to decrease	In response to this risk, FamilyMart has taken action to avoid selecting battery farmed eggs, and has begun to search for partners and establish industry alliances to expand the scale of the eggs-friendly farming industry, improve animal welfare, and at the same time obtain affordable high-quality eggs for consumers.
	Reputation	Freshwater/land/marine ecosystem use/water resource consumption/solid waste	Short Term	Own operations, downstream supply chain	If the wastewater and waste generated in the production process of FamilyMart's OEM factories and fresh food factories are not properly treated, it may impact the living environment of surrounding residents, and related reports may damage FamilyMart's brand reputation.	Causes revenue to decrease Increased operating costs and expenses	The risk for FamilyMart is mainly in vegetable processing plants. We will select professional suppliers to provide cleaned and cut vegetables, so as to avoid wastewater and waste discharge from processing. Improve overall operational efficiency and reduce the amount of wastewater and waste generated.



Risk/Opportunity		Risk/Opportunity Driver	Impact Timeline	Impact on Value Chain	Description of Risk/Opportunity	Operational and Financial Impact Assessment	Adaptation Management Strategy
Physical Risks	Frequent natural disasters	Freshwater/land/marine ecosystem use/water resource consumption	Short Term	Upstream, own operations	Frequent natural disasters such as typhoons, heavy rainfall, earthquakes, and debris flow may cause damage to business locations, resulting in higher equipment maintenance costs, and even reduce revenue due to business suspension. At the same time, there might be a shortage of raw materials if suppliers are impacted by the disaster. Natural disasters cause greater market uncertainty and result in greater investment risk, resulting in higher cost of insurance for related disasters.	Causes revenue to decrease Increased operating costs and expenses	Before opening a new store, we utilize publicly available geographic information to verify the disaster potential of the location of the new store, so as to avoid opening stores in areas with high risk of debris flow. A warning system will be set up for stores in areas with disaster potential, and procurements will be distributed among suppliers to avoid becoming over dependent on a single supplier. In the future, we will evaluate and develop the concept of a mobile storefront to move ahead of time before a disaster occurs and avoid impact.
Physical Risks	Changes in climate patterns	Freshwater/land/marine ecosystem use/water resource consumption/solid waste	Short Term	Upstream suppliers	Long-term changes in climate patterns can lead to changes in raw materials or the overall environment, and there may be a shortage of raw materials around the world or in specific regions. This may cause unstable supply of products, such as coffee beans and seaweed, which may increase the risk of supply interruption due to limited suppliers or growing regions.	The increase in purchasing costs of raw materials may cause operating costs to increase Revenue decreases due to no products available for sale	In response to the potential shortage of raw materials caused by changes in climate patterns, FamilyMart will continue to increase the number of suppliers for each raw material, and avoid being over dependent on a single supplier where possible. At the same time, we will reduce the use of raw materials already affected by changes in climate patterns and search for alternatives to avoid the risk of insufficient supply of products.
Opportunities	Invest in farmers' projects and the protection, restoration, and regeneration of ecosystems	Freshwater/land/marine ecosystem use/water resource consumption/solid waste	Long Term	Upstream suppliers	To protect ecosystems and avoid the shortage of our own products and raw materials, we will evaluate expanding the procurement of eco-friendly livestock products or the investment in farmers for farm management, which will help restore the ecosystem around farms, promote animal welfare, and protect the sources of high-quality livestock products.	Improves reputation and maintains stable operations, which will increase revenue	Collaborate with upstream and downstream suppliers and form industry alliances, actively promote the importance of eco-friendly animal husbandry, and also actively seek subsidies to improve the overall industry environment.
Opportunities	Sustainable production activities and resource use	Freshwater/land/marine ecosystem use/water resource consumption/solid waste	Short Term	Downstream Customers	Strengthen resource use and reduce waste, such as coffee scraps, empty milk bottles, and online shopping packaging materials, through recycling for conversion into valuable resources, creating new business opportunities, or reducing the use of natural resources to reduce material procurement costs.	Improves reputation and increases revenue	1.Packaging recycling and reuse Provide circular cup services to promote the use of circular packaging materials, reduce the use of disposable beverage cups and waste of resources, and provide related incentives to increase consumer utilization. 2.Coffee grounds recycling We collaborated with O'right transform coffee grounds into valuable resources, and used recycled coffee grounds and milk bottles to make shampoo products with caffeine extract. In the future, we will collaborate with partners to develop related equipment, so that coffee grounds can be collected and processed in a more cost-effective manner. At the same time, FamilyMart will actively seek government support and promote the establishment of relevant policies, in order to popularize and standardize the reuse of coffee grounds, creating a new sustainable business model. (Please refer to 3.3.1 Sustainable Circular Economy for details)

Risk/Opportunity		Risk/Opportunity Driver	Impact Timeline	Impact on Value Chain	Description of Risk/Opportunity	Operational and Financial Impact Assessment	Adaptation Management Strategy
Opportunities	Increase the resilience of the vegetable supply chain	GHG emissions/freshwater/land/marine ecosystem use/water resource consumption/solid waste	Medium term	Upstream suppliers	In response to the susceptibility of purchased crops to climate anomalies and soil health, FamilyMart is increasing the number of suppliers, and the rise of organic hydroponic vegetables has provided new industry opportunities to meet consumers' health and dietary needs, while improving supply chain resilience.	Improves reputation and maintains stable operations, which will increase revenue	We will evaluate the procurement or development of an organic hydroponic vegetable planting system through cross-industry cooperation, in order to stably provide consumers with healthy organic vegetables. We also promote organic hydroponic vegetables through farmers' associations and local farmers' markets.
Opportunities	Restoration of sweet potato varieties to increase diversity	GHG emissions/freshwater/land/marine ecosystem use/water resource consumption/solid waste	Medium term	Upstream suppliers	Taiwan has a wide variety of sweet potatoes, but FamilyMart mainly purchases a single variety. In the future, we plan to introduce more varieties of sweet potato products to provide consumers with more choices, and also encourage farmers to cultivate different varieties of sweet potatoes. Increase the genetic diversity of sweet potato varieties in the market, reduce the impact of a single disease, improve the resilience of the supply chain, and ensure uninterrupted product supply.	Improves reputation and maintains stable operations, which will increase revenue	Collaborate with suppliers and experts to jointly research and develop unique sweet potato varieties, launch a variety of sweet potato products, and protect local agricultural development.

Nature-Related Metrics and Targets

Major nature-related risks and opportunities. The management metrics and medium- and long-term goals that we set are summarized in the table below.

Key indicators	Target	Target achievement year	Baseline year	2024 Progress
Revenue from cage free eggs as a percentage of revenue from eggs	20%	2028	-	7.7%
Average waste disposal volume per store	30% reduction	2030	2023	Remained the same
Water consumption at the headquarters	5% reduction	2030	2023	34% increase
Average water consumption per store	5% reduction	2030	2023	14% increase
Plastic packaging materials used for fresh food	30% reduction	2030	2020	40% reduction

Sustainable Convenience Store

The TNFD plays an important role in promoting global sustainable development and addressing the loss of biodiversity. As the first convenience store in Taiwan to disclose nature-related risks and opportunities in accordance with the TNFD framework, FamilyMart is able to manage nature-related risks more responsibly by systematically assessing and reporting the nature-related risks and opportunities we face. We have formulated corresponding measures to help FamilyMart transform into a more sustainable convenience store, in hopes of exerting our influence to contribute to environmental sustainability.



5

Care from FamilyMart



2024
Sustainable Key
Performance

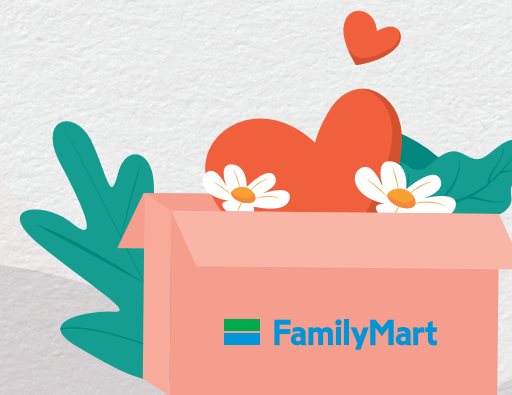
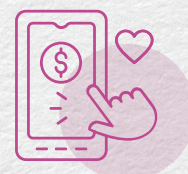
FamilyMart Charity Platform

Raised NT **\$170** Million Annually



FamilyMart Charity Platform

Supported **57**
Non-Profit Organizations



Sustainability Pillars

Diversity and Inclusiveness

Material Topics

Social Contribution

Stakeholder

Employees

Franchisees

Customers and Consumers

Non-profit Organizations











5.1 FamilyMart Care Platform


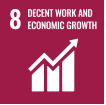
FamilyMart has long been caring for the land and people of its locations, and uses corporate resources for: environmental education actions, inclusive and friendly society, cherish food and resource circulation, and education to care for all ages. FamilyMart collaborates with social innovation organizations to create impactful social participation programs through its densely located stores in communities, and uses the advantages of its extensive channels to build a charity fundraising platform to achieve "Convenience for Sustainability, You+1."

5.1.1 Vision and Strategy of the Family Care Platform

FamilyMart jointly advocates and promotes community engagement actions with non-governmental organizations and stakeholders to realize SDG 2 Zero Hunger, SDG 3 Good Health and Well-being, SDG 4 Quality Education, SDG 8 Decent Work and Economic Growth, SDG 10 Reduced Inequalities, SDG 12 Responsible Consumption and Production, and SDG 13 Climate Action. We also exert our positive influence through the management and promotion of fundraising.

Charity Strategy Framework

Aspect	Strategy	Theme	Action	
Environmental Education Actions	In response to global climate change, FamilyMart collaborated with environmental protection groups to jointly formulate a national environmental education plan, and began providing environmental education to students on campuses. At the same time, we developed convenience stores at street corners into the most accessible environmental education bases in communities. Utilizing the influence of channel-intensive stores and media, we promoted environmental protection online and offline, in hopes of that the public will recognize and implement green lifestyles.	Promotion of sustainability education	FamilyMart sees Taiwan FamilyMart Learning Recycling Together	  
Inclusive and Friendly Society	Facing the issue of migrant workers and persons with disabilities participating in the workforce in Taiwan, FamilyMart cooperated with One-Forty and Victory Social Welfare Foundation to create a diverse and inclusive consumption and employment environment. We promote social inclusion by supporting migrant workers to enjoy equal consumer rights. At the same time, we have established a new "community employment" model to help people with disabilities return to the normal workplace and have career development opportunities.	Friendly to migrant workers	Migrant Worker-friendly FamilyMart	 
Resource Circulation and Cherishing Food	Food waste in Taiwan reaches 3.6 million tons each year. Meanwhile, keeping disadvantaged families warm and fed is an issue that cannot be overlooked. Furthermore, Dermatophilosis threatens the health of local residents in Eastern Kenya. FamilyMart worked with the "Taiwan People's Food Bank Association" in promoting Fa point donations for redemption of supplies, benefiting more than 220 charity organizations across Taiwan and realizing the concept of "No Waste, No Hunger." At the same time, we customized the logistics model for "Step30" and collected even more protective shoes to protect the health of East African children.	Care for the disadvantaged Reduce food waste	FamilyMart Fa point donations - Cherish food to help the disadvantaged	  
		International humanitarian care	Step30 - FamilyMart store-to-store collection	

Aspect	Strategy	Theme	Action	Issue
All-age care education	Data of the Ministry of Transportation and Communications showed that children's traffic safety and youth development issues in Taiwan need to be taken seriously. FamilyMart collaborated with "Jing Chuan Child Safety Foundation" and "Taiwan Alliance for Advancement of Youth Rights and Welfare" to actively engage in related actions. We raise the safety awareness of parents and children by supporting the traffic safety education provided by Jing Chuan Child Safety Foundation, and are committed to reducing traffic injuries among children. At the same time, we worked with the Taiwan Alliance for Advancement of Youth Rights and Welfare to implement the Youth Employability Training and Education Assistance Program, helping disadvantaged youth develop their potential. In addition, FamilyMart also provides resources for people with disabilities and their families to learn together, enrich their lives, and drive their growth and development.	Traffic safety education	Yellow Hat Traffic Safety Program	
		Youth Empowerment and Learning Assistance	Youth Empowerment Program	  
		Empowering People with Disabilities	Happy Sunday School	

Annual Participation and Dedication to Charity

FamilyMart utilizes its influence and actively participates in community engagement actions. For the hours and costs invested in 2024, please refer to the table below. In addition, we also referenced international social impact assessment frameworks when reviewing project results, and optimized our management approaches. In 2024, we used the Business for Societal Impact (B4SI) framework to quantify inputs and outputs for the first time, in order to gradually optimize resource allocation in the future.

Item	Amount (NTD)
Cash donations(excluding marketing expenses)	2,082,279
Cost of time invested(including the salaries of participating employees)	7,063,900
In-kind donations(donation of products or services)	2,505,390
Cost of regular promotion and management(including project and fundraising platform promotion & operations management fees)	12,574,819
Total	24,226,388

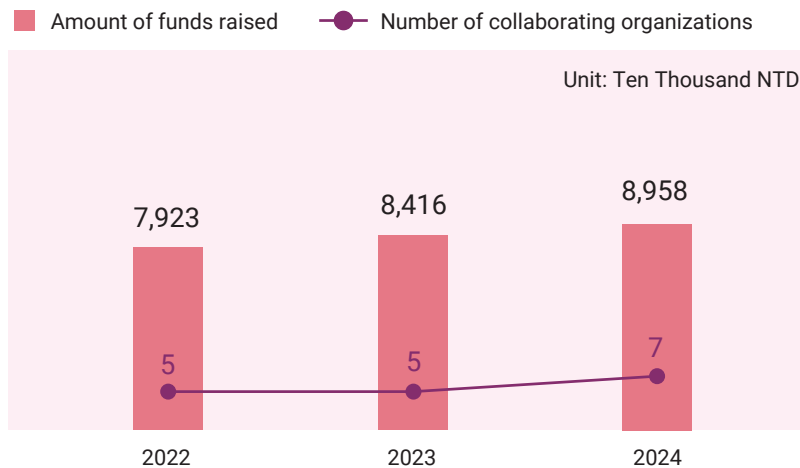


5.1.2 FamilyMart Small Change Donations

FamilyMart utilizes the advantages of its channels to collect donations, and set up small change donation boxes at the counter of 4,316 stores, so that people can donate any amount to charity whenever they visit a store, even as low as NT\$1, making it easier for people to turn their care into actual donations. FamilyMart serves as a bridge of care for the public and charity groups. We regularly check the amounts in donation boxes, making cash flow and accounts transparent so that the public will not have any concerns when they donate to charity.

In response to the needs of society, charity organizations cooperating with the FamilyMart small change donation included environmental protection, empowerment through education, care for the disadvantaged, and diversity and inclusion in 2024, providing a fundraising channel to 7 charity organizations and raising NT\$89.58 million throughout the year. This amount raised with 5% higher than last year, despite being in an era of diverse payment methods. Small donations combine the power of every NT\$1 to let charity organizations realize their plans, showing our social impact!

Performance of FamilyMart Small Change Donations Over the Past 3 Years



5.1.3 FamiPort Donations

FamilyMart cares about various social issues and leverages its advantages by providing channels for making small donations to 50 charity organizations. People can make small donations using FamiPort at any one of the 4,316 stores across Taiwan. The handling fee is waived for donations. At the press of a few buttons, people can send their love to groups in need of help, and do good things at any time of the day! In 2024, a total of NT\$64.01 million was raised to help 50 charity organizations.

Furthermore, FamilyPort donations have become an important channel for people to donate in the event of emergencies at home and abroad. In 2024, a total of NT\$54.73 million was raised for emergency relief.



FamiPort is the most convenient charity station in Taiwan

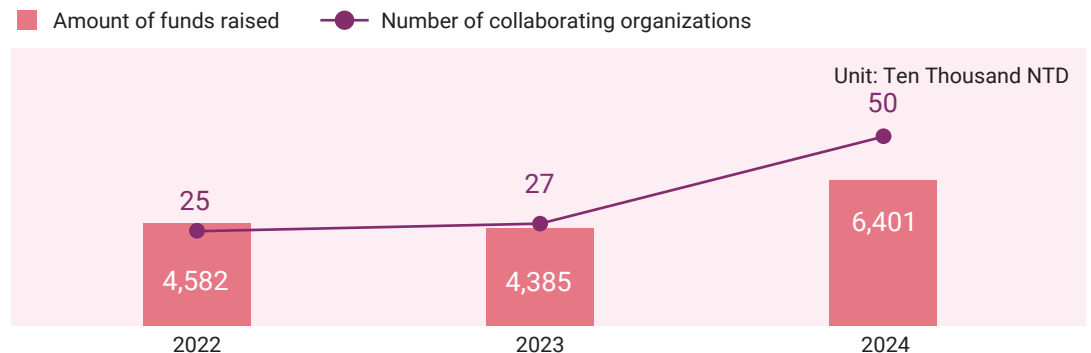
Donations for the 0115 Noto Peninsula Earthquake

To improve friendly relations between Taiwan and Japan, FamilyMart worked with the Ministry of Health and Welfare to use FamiPort as a fundraising channel, and a total of NT\$37.57 million was raised in two weeks.

Donations for the 0403 Hualien Earthquake

FamilyMart cooperated with the Taiwan Foundation for Disaster Relief of the Executive Yuan and set up FamiPort as a fundraising channel within one day after the disaster occurred, raising NT\$17.16 million over nearly four weeks. FamilyMart Japan also supported the fundraiser and raised NT\$8.04 million from FamilyMarts in Japan, donating the full amount to the Taiwan Foundation for Disaster Relief of the Executive Yuan, improving the friendly relations between Taiwan and Japan.

Performance of Small Donations Using FamilyPort



5.1.4 FamilyMart App Donations

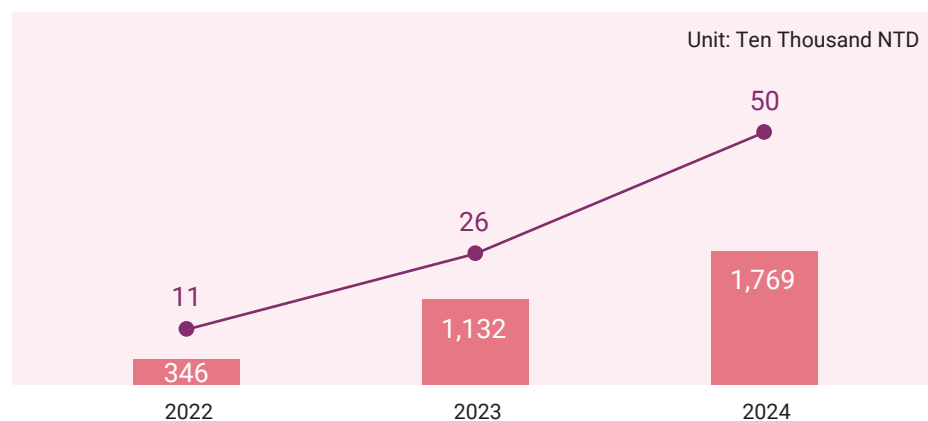
To make it more convenient and faster for people to donate to charity, FamilyMart launched the "App donation" service, so that people can donate to charity at any time, anywhere, whenever they feel like it using the FamilyMart app, thus providing convenient online and offline channels to donate through FamilyMart. In 2024, we assisted 50 charity organizations in raising funds, covering issues such as "poverty and hunger," "good health and well-being," "disadvantaged people and empowerment," "persons with disabilities," and "environmental protection and ecology." A total of NT\$17.69 million was raised in 2024.

"FamilyMart App Donation" provides a convenient channel for people to immediately make donations for emergency relief. In 2024, we collaborated with World Vision Taiwan to raise funds for the "0403 Hualien Earthquake" and raised a total of NT\$3.969 million.



Performance of FamilyMart App Donations

■ Amount of funds raised ● Number of collaborating organizations



5.1.5 FamilyMart Fa Point Donations

FamilyMart leverages the power of channels. In addition to creating an online + offline charity donation platform through more than 4,316 stores across Taiwan, we also digitized charity actions. In 2018, we launched the first "FamilyMart Fa Points" donation on the FamilyMart app for charity actions. All points donated by members are redeemed for supplies and provided to charity organizations, so that no points are wasted and every point becomes care.



Key Performance of FamilyMart Fa Points Charity Donations

Year	Number of collaborating organizations	Total amount of funds raised	Conversion to supplies
2022	11	1.774 billion points	1,425 boxes, 6,000 packs of feed, 1,000 packs of rice, 900 packs of flour, 1,000 boxes of sterilized milk, and 1,500 boxes of adult diapers.
2023	8	1 billion points	1,000 boxes of sterilized milk, 1,000 packs of noodles, 700 cans, 200 packs of diapers, and 1,000 packs of feed
2024	1	152 million points ^(Note)	Charity Point Cherishing Food Project Donated 420 packs of rice, 900 packs of noodles, 900 cans of meat sauce, and 683 food boxes. FamilyMart donated an additional 1,780 packs of frozen food.

Note: The 2024 event was held from June 2024 to December 2024, and was the first project to combine cherishing food with charity through reward points. We collaborated with Taiwan People's Food Bank Association, which is responsible for distributing supplies to 10 charity organizations.



5.2 Environmental Education Actions

Facing the challenges of climate change, FamilyMart is fully aware of its impact as a retailer and responsibility to the environment. We utilize our extensive store locations across Taiwan and the FamilyMart Care Platform to work with professional environmental NGOs in promoting environmental education for all, so that climate change is no longer a distant issue, but a call for action in daily life. FamilyMart collaborated with the Chi Po-lin Foundation and RE-THINK and jointly went into campuses to raise the environmental awareness of students, developing convenience stores into the most accessible environmental education base in communities, and further expanded influence through exhibitions and digital communication. We believe that raising public awareness of environmental issues is a key step in driving the transition to green lifestyles. We hope to leverage our advantages in channels and jointly build a more resilient and sustainable future.

5.2.1 FamilyMart sees Taiwan

FamilyMart has worked with the Chi Po-lin Foundation since 2020, and launched the five-year environmental care charity program "FamilyMart sees Taiwan," which is the first large-scale environmental sustainability initiative launched by a domestic retailer. We used our 4,316 stores across Taiwan as environmental education bases and raised NT\$11 million in donations over the past five years. We organized 368 campus film screenings and 33 environmental education seminars, and supported 3 directors in filming environmental documentaries, directly impacting more than 110,000 people.

Over the past five years, FamilyMart and the Chi Po-lin Foundation have brought environmental videos such as "Beyond Beauty: Taiwan From Above" and lecturers into 22 counties and cities across Taiwan through the "Mini Chi Po-lin Campus Film Screenings," which has influenced nearly 57,000 students and overcome geographical constraints, reacquainting students in rural areas with their homeland through the film. In addition, we also extended environmental education into communities and families, and held "Flying through Townships in Taiwan" lectures and "Mini Store Managers Love the Earth" experience activities at FamilyMarts. The immersive experiences allow environmental education to strike root.

At the same time, the FamilyMart Care Platform 100% supports annual special exhibitions of the Chi Po-Lin Museum, which collects 600,000 precious photos of director Chi Po-Lin for exhibitions on different themes, such as "Reflection of Rivers," "The City, The Flâneur," and "Resilient Island." The large collection of aerial photos and lesson plans for different age groups attracted more than 100,000 visitors, establishing a connection between the public and Taiwan. The museum has become an important location for recording environmental images in Taiwan. Among them, the special exhibition "Reflection of Rivers" in 2022 won the Red Dot Award, showing the professionalism and innovation of environmental education exhibitions.

Looking towards the future, FamilyMart and the Chi Po-lin Foundation will launch a new five-year program in 2025 to deepen the influence of environmental education. Through the long-term landscape aerial photo documentation project "Once in a Decade," we will continue to track and record changes in Taiwan's land. We also introduced the "International Environmental Image Exhibition" for people in Taiwan to see global environmental issues, and increase their understanding and participation in sustainability issues. In addition, we will invite people to personally take part in photo records through the "Coastal Records" project, so that they can experience and practice the concept of protecting the environment. We will continue to promote the common growth of Taiwanese people and the land, and contribute to sustainable development.

5.2.2 FamilyMart Learning Recycling Together

In 2024, FamilyMart and RE-THINK jointly launched the three-year charity project "New National Recycling Movement - FamilyMart Learning Recycling Together" with the goal of calling on the public to turn resources into environmental education through 4,316 stores across Taiwan, so that it becomes a part of campuses and everyday life.

To understand the environmental behavior and needs of consumers in convenience stores, we collaborated with the Graduate Institute of Sustainability Management and Environmental Education, National Taiwan Normal University to conduct the "Survey on Environmental Literacy of Convenience Stores" and collected 11,943 valid samples. Survey results showed:

In response to the findings above, the project launched the online recycling guideline "Convenience Store Recycling Encyclopedia" to provide correct recycling knowledge and help the public understand how to correctly sort common convenience store waste, such as coffee cups, paper beverage cups, and rice ball packaging.

In terms of physical stores, we jointly launched the "Experimental Trash Can Project," combining user research and design thinking to design trash cans that meet users' needs, guiding consumers to correctly sort waste and improve the recycling rate. The project has modified trash cans in 10 stores in Taipei and New Taipei, and is expected to continue expanding to more stores. Overall, the accuracy of waste sorting improved by 20% and the percentage of consumers unwilling to sort waste decreased by 13%. On average, each store reduced general waste by 0.4 kg per day, and is expected to reduce 12 kg of waste per month.

Key Achievements of the FamilyMart Learning Recycling Together Project in 2024

Key Achievements

- Raised **NT\$6.95 million** in donations over 6 weeks
- Online environmental education materials reached **1.53 million** people
- Modified the trash cans in **10 stores**
- A total of **51 campus** education events were held with **1,275 participants**

Key Impact

- Created **80 media** exposures to expand the number of people influenced
- The visibility of charity organizations significantly increased, and the number of RE-THINK invoices donated during the event increased **20x compared to the same period last year**
- Provided recycling reminders on Let's Café packaging materials, which have annual sales of **200 million cups**



FamilyMart launched the "Mini Store Manager Love the Earth" event for participants to learn love the Earth in an entertaining way



Supported the annual special exhibitions of Chi Po-Lin Museum, and invited schools at all levels to apply for the "Environmental Education Camp" free of charge, using different teaching materials to discuss environmental issues in depth

- 39.6% of respondents did not know that e-invoices cannot be recycled.
- 62.9% of respondents requested disposable items at convenience stores.
- 97.1% of respondents were willing to support the recycling and plastic reduction measures of convenience stores.



FamilyMart and RE-THINK launched the three-year recycling education project in 2024



FamilyMart used the Experimental Trash Can Project to guide consumers to correctly sort waste

5.3 Inclusive and Friendly Society

"Inclusion" is an important cornerstone for achieving social sustainability. As a retail service platform embedded in communities across Taiwan, FamilyMart pays attention to the needs of diverse groups, and is committed to creating a more inclusive consumption and employment environment, so that everyone living in Taiwan can be treated friendly and have equal opportunities to participate in society. We work with One-Forty and the Victory Social Welfare Foundation in promoting cultural exchanges and friendly services for migrant workers. We support migrant workers to enjoy equal consumer rights and convenience, help them better assimilate into Taiwanese society, and bring us closer to them.

At the same time, FamilyMart actively assists the Victory Social Welfare Foundation in creating a new model of community employment, providing people with disabilities with access to the general workplace. We help develop their careers and realize independence through comprehensive training and support. We believe that society can only truly move towards inclusion and sustainability when it is able to accept every different group.

5.3.1 Migrant Worker-friendly FamilyMart



FamilyMart introduces the first "Southeast Asian Language Friendly Communication Writing Mat"

According to statistics of the Ministry of the Interior, the number of migrant workers in Taiwan surpassed 800,000 as of September 2024. Together with new immigrants and overseas students, the Southeast Asian population in Taiwan was almost 1.5 million, making it an important pillar of industrial development and family care. FamilyMart observed the growing number of migrant workers, but still faced challenges with the language barrier, product availability, and cultural adaptation. Therefore, we partnered with One-Forty to optimize our services through their professional insights and make convenience stores even friendlier.

In 2024, FamilyMart jointly published the "Migrant Worker Convenience Store Survey" with One-Forty, which collected more than 2,600 valid questionnaires in just two weeks. The survey found that the language barrier, limited meal options, and cultural adaptation were the main challenges for migrant workers. More than 60% of the respondents said that the language barrier made it difficult to shop, and nearly half of the migrant workers hoped to see more products that meet their dietary habits. Therefore, FamilyMart implemented a series of friendly measures and introduced the "Southeast Asian Language Friendly Communication Writing Mat" in 4,316 stores across Taiwan, providing assistance in Indonesian, Vietnamese, Thai, and Philippine languages, along with illustrations to assist in communication. At the same time, we optimized the multilingual interface of FamiPort and produced videos teaching Chinese for convenience stores to help migrant workers adapt to life in Taiwan.

In terms of product supply, FamilyMart has set up a "Southeast Asia Product Zone" in 500 stores, introducing almost a hundred imported foods from Southeast Asia, and adding the "No Pork" label to ensure that Muslim customers can make purchases with peace of mind. We also added a multilingual label to the beverage menu to make convenience stores a truly accessible shopping space. In addition, FamilyMart promoted cultural exchanges between migrant workers with One-Forty, and recruited 30 Indonesian migrant workers to serve as cultural ambassadors for six events. A total of 153 migrant workers and their families participated in the events, which improved cultural understanding.

In an era of multicultural inclusion, corporate social responsibility is no longer limited to business performance, but rather to how to promote innovation and social inclusion through cross-sector collaboration. We believe that convenience stores are not only a place for purchasing commodities, but also a platform for promoting cultural inclusion. FamilyMart will continue to practice the concept of ESG, so that every customer can enjoy true "convenience" and create a more inclusive society together.



► Setting up the Southeast Asian Product Zone for migrant workers to get a taste of home

Key Achievements of the Migrant Worker-friendly FamilyMart Project in 2024

- Introduced the Southeast Asian Language Friendly Communication Writing Mat in **4,316 stores**
- Recruited **30** Indonesian ambassadors
- Organized 6 cultural exchange events, with a total of **153** migrant workers and family members participating
- Organized 3 internal employee activities and **4,497 employees** participated
- We released **4 videos** teaching commonly used Chinese in convenience stores, and the videos were viewed 660,000 times, reaching almost **80%** of migrant workers in Taiwan.

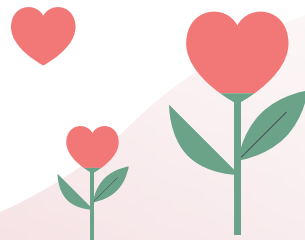
5.3.2 FamilyMart for persons with disabilities

Since 2011, the "FamilyMart x Victory Social Welfare Foundation" have jointly created the first 24-hour convenience store in Taiwan operated by employees with a combination of disabilities, creating a friendly and stable work environment for people with disabilities. The first store is the NTU Second Activity Center Store, and the number of stores has increased to 7 stores in Taipei, New Taipei, and Taoyuan as of 2024, including Songyi Store, Dunzhong Store, Sizhi Fuquan Store, Xindian Xinbaihe Store, Linkou Longlin Store, Xiaowan Gongzai Store, and Zhongli Lungwen Store. Among them, the Zhongli Lungwen Store was opened in April 2023 and has a floor area of 100 ping, becoming the largest public welfare convenience store in Taiwan, further expanding the influence of the project.

These stores not only provide employment opportunities, but also provide a stage for people with disabilities to unleash their potential and assimilate into society. Employees in the store have different types of disabilities, including hearing impairment, autism, intellectual disabilities, mental disabilities, and organ deficiencies. Work processes and training mechanisms were tailored for them through the professional guidance and support from FamilyMart and Victory Social Welfare Foundation. From SOP adjustments, cross-disability collaboration models, to professional counseling for social workers, we ensure that every employee can develop in a suitable environment and practice inclusion and DEI values in the workplace.

To date, this program has successfully trained more than 300 people with disabilities and developed the "community employment" model, helping more people move on from working in a convenience store to a broader employment market and realize independence in life. At the same time, this action corresponds to SDG10 Reduce Inequalities and SDG8 Decent Work and Economic Growth, and contributes to creating a more inclusive society. We will continue to expand stores in 2025 to provide more learning and employment opportunities for people with disabilities.

Our care for people with disabilities also extends from convenience stores to the society. People with disabilities face difficulties in transportation. Therefore, we called on the public to donate to support the "intelligent accessible bus system" through the Family Small Change Donation Project, and raised a total of NT\$6.957 million. We developed an AI system to increase the number of passengers sharing accessible buses, which increased from 0.5% to 20%, and the total number of trips increased to 45,000 throughout the year, benefiting even more people in need. At the same time, we also established an online customer service system to create opportunities for people with severe disabilities to work from home, and expect to create job opportunities for 8 people with severe disabilities to work from home.



Zhongli Lungwen Store is a hybrid store that combines Pure Coffee with a convenience store to provide more employment opportunities

5.4 Resource Circulation and Cherishing Food

The global imbalance in resource distribution and food waste have become increasingly severe. Taiwan generates several hundred metric tons of food waste every year, yet many disadvantaged families still have trouble feeding themselves. As we look towards the world, we can see that Eastern Africa has extremely scarce resources, and the lack of basic supplies has impacted the survival and health of millions of children. These phenomena not only highlight inequalities in the social structure, but also exacerbate environmental burdens and humanitarian risks.

As a retail platform deeply embedded in communities, FamilyMart sees that the retail industry plays a key role in connecting resources and creating social value, and is committed to promoting animal resource recycling, cherishing food actions, and humanitarian aid, so that excess resources are no longer wasted and instead transformed into a force for improving the situation of the disadvantaged in society. We believe that the establishment of a system with effective resource circulation and recycling is an important action for enterprises to respond to social and environmental challenges, and also the fulfillment of sustainable development responsibilities and commitments. FamilyMart will continue to promote the sharing of animal resources, cherish food, reduce waste, and provide international humanitarian aid to create a longer lasting positive impact on society and the Earth.

5.4.1 FamilyMart Fa Point Cherish Food Project

In the past, we launched the "friendly food time" project and applied innovative time-controlled barcode technology to offer 30% discounts 5 hours before the expiration date of fresh food, effectively reducing food waste. This has become a win-win mechanism for stores and consumers. We observed that many disadvantaged families have difficulty feeding themselves, and thus launched the "FamilyMart Fa Point Cherish Food Project" in June 2024, inviting the public to donate Fa points through the FamilyMart app. People can even make donations of only 1 Fa point. Adhering to the spirit of "No Waste, No Hunger", each and every point is converted into "cherish food" supplies. Together with the "Taiwan People's Food Bank Association," we help feed disadvantaged families across Taiwan. Following up on friendly food time, we once again better utilize food resources to help the disadvantaged and contribute to the common good of the Earth!

From June 2024 to December 2024, the FamilyMart Fa Point Cherish Food Project donated a total of 420 packs of rice, 900 packs of noodles, 900 cans of meat sauce, and 683 food boxes. FamilyMart donated an additional 1,780 packs of frozen food, benefiting over a thousand families.



Redeem Fa points for supplies that are provided to charity organizations to help the disadvantaged



"Cherish food" supplies help feed families in need

5.4.2 Step30 - FamilyMart store-to-store collection

In impoverished areas with scarce resources in Eastern Africa, local residents earn less than US\$2 per day and cannot afford shoes to protect their feet, making them extremely vulnerable to sand fleas, a parasitic insect that sucks human blood from their feet. Sand fleas attach themselves to the bottom of people's feet, and the epidemic rate can reach 60%. Severe cases may require amputation and even be life threatening.

FamilyMart partnered with Step30 International Ministries and utilized its core competencies to create the innovative charity model of "FamilyMart Store-to-store," which makes it more convenient for people to donate shoes. The three major advantages of the innovative "FamilyMart Store-to-store" charity model are as follows:

- People enjoy a long-term public welfare shipping fee of NT\$50, which significantly reduces shipping costs and reduces the burden of doing good despite inflation
- Allows the association to reduce the cost of labor signing for large quantities of packages
- The fewer home deliveries required reduced carbon emissions and created synergies with charity initiatives, benefiting all parties

Starting from December 11, 2024, we collected more than 66,000 donated packages in 7 days, four times higher than the previous record of Step30 International Ministries. This also shows that the convenience of FamilyMart Store-to-store allowed more people to participate. FamilyMart also donated an additional NT\$10 for each package of shoes donated (up to 10,000 packages), and donated a total of NT\$100,000 to Step30 International Ministries.



FamilyMart Store-to-store and Step30 International Ministries jointly collected old shoes to help children in Africa

5.5 All-age care education

Facing the rapid changes in population structure and diverse needs of society, FamilyMart is fully aware that education is not only the transmission of knowledge, but also a key force for promoting social inclusion and building resilience. Therefore, with "care for all ages" as the core, we pay attention to the unique needs of different ages and stages of life, and work with charity organizations to design heartwarming educational actions, accompanying everyone in society to go further in life.

FamilyMart recognizes the importance of traffic safety issues to children, and lowers the risk of accidents through educational initiatives, so as to protect the safety of children as they grow. Facing the dilemma of double aging families that are gradually appearing, FamilyMart works with professional units to support people with disabilities to continue to participate in community learning, help them become independent from their families, build social connections, and lift the burden of care on family members. Adolescence is a crucial stage for physical and mental development and value shaping. FamilyMart cooperates with charity organizations to care for teenagers in a number of issues, such as dropping out of school, unemployment, and being lost in life, in hopes of becoming an important partner on their path in life.

We believe that giving every generation the opportunity to be understood and supported is the only way to truly create a sustainable society that is inclusive and friendly to all generations.

5.5.1 Yellow Hat Traffic Safety Program

Taiwan has been called a pedestrian hell by international media. Every year, more than 1,000 children are involved in accidents while walking. FamilyMart has been deeply involved in communities in Taiwan for more than three decades, and is a good partner for community residents. FamilyMart has worked with Jing Chuan Child Safety Foundation in the "Yellow Hat Traffic Safety Program" since 2020, and leveraged the advantages of its channels by calling on the public to donate small amounts to support the Yellow Hat Traffic Safety Program. All donations are used for children's safety education, so that education will take root and protect the health of every child.

While promoting small change donations in 2024, we invited well-known artist Beatrice Fang to become our spokesperson, and called on the public to make small change donations at FamilyMart during press conferences and on social media. We also brought together the mayors of the six special municipalities and over 20 KOLs to support the Yellow Hat Traffic Safety Program. A total of NT\$20.34 million was raised and the full amount was donated to the Jing Chuan Child Safety Foundation to assist in the development of teaching plans, train lecturers, and plan traffic safety education courses for children. Campaigns and traffic safety activities on campus provide children and parents with traffic safety knowledge, and reached a total of 67,240 participants in 2024, improving their traffic safety concepts.



Beatrice Fang was invited to serve as the spokesperson in 2024, increasing the exposure of the Yellow Hat Traffic Safety Program

In addition, FamilyMart supported the program with suppliers, and launched Yellow Hat co-branded products with "patata" of Lian Hwa Foods Corporation. Traffic safety promotion illustration are printed on the packaging, which are sold exclusively through FamilyMart channels. Lian Hwa Foods Corporation donated NT\$5 for each pack sold, and donated a total of NT\$360,000.

Key Achievements

2022

Operated Taiwan's first children's traffic safety education website, developed traffic safety teaching materials, trained lecturers to promote traffic safety in schools, and became the number one brand for children's traffic safety education.

2023

Implemented systematic mechanisms and developed diverse teaching materials for teachers, parents, and children. Extended the reach of education and deeply embedded traffic safety concepts through teaching materials, in hopes of effectively raising citizens' traffic safety awareness.

2024

Continued to pay attention to road safety issues of children, and developed the mnemonic device "concentrate, turn, and check" for drivers, parents, and children to easily remember and learn. The Yellow Hat Traffic Safety Program has taken the lead in traffic safety for children.

5.5.2 Sunday School Project

Persons with disabilities and their families face the challenge of insufficient opportunities for community involvement and the heavy burden of caretaking. Since 2016, FamilyMart has worked with the Family of Joy Social Welfare Foundation in caring for the growth and quality of life of children with mental disabilities, and help them become independent from their family and assimilate into society through education and cultural participation, thereby realizing the sustainability vision of social inclusion.

The two sides have jointly implemented the "Sunday School Project" since 2019, and used the first "parent-child co-learning" model in Taiwan to design 11 sensory integration courses, including percussion, dance, music, and drama, to promote the connection and harmony between people with disabilities and their families. The issue of "double aging families" has become increasingly severe as Taiwan's population continues to age. In 2024, we focused on delaying the aging of people with disabilities, and enriched their lives through a steady stream of diverse courses and performances, reducing the burden of care on their families.

The project demonstrates FamilyMart's commitment to the sustainability of society. In 2024, NT\$10.79 million was raised from small change donations to support 190 performances and 8 drama creations, with a total of 120,000 participants. FamilyMart and the Family of Joy Social Welfare Foundation continue to create a more friendly and inclusive living environment for Taiwanese society through stable resource investment and long-term companionship, so that people in every stage of life and every ethnic group can be seen and supported.



The "Sunday School Project" helps people with disabilities become independent from their families and assimilate into society, realizing the sustainability vision of social inclusion through education and cultural participation

Sunday School Project - Key Progress

Since 2019

We launched the Sunday School Project and expanded the focus of the service project from the employment of young people with disabilities to more diverse aspects of parent-child co-learning.

Since 2021

We have organized hiking activities for 10 consecutive years. The number of participants and volunteers from families with disabilities exceeded 1,000 this year. We hope to create a friendlier and more inclusive environment.

Since 2024

Following the changes in Taiwan's demographic structure, we are fully committed to supporting double-aging families with disabilities, delaying the aging of people with disabilities and reducing the burden of care through courses.

5.5.3 Youth Empowerment Program

FamilyMart upholds the vision of "co-prosperity with society" and has long been concerned about the inequality in employment and educational opportunities of Taiwanese youths. FamilyMart has been working with the Taiwan Alliance for Advancement of Youth Rights and Welfare in the Youth Empowerment Program since 2009, helping disadvantaged youths improve their learning and competitiveness in the employment market through career training and education assistance. As of 2024, the program has raised more than NT\$260 million in donations, helped more than 6,000 youths formulate stable career plans and develop their careers, and supported 1,369 students with improving their learning results.

In 2024, the Youth Empowerment Program raised NT\$14.05 million from small change donations, and assisted 572 youths with obtaining career guidance and educational resources. The program also helped 1,530 youths to understand industry trends and workplace culture through dialogue and exchanges with professionals, making them better prepared for employment.

Due to the development of digital information, the challenges faced by the youth are not limited to insufficient economic and educational resources. The overflow of online information has also impacted their physical and mental development. Therefore, FamilyMart and the Alliance expanded the scope of the program in 2023, and began looking into the physical and mental issues of the youth for the first time, paying attention to their mental health and social adaptation issues, in hopes of helping them improve their difficult situation. We further launched the "Wings of the Future" sub-project in 2024, and strengthened the support network for the youth with our locations in communities as the core, creating a stronger safety net to lower their risk of dropping out or becoming unemployed. In the future, FamilyMart will continue to link together enterprises, charity organizations, and community resources to jointly create a fair and resilient environment, ensuring that every youth has the learning and career development opportunities that they deserve, achieving true social inclusion and sustainable development.



FamilyMart Store Manager Huang Chih-Wen shares his own empowerment story with youths on campus



The 15-year anniversary exhibition of the Youth Empowerment Program was organized to show the public the efforts and results of the long-term support for the youth by FamilyMart and the Taiwan Alliance for Advancement of Youth Rights and Social Welfare

Youth Empowerment Program - Key Progress

• 2009

Launched the "Youth Empowerment Program" for the first time to support disadvantaged youths with equal employment and educational opportunities

• 2017

Announced the "Youth Career Development Survey" to advocate for the employment of disadvantaged youths, in order to attract attention from society, create an inclusive environment, and invest resources

• 2023

Increased the depth and breadth of youth services, and expanded from education and employment guidance to "network security" and "mental health"

• 2024

We launched the "Wings of the Future" sub-project to extend the youth service program for disadvantaged families, and expanded the scope of service targets to youths with legal risks through dense community locations, in hopes of reducing the occurrence of crime from the source

5.6 Future Prospects

FamilyMart is deeply committed to social welfare and actively responds to social needs. Looking forward to the future, we will continue to focus on four major community involvement themes, namely, environmental education, inclusive and friendly society, cherishing food and recycling, and all age care education with the FamilyMart Care Platform as the core. We will work with non-governmental organizations and social innovation organizations to jointly take action to achieve the Sustainable Development Goals (SDGs).

Short-term goals

Continue to Implement the Four Major Charity Themes



Environmental Education Actions

Continue to cooperate with environmental protection organizations to expand environmental education programs for campuses, communities, and the public, use physical stores and digital channels to encourage more people to participate in environmental protection actions, and actively promote green and sustainable lifestyles.



Inclusive and Friendly Society

Expand cooperation with social innovation organizations, continue to support migrant workers in Taiwan's society, and create a friendly work environment for people with disabilities to create greater impact on society.



Resource Circulation and Cherishing Food

Continue to promote "reward point donation in exchange for food" to help disadvantaged families and reduce food waste. Make shoe donation even more convenient through an innovative charity logistics model to expand international humanitarian care.



All-age care education

Focus on traffic safety and youth empowerment, expand cooperation with education foundations and social welfare organizations, and provide diverse education and empowerment opportunities for disadvantaged children, youth, and people with disabilities.

Building a Trustworthy Care Platform

FamilyMart will continue to strengthen the professionalism and credibility of the "FamilyMart Care Platform" through:

- Collaboration with the third party Taiwan NPO Self-Regulation Alliance to strengthen the platform governance mechanism, and select charity organizations to work with through 3 assessment criteria, namely "feasibility of the service plan," "the social impact brought by the plan," and the "debt ratio and balance ratio" of the charity organization
- Expanding cooperation with professional charity organizations, international NGOs, and academic institutions to increase the depth and breadth of actions
- Continue to publicly disclose public welfare results and impact reports for external review

Mid-term Goal

Long-term goal

Optimize Management Approaches with Reference to the B4SI International Framework

FamilyMart will reference international social impact measurement and management standards, such as the Social Value International (SVI) standard, Business for Societal Impact (B4SI) framework, and GRI 413 Local Communities, and gradually develop more systematic public welfare management mechanisms, including:

- Establish outcome & impact KPIs for charity projects
- Regularly take inventory and transparently disclose the input-output of public welfare resources
- Strengthen stakeholder participation and feedback mechanisms to ensure that projects respond to actual needs of society
- Implement third-party review or evaluation mechanisms to increase management transparency and credibility

FamilyMart is committed to creating a transparent care platform with creditability and considerable influence, so that every kindness can be effectively amplified and truly realize corporate social responsibility and the value of sustainability.

6

FamilyMart, A Happy Enterprise



2024

Sustainable Key
Performance



Employed **109** Employees with Disabilities

Accounting for **1.65**% of Total Workforce
Above Regulatory Requirement



Total Employee Training Hours Reached

359,372 Hours

Total Investment Reached

NT **\$37.667** Million

Sustainability Pillars

Happy Workplace

Material Topics

Training and Education

Occupational Health and Safety

Stakeholder

Employees

Franchisees

Government Agencies

Non-profit Organizations

Employee Health Check Subsidy Reached

NT **\$8.62** Million



Achieved

ISO 45001

External Certification



6.1 Talent Attraction and Retention

6.1.1 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 continue to 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 2024, FamilyMart had a total of 6,587 employees^(Note 1), of which 3,179 were male and 3,408 were female, resulting in a gender ratio of 0.93:1. Non-employee workers include approximately 25,737 personnel of franchise stores^(Note 2) and 3 cleaners of regional offices. In 2024, we expanded the scope of statistics to include subsidiaries, which have a total of 3,988 employees. There are 1,772 male employees and 2,216 female employees, resulting in a gender ratio of 0.80:1. In particular, Family International Gourmet Co., Ltd. has the largest number of employees, accounting for 38.7% of the total number of employees of subsidiaries. Subsidiaries have a total of 3,170 non-employee workers, of which 1,643 were male and 1,527 were female, resulting in a gender ratio of 1.08:1. Among them, 87.7% are tally personnel; 66% of tally personnel are workers of Taiwan Distribution Center Co., Ltd. and 34% are workers of Re Yi Distribution Service Co., Ltd. Other employees are involved in information system maintenance, store accounting, cleaning, security, and group catering, including industry-academia collaboration students. For statistics of employees and non-employee workers of FamilyMart and its subsidiaries, please refer to the appendix [ESG Data].

In 2024, a total of 1,454 new employees were hired, which is a new employee rate of 22.1%, and 1,214 employees resigned, which is a turnover rate of 18.4%. For statistics on new employees and resigned employees, please refer to the appendix [ESG Data]. The number of employees who resigned increased compared with last year, and was mainly due to the increase in transferred and retired employees. The turnover rate of store clerks also increased, and was the highest among employees in the younger generation and the strong generation. To this end, we have planned a series of cross-generational communication and leadership courses to promote teamwork. In addition, we have strengthened labor inspections to ensure normal duty and improve on-site care for workers. We also adjusted training for new employees to improve the adaptability of new employees to stores.

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, 2024.

Diverse Employment Policy

FamilyMart upholds the core spirit of supportive employment by providing job opportunities for foreign students through industry-academia collaboration, high (vocational) school students through cooperation education, and part-time job opportunities for students. FamilyMart also hires employees with disabilities, indigenous peoples, new immigrants, and elderly employees to create a diverse and inclusive workplace environment.

In 2024, 46 indigenous employees and 74 new immigrants were hired by the headquarters and directly-operated stores. At the same time, the number of employees with disabilities employed by FamilyMart is significantly higher than minimum 1% required by law. FamilyMart employs 109 employees with disabilities, accounting for 1.65% of the total number of employees. FamilyMart provides job opportunities to people with disabilities through convenience stores jointly operated with the Victory Social Welfare Foundation. For more information, please refer to 5.3.2 FamilyMart for Persons with Disabilities

In addition, in response to the trend of low birth rates and aging population in Taiwan, we are committed to creating a friendly and inclusive "intergenerational DEI convenience store" to provide a friendly workplace environment for middle-aged and elderly people. We facilitate age-friendly employment through four concrete actions, namely "introduction of assistive devices for middle-aged and elderly employees," "flexible job design," "workplace experience camp for the elderly," and "strong generation training program." In 2024, directly-operated stores employed 394 employees between the ages of 45 and 54 years old, accounting for 5.98% of the total number of employees, and 141 employees aged 54 years old and above, accounting for 2.14% of the total number of employees.

In the future, we will continue to optimize our training mechanisms and create a suitable welfare system to expand the recruitment of diverse talents, provide equal employment opportunities for talents from different backgrounds, and make every employee an indispensable part of the community!



6.1.2 Remuneration and Benefits

We provide complete packages of salaries and benefits to thank and reward our employees for their hard work and dedication. The salaries and benefits provided by FamilyMart include salaries, bonuses, insurance, leave, leisure, subsidies, facilities, and educational resources to ensure that every employee is fully cared for.

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, and 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, and personal travel subsidies



Subsidies and allowances

Domestic/overseas travel subsidies, wedding/funeral/celebration allowance, childcare subsidy, subsidy for children's education, and emergency aid



Educational resources

FamilyMart corporate university, FamilyMart e-learning platform "eHRD," IDP, external training subsidies, and domestic and overseas continuing education subsidies

Other benefits

Full-time nurse and physician are stationed on site at fixed times and breastfeeding rooms are set up in the office. FamilyMart Childcare Center was planned and established in 2024 and is expected to be officially opened in 2025



Performance evaluation

FamilyMart is committed to creating a fair and transparent work environment to ensure that every employee is reasonably evaluated for their efforts. We conduct performance evaluations every six months in accordance with the Performance Evaluation Regulations, and have established a preliminary and re-evaluation mechanism. Evaluation results are linked to performance bonuses and promotion opportunities to encourage employees to continue to grow. This system applies to all formal employees who reach the seniority subject to performance evaluations, and 100% of applicable subjects were evaluated in 2024. Supervisors also provide two-way feedback and guidance through interviews twice a year to help employees improve their work performance, achieving individual and company growth at the same time.

Unpaid Parental Leave

We abide by the Labor Standards Act and allow employees to apply for unpaid parental leave. Employees who apply for unpaid parental leave are not treated improperly or discriminated against. The reinstatement rate of employees who applied for unpaid parental leave in 2024 was 72.31%, and the retention rate was 94.29%. For statistics of unpaid parental leave in 2024, please refer to the appendix [ESG Data]. After interviewing employees who were not reinstated or resigned, none of them were subject to discrimination or unfair treatment, and all left due to personal career plans.

6.2 Labor Rights and Labor-Management Communication

6.2.1 Human Rights Protection

FamilyMart respects the fundamental human rights of employees, and does not discriminate against nationality, religion, ethnicity, and gender. We strictly abide by the Labor Standards Act and do not hire child labor under 15 years old or force employees to work in any form. There were no violations of human rights in 2024.

To protect employees' right to work, we provide a reasonable notice period for termination of employment contracts in accordance with the Labor Standards Act. Depending on the employee's seniority, we provide a notice period of between 10 and 30 days. Furthermore, 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.

FamilyMart has also established the "Human Rights Policy" to respect the dignity and fundamental rights of every employee. We oppose any form of discrimination, exploitation, and forced labor, and are working to create a fair, transparent, and respectful work environment. In the future, we will continue to improve human rights-related measures, strive to reduce potential risks and impacts, and provide employees with a fairer and safer work environment.

Employee Clubs

At FamilyMart, employees are entitled to the freedom of association, and we also encourage employees to participate in or form different types of employee clubs. The Staff Welfare Committee established the "Employee Club Organization and Management Regulations" and provides subsidies and support for club expenses. In 2024, FamilyMart had 14 clubs with a total subsidy of NT\$433,000, providing employees with a rich platform for gatherings and activities.



6.2.2 Labor-Management Communication

Employee Communication Channels

We attach importance to timely and good communication between employees, and thus established the "Guidelines for Employee Proposals and Complaints." We also set up a dedicated employee communication mailbox for employees to ask any questions or make suggestions in a confidential manner. In addition, we also clearly stipulate sexual harassment prevention, complaint, and disciplinary measures, and set up a whistleblowing hotline and mailbox to ensure that employees can raise concerns and address issues in a safe environment.



Employee proposals and grievance channels:

Employee communication mailbox :
complain@family.com.tw

Stakeholder section on the official website :
https://www.family.com.tw/web_enterprise/page/contact_us.aspx



Sexual harassment prevention complaint channels

Whistleblowing hotline: (02)25239588 ext.6885

Sexual harassment reporting mailbox:
equal@family.com.tw

section received 8 feedback. The Human Resources Department communicates and properly handles each case in a confidential manner. A total of 4 employee sexual harassment complaints were received this year, and an investigation was quickly launched. After investigation, one of the cases was found to be true, and the employee was dismissed. At the same time, we strengthened the promotion of sexual harassment prevention, complaints, and disciplinary regulations.

Employee Satisfaction Survey

■ Overview of Employee Satisfaction Surveys

FamilyMart began conducting employee satisfaction surveys in 2021, which serve as the basis for continuing to optimize the system and culture. We included store personnel from the strong generation for the first time in 2024. A total of 1,537 questionnaires were collected, covering different jobs and age groups. The contents of the survey include "Employee Satisfaction," "Dedication and Contribution," "Corporate Social Responsibility," "Digital Transformation Preparedness," "Performance Evaluation System," "Retention Intention," and "Employee Reputation." The overall indicators scored between 4.04 points and 4.70 points (out of 6 points).

In 2024, the "Employee Satisfaction" indicator significantly improved, showing that the Company's efforts to increase the flexibility and transparency of its system in recent years have received positive feedback. FamilyMart continues to implement flexible working hours and work from home mechanisms to improve employees' autonomy and work-life balance. At the same time, we relaxed the dress code to create a more open and free workplace atmosphere, allowing employees to feel more comfortable and relaxed at work.

In terms of corporate social responsibility, FamilyMart demonstrates its commitment by actively implementing the diversity, equality, and inclusion (DEI) policy, including expanding the recruitment of employees from the strong generation and building a team with members from different nationalities and backgrounds. FamilyMart has thus been recognized with the "Taiwan Corporate Sustainability Awards - First Prize for Age-Friendly Workplace," and employees also showed their strong support.

In addition, we are actively digitalizing processes, optimizing systems, and engaging in cross-departmental collaboration to show our determination in digital transformation. This has comprehensively improved our operational efficiency and data application capabilities. We also launched the internal "Digital Transformation Competition" to encourage employees to participate in innovation proposals and practical applications, strengthening digital resilience and organizational agility.

Although employee satisfaction peaked in 2022, various indicators fell in 2023, but most indicators have recovered in 2024. This shows that the effects of adjustment measures adopted by the Company in response to employee feedback are gradually appearing, and employees recognize the Company's efforts to continue optimizing the workplace environment and system.

■ Outlook and Commitment

The Company will continue to focus on employees, create an excellent workplace environment, and closely monitor changes in various indicators, taking improvement measures for when performance deteriorates. These results are a testament to the Company's efforts to listen to the voices of employees, optimize the system, and promote an inclusive culture. In the future, we will continue to adjust our strategy based on employee feedback to ensure that every member of this big family feels respect and belonging. We will work together to create a positive and energetic work atmosphere to further improve overall satisfaction.

6.3 Occupational Health and Safety

6.3.1 Safe Workplace

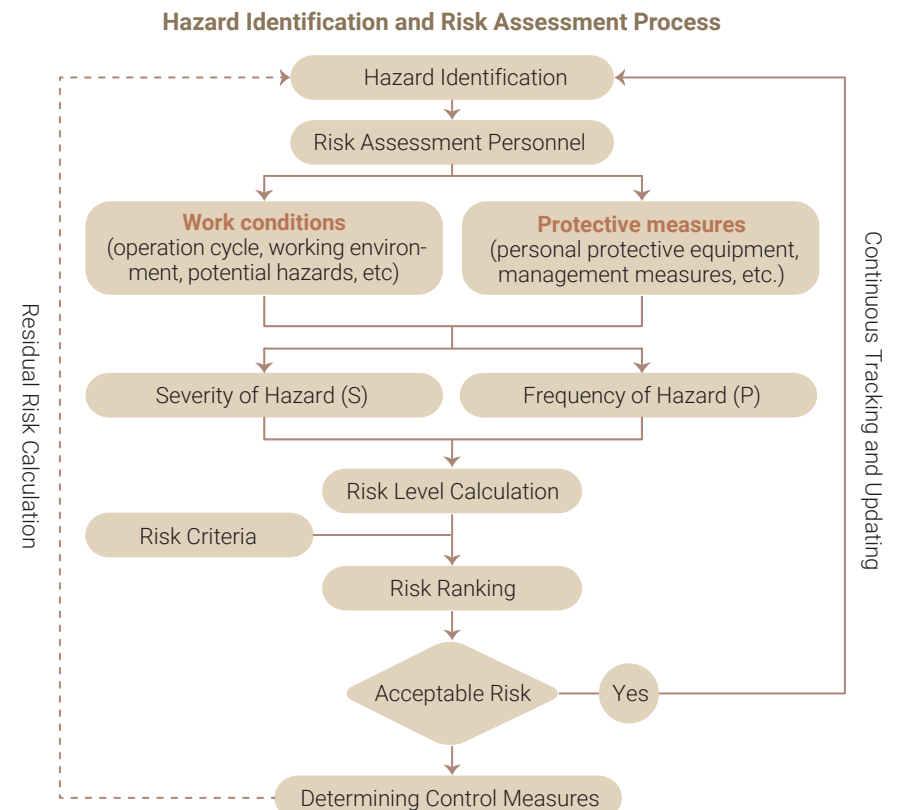
As a testament to our commitment in providing a safe and healthy workplace for our employees, we established the Occupational Safety and Health Work Rules, which cover labor safety and health management and responsibilities, equipment maintenance and inspection, work safety and health standards, education 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, 5 members from the management side, and 8 labor representatives, and regular meetings are held to discuss labor rights, welfare, occupational safety and health management system reviews, environmental safety, and health matters. Decisions made during the meetings are implemented accordingly. The General Manager & COO is the highest level supervisor 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 Team, implementing the occupational safety and health policy to "promote health in the workplace and create a safe and secure work environment."

Occupational Safety and Health Management System

FamilyMart obtained the ISO 45001 Occupational Health and Safety Management Systems certificate (IAF) certificate in 2023. The scope of certification encompasses Taiwan FamilyMart Co., Ltd. and FamilyMart Zhongbin Store, making it the first convenience store in Taiwan to obtain the store certification. The certificate remained valid throughout 2024. Under this management system, the scope of internal audits and external certifications covers 1,677 people, accounting for 25.5% of the total number of employees. The Company has incorporated occupational safety management into internal management regulations to implement occupational safety and health management, and the scope of management includes all workers (including employees of directly-operated stores). In the future, we will continue to implement the ISO 45001 Occupational Health and Safety Management Systems, and plan to include all directly-operated stores in the scope of external certification to further strengthen FamilyMart's safety and health management.

■ Hazard Identification and Risk Assessment

To ensure the effective operation of occupational safety hazard identification and risk assessment, we carry out management in accordance with "ISO 45001 Occupational Health and Safety Management Systems." Responsible personnel of each department will identify the safety and health hazards caused by the Company's activities, facilities, and services (including contractors) and record the data in the "Hazard Identification and Risk Assessment Form," which provides detailed descriptions of the sources of hazards to employee health and safety in machinery, equipment, and external activities. Hazard identification takes into account the potential safety risks in daily operations and changes. For high-risk items, an occupational safety and health target and plan is formulated with the approval of the Occupational Safety and Health Committee, and the responsible unit is required to implement it. The implementation results are tracked on a quarterly basis to ensure that safety and health measures are implemented and continue to be improved.





Accident Investigation and Reporting

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.

Accident Occurrence Reporting, Handling, and Improvement Process

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 must report to the labor inspection authority of each jurisdiction within 8 hours:

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

2. Accident reporting and handling

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

3. 事件原因調查分析

At the same time, the occupational safety and health team will conduct an investigation and analyze the cause of the accident or incident, and then take corresponding corrective and preventive measures.

Occupational Health and Safety Participation and Communication

If supervisors, employees, or external personnel need to communicate or consult on matters related to the occupational safety and health management system, the Occupational Safety and Health Team will summarize matters and respond to relevant departments, and convene meetings for discussion when necessary. The team also promotes policies, goals, and management plans through education and training and website announcements to ensure that all employees and stakeholders understand. The team summarizes internal and external communication information each month, and makes timely adjustments to the management system according to changes in the environment to ensure that it continues to operate effectively.

Occupational Safety and Health Training

FamilyMart has not only established a comprehensive occupational safety and health management system, but also actively raised employees' occupational safety awareness to reduce the impact of potential risks. To ensure the quality of the management process, all relevant personnel must complete training courses on clauses of ISO 45001, hazard identification and risk assessment, and internal audits. In addition, before contractors commence construction or purchase equipment, they must attend contractor coordination meetings, receive safety and health hazard notifications, and sign the commitment letter to reduce contractor risks. In addition to the establishment of a dedicated occupational safety team, FamilyMart has hired occupational health nurses in accordance with the law, and continues to implement maternal health protection, care for employee health, prevent unlawful infringement in the workplace, and provide digital courses on health, in order to create a safer and healthier workplace environment.

Occupational Injury Statistics

According to the statistics of the 2024 data reported to "Occupational Accident Statistics Online Report System Data" of the Occupational Safety and Health Administration, MOL, there were 2 work-related injuries in 2024, with FR = 0.22 and FSI = 0.04. Please refer to the appendix [ESG Data] for occupational injury statistics in 2024. Traffic accidents were the most common type of accident in the year. Besides reporting accidents and regularly providing awareness education, we also regularly provide training on traffic safety for new and current employees through e-learning courses, videos, and case study, in order to strengthen the traffic safety concepts of employees.

6.3.2 Healthy and Friendly Workplace

Employees are the most important assets of an enterprise. To improve the physical and mental health of all FamilyMart employees, FamilyMart has established corresponding management methods in accordance with the four major labor health protection projects implemented by the Ministry of Labor, so as to improve health management and workplace safety.

6.4 Talent Development and Training

"People" are the key to the competitiveness of enterprises, and FamilyMart insists on cultivating its own talents. We provide comprehensive training courses tailored for employees, franchises, and store staff through Franchise College (FC), the only corporate university in the logistics sector, dedicating our efforts to developing outstanding talents.

To motivate employees to improve their expertise, FamilyMart adopts a dual-track promotion system. Salaries are adjusted as employees are promoted and gain new skills. Employees receive significant raises when they gain special skills, which further motivates employees to develop professional skills. FamilyMart also provides opportunities for promotion.

6.4.1 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 enhance their required skills. From 2018 to 2024, we have completed 99 job training maps, allowing new employees, rotation employees, and current employees to systematically learn relevant knowledge under the corresponding job framework. Competency evaluations help supervisors understand the current status of employee competencies and help employees fill in gaps in their skills.

Based on the annual training requirements and effectiveness adjustment plan, the Company has conducted a competency assessment of 91 new employees and 168 rotation employees in 2024. We will integrate competency and offline/online training resources, implement the PDCA management cycle, continue to optimize training quality, and help employees clearly understand their competency gaps and development paths.

In addition, FamilyMart utilizes the e-learning platform's training blueprint to provide employees with learning recommendations for positions and professional skills, and makes adjustments to meet the recruitment needs of the strong generation and foreigners. Internal training programs include store development courses, age-friendly training demonstration stores, and regular seminars to improve training effectiveness and efficiency, and motivate employees to pursue professional growth.

Employee Career Development Planning

FamilyMart continues to implement the Individual Development Plan (IDP) to implement performance management and enhance employee capabilities. We focus on future organization, job assignments, employee skill gaps, and training plans, and assess whether employees' abilities and output results align with their performance evaluations. The inventory results will serve as the basis for manpower allocation and future business implementation.

Furthermore, we take inventory of talents to identify employees with leadership or professional abilities, include them in the talent pool, and facilitate their continued growth and development. In the future, we will regularly take inventory of talents each year, and adjust the IDP based on inventory results. We will examine the changes in abilities and performance trends after training, adjust the training plan, and verify the effectiveness. The inventory results will be used as the basis for the evaluation of manpower requirements surveys, and personalized training suggestions will be provided for competency gaps, in order to further improve employees' competencies.

Position	OJT training	OFFJT training						
		Vocational training	Job specific training		Elite management trainee training		Self-improvement	
Manager and higher level supervisors	OJT implementation and management	OJT internal instructor training	Manager training	Job specific training	Team, consensus, motivation camp	EMBA subsidies	External training subsidies	Employee continuing education
Assistant managers/-Section chiefs								
Senior/General officers		Officer training for various departments	Occupational safety and health related training			Key Technical Staff Training	FamilyMart corporate university	FamilyMart eHRD e-learning
Store clerks	OJT training	Formal employee training for directly-operated stores						
New employee training		Passing on experience	Orientation training	New employee training				
Part-time				Employee training				

6.4.2 Employee Competency Training

We fully understand that talent is the key to corporate sustainability. We uphold the training strategy based on employees' competencies and position, systematically plan diverse training courses and development plans, and strive to enhance employees' professional skills, leadership potential, and career development. Through precision investment in training, we are committed to motivating employees to continue to grow, and jointly move towards the organization's sustainable future.

The cumulative training hours of all employees reached 359,372 hours in 2024, and the total investment in training amounted to NT\$37.667 million; the average investment in training per employee was approximately NT\$5,719. For the average training hours of employees by competency, please refer to the appendix [ESG Data].

Appendix1 ESG Data

Products and Services

2024 Supplier Environmental and Social Impact Assessment and Improvement

Disclosure item	2024
Number of suppliers	907
Number of food suppliers	182
Number of suppliers that received environmental and social assessments	182
Number of suppliers assessed to have significant actual/potential negative impacts	0
Percentage of suppliers assessed to have significant actual/potential negative impacts that implemented corrective/improvement plans	N/A
Percentage of suppliers assessed to have significant actual/potential negative impacts that terminated cooperation	N/A

Note: The scope of the environmental and social assessment for the year was food suppliers, including self-owned fresh food factories, outsourced fresh food factories, FamiCollection factories, raw materials suppliers, egg farms, and food containers and packaging materials suppliers.

List of Self-owned Fresh Food Factories that Obtained ISO 22000 Certification

Supplier Name	Certification Activity	Certificate Validity
Ping Roun 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
Ping Roun 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 2024/7/23~2027/7/23
Jin Shin Feed Crop.	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 2024/2/6~2027/2/6
FOPi Bakery	Scope: Production of bread and cake Food Chain(Sub) Category: CIV	2021/3/26~2024/3/26 2024/3/26~2027/3/26
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

Note: The self-owned fresh food factories are FamilyMart investees (FOPi Bakery, Jin Shin Food, Ping Roun Food Daxi Factory, Ping Roun Food Xinfeng Factory, and Everfamily); Outsourced fresh food factories provide A. FamiCollection fresh food; B. self-service area products (e.g., oden and hot dogs); C. high-risk products based on internal assessment (e.g., fruits and sweet potatoes), excluding suppliers selling through all channels.

Environment

Annual Energy Consumption

Type of Energy(Unit: GJ)	2024	2023	2022
Fuel	23,255.76	18,664.32	18,018.78
Natural gas	2,278.08	---	---
Purchased electricity	2,329,122.72	2,307,799.51	2,141,921.84
Renewable energy	---	---	---
Total energy consumption	2,354,656.56	2,326,463.83	2,159,940.62
Percentage of purchased electricity	98.92%	99.20%	99.17%
Percentage of renewable energy	---	---	---
Total energy use intensity	23.70	24.73	25.16

Note 1: Fuel includes fuel used in emergency generators and transportation tools.

Note 2: Percentage of purchased electricity is purchased electricity consumption (GJ) ÷ total energy consumption (GJ) × 100%.

Note 3: Percentage of renewable energy is renewable energy consumption (GJ) ÷ total energy consumption (GJ) × 100%.

Note 4: Total energy use intensity is total energy consumption (GJ) ÷ million NTD in annual revenue.

Note 5: Consolidated revenue was used to calculate energy use intensity in 2022 and 2023. The report this year uses standalone revenue.

Employees

Distribution of FamilyMart employees by gender and employment contract in 2024 (statistics up to 2024/12/31)

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	2,157	414	608	—	—	—	3,179
Female	2,345	421	642	—	—	—	3,408
Subtotal	4,502	835	1,250	—	—	—	6,587

Distribution of FamilyMart employees by gender and employment type in 2024 (statistics up to 2024/12/31)

Gender	Full-time			Part-time			Total
	Northern Taiwan	Central Taiwan	Southern Taiwan	Northern Taiwan	Central Taiwan	Southern Taiwan	
Male	1,335	244	311	822	170	297	3,179
Female	1,470	190	258	875	231	384	3,408
Subtotal	2,805	434	569	1,697	401	681	6,587

Gender and rank structure of HQ administrative personnel and store personnel in 2024 (statistics up to 2024/12/31))

Management Personnel	Job Level	Male		Female		Total
		Number of people	Percentage	Number of people	Percentage	
HQ administrative personnel	Supervisor ^(Note)	100	77%	30	23%	130
	Non-supervisor	753	49%	779	51%	1,532
Store personnel	Supervisor ^(Note)	173	47%	199	53%	372
	Non-supervisor	2,153	47%	2,400	53%	4,553
Total		3,179	48%	3,408	52%	6,587

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

Distribution of employees of subsidiaries by gender and employment contract in 2024 (statistics up to 2024/12/31)

		Taiwan Distribution Center Co., Ltd.	Re-Yi Distribution Service Co., Ltd.	Jin Shin Feed Crop.	FOPi Bakery	Family International Gourmet Co., Ltd.	Familynet Co., Ltd.	Accudata Research Institute Inc.	All Win Fintech Company Limited	Total
Full-time (non-fixed-term contract)	Male	357	121	121	184	684	12	101	41	1,621
	Female	288	408	236	157	858	25	65	37	2,074
	Subtotal	645	529	357	341	1,542	37	166	78	3,695
Temporary, contract-based (fixed-term contract)	Male	---	---	148	---	---	---	---	3	151
	Female	3	1	136	---	---	---	---	2	142
	Subtotal	3	1	284	---	---	---	---	5	293
Total number of employees of subsidiaries		648	530	641	341	1,542	37	166	83	3,988
As a percentage of all subsidiaries		16.25%	13.29%	16.07%	8.55%	38.67%	0.93%	4.16%	2.08%	100.00%

Distribution of employees of subsidiaries by gender and employment type in 2024 (statistics up to 2024/12/31)

		Taiwan Distribution Center Co., Ltd.	Re-Yi Distribution Service Co., Ltd.	Jin Shin Feed Crop.	FOPi Bakery	Family International Gourmet Co., Ltd.	Familynet Co., Ltd.	Accudata Research Institute Inc.	All Win Fintech Company Limited	Total
Full-time	Male	349	120	261	173	343	12	101	41	1,400
	Female	290	408	365	139	412	25	65	39	1,743
	Subtotal	639	528	626	312	755	37	166	80	3,143
Part-time	Male	8	1	8	0	341	0	0	3	361
	Female	1	1	7	0	446	0	0	0	455
	Subtotal	9	2	15	—	787	—	—	3	816
No hours guaranteed	Male	—	—	—	11	—	—	—	—	11
	Female	0	0	0	18	0	0	0	0	18
	Subtotal	—	—	—	29	—	—	—	—	29
Total number of employees of subsidiaries		648	530	641	341	1,542	37	166	83	3,988
As a percentage of all subsidiaries		16.25%	13.29%	16.07%	8.55%	38.67%	0.93%	4.16%	2.08%	100.00%

Number of non-employee workers in subsidiaries in 2024 (statistics up to 2024/12/31)

		Taiwan Distribution Center Co., Ltd.	Re-Yi Distribution Service Co., Ltd.	Jin Shin Feed Crop.	FOPI Bakery	Family International Gourmet Co., Ltd.	Familynet Co., Ltd.	Accudata Research Institute Inc.	All Win Fintech Company Limited	Total	As a percentage of all subsidiaries
Tally personnel	Male	1,088	385	0	0	0	0	0	0	2,781	87.73%
	Female	760	548	0	0	0	0	0	0		
Industry-academia collaboration students	Male	0	0	27	17	59	0	0	0	242	7.63%
	Female	0	0	59	17	62	0	1	0		
Other contractor personnel	Male	24	10	0	5	0	1	4	4	118	3.72%
	Female	45	18	0	4	0	0	2	1		
IT personnel	Male	4	5	0	0	0	10	0	0	29	0.91%
	Female	1	3	0	2	0	4	0	0		
Total number of non-employee workers	Male	1,116	400	27	22	59	11	4	4	1,643	100.0%
	Female	806	569	59	23	62	4	3	1	1,527	
	Total	1,922	969	86	45	121	15	7	5	3,170	
	As a percentage of all subsidiaries	60.63%	30.57%	2.71%	1.42%	3.82%	0.47%	0.22%	0.16%	100.00%	

Note: (1) Subsidiaries from left to right are All Win Fintech Company Limited, Taiwan Distribution Center Co., Ltd., FOPI Bakery, Accudata Research Institute Inc., Re-Yi Distribution Service Co., Ltd., FamilyNet Co., Ltd., Family International Gourmet Co., Ltd., and Jin Shin Food Corporation. (2) Industry-academia collaboration students: Includes students and interns. (3) Tally personnel: 727 personnel are from All Best Logistics Management Co., Ltd., an investee company of Taiwan Distribution Center Co., Ltd., and the remaining from other contractors. (4) IT personnel: All IT personnel are employees of Accudata Research Institute Inc., a subsidiary of FamilyMart, stationed at each subsidiary. (5) Other contractor personnel: Contractors performing work in the Company's workplaces and public areas. The scope of services includes cleaning, security, group meals, business administration, and store accounting.

New employees/resigned employees in 2024 (statistics up to 2024/12/31)

Gender	Age	New employee				Resigned employee			
		Northern Taiwan	Central Taiwan	Southern Taiwan	Total	Northern Taiwan	Central Taiwan	Southern Taiwan	Total
Male	Under 30 years old	179	82	71	332	136	73	75	284
	30-50 years old	179	51	72	302	153	49	69	271
	Over 50 years old	49	8	11	68	42	9	12	63
Female	Under 30 years old	188	62	56	306	140	43	68	251
	30-50 years old	204	49	51	304	157	33	43	233
	Over 50 years old	92	23	27	142	79	20	13	112
Subtotal		891	275	288	1,454	707	227	280	1,214

Information on the salary of full-time employees in non-managerial positions

Year	Number of full-time employees in non-managerial positions	Average salary of full-time employees in non-managerial positions (Thousand NTD)	Median salary of full-time employees in non-managerial positions (Thousand NTD)
2024	3,455	811	730
2023	3,142	800	733
Difference	313	11	-3

Annual Total Compensation Ratio

Year	Annual Total Compensation Ratio	Annual Total Compensation Increase Ratio
2024 年	5.36	-32.81

Note 1: Annual salary ratio = A/B

A: Annual salary of the highest-paid full-time employee in non-managerial position

B: Median annual salary of full-time employees in non-managerial positions (excluding the highest-paid individual)

Note 2: Annual salary increase ratio = C/D

C: (Current year A - Previous year A)/Previous year A

D: (Current year B - Previous year B)/Previous year B

Note 3: Due to the increase in the percentage of new employees in 2024, the "median salary" decreased compared to 2023. Due to the fixed salary increase mechanism for existing employees, the salary of full-time employees in non-managerial positions increased, causing the annual salary increase ratio to be a negative value.

Female/Male Salary and Remuneration Ratio in 2024

	Employee Category	Northern Taiwan	Central Taiwan	Southern Taiwan
Salary	Assistant managers and above	0.81	—	0.76
	Personnel under assistant managers	0.95	0.95	0.94
Remuneration	Assistant managers and above	0.63	—	0.72
	Personnel under assistant managers	0.88	0.96	0.96

Note 1: The scope of statistics includes full-time employees at the head office, Regional Operation Division, and directly-operated stores.

Note 2: Statistics could not be compiled because there are no female assistant managers and above in Central Taiwan.

Employees on unpaid parental leave in 2024

Item	Male	Female	Total
Employees eligible for unpaid parental leave during the reporting period	175	104	279
Employees who actually applied for unpaid parental leave during the reporting period	35	51	86
Employees who planned to be reinstated after unpaid parental leave ended in the reporting period	26	39	65
Employees who were actually reinstated after unpaid parental leave ended in the reporting period	13	34	47
Employees who were actually reinstated after unpaid parental leave ended in the previous reporting period	24	46	70
Employees who were still active 12 months after being reinstated from unpaid parental leave in the previous reporting period	23	43	66
Reinstatement rate ^(Note 1)		72.31%	
Retention rate ^(Note 2)		94.29%	

Note 1: Reinstatement rate: Actual number of employees reinstated after unpaid parental leave/Number of employees expected to be reinstated after unpaid parental leave

Note 2: Retention rate: [Previous reporting period] Total number of employees still active 12 months after reinstatement following unpaid parental leave/[Previous reporting period] Total number of employees reinstated following unpaid parental leave

Statistics of Work-Related Injuries in 2024

Total number of days worked		1,122,812
Total number of hours worked		8,701,795
Types of disability injury (number of persons)	Fatality	0
	Permanent disability	0
	Permanent partial disability	0
	Temporary total disability	2
Disabling frequency rate ^(Note 1)		0.22
Disabling injury severity rate (SR) ^(Note 2)		11
Frequency severity indicator ^(Note 3)		0.04

Note 1: FR (rate of recordable work-related injuries) = The total number of recordable work-related injuries x 106/total number of hours worked

Note 2: (Lost workday rate) = Total number of lost workdays x 106/total number of hours worked

Note 3: FSI = [(FR x SR) ÷ 1,000]^{1/2}

Number of Work-related Diseases in 2024

Type of worker	Number of work-related diseases
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Employees	0
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Note: Work-related disease refers physical illness caused by long-term exposure to chemical, physical, biological, human, and social and psychological hazards due to performing duties, and is diagnosed by an occupational medicine specialist or determined to be a work-related disease by the competent authority

Average employee training hours in 2024

課程項目	Managers		Non-managers		Store personnel		Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Course	4,971.78	2,294.12	19,158.67	16,841.43	89,353.77	116,642.23	113,484.22	135,777.78
In-person training hours	5,068.00	2,047.00	21,160.00	18,704.00	30,581.00	32,550.00	56,809.00	53,301.00
Online training hours	10,039.78	4,341.12	40,318.67	35,545.43	119,934.77	149,192.23	170,293.22	189,078.78
Total training hours	100	30	753	779	2,326	2,599	3,179	3,408
Total number of employees	100.40	144.70	53.54	45.63	51.56	57.40	53.57	55.48
Average training hours per employee	100.40	144.70	53.54	45.63	51.56	57.40	53.57	55.48

Appendix 2 GRI Content Index

Statement of Use	FamilyMart has reported the information for the period from January 1, 2024 to December 31, 2024 in accordance with the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	None

GRI 2 General Disclosures 2021

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2-3	Reporting Period, Frequency, and Contact Point	1	About This Report
2-4	Restatements of Information	53 56	4.1 Climate Change Response (Water intensity of stores in 2022 and 2023: Adjusted data based on individual revenue calculations. Compared to the figures disclosed in the 2023 Sustainability Report, the values increased by approximately 5.70% and 5.87%, respectively.) 4.3 FamilyMart Waste Reduction for Earth (Proportion of fresh food plastic packaging usage in 2022 and 2023: Adjusted calculation scope based on million-dollar fresh food revenue. Compared to the data disclosed in the 2023 Sustainability Report, reductions of 21.2% in 2020 (baseline year) and 29.6% in 2023 were observed.)
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2-18	Evaluation of the Highest Governance Body's Performance	25	2.1 Corporate Governance
2-19	Remuneration Policies	25	2.1 Corporate Governance
2-20	Process for Determining Remuneration	25	2.1 Corporate Governance
2-21	Annual Total Compensation Ratio	89	Appendix 1. ESG Data
2-22	Statement on Sustainable Development Strategy	3-5	Message from the Chairman
2-23	Policy Commitments	27 37 80	2.1 Corporate Governance 3.1 Sustainable Supply Chain Management 6.2 Labor Rights and Labor-Management Communication
2-24	Embedding Policy Commitments	27 37	2.1 Corporate Governance 3.1 Sustainable Supply Chain Management

GRI Standard	Disclosure Item	Page	Corresponding Section and Special Notes
2-25	Processes to Remediate Negative Impacts	12 32 81	1.3 Stakeholder Engagement and Material Topics 2.3 Protection of Customer Rights and Interests 6.2 Labor Rights and Labor-Management Communication
2-26	Mechanisms for Seeking Advice and Raising Concerns	12 26 32 81	1.3 Stakeholder Engagement and Material Topics 2.1 Corporate Governance 2.3 Protection of Customer Rights and Interests 6.2 Labor Rights and Labor-Management Communication
2-27	Compliance with Laws and Regulations	34	2.4 Legal Compliance
2-28	Membership in Associations	23	2.1 Corporate Governance
2-29	Stakeholder Engagement Approach	12-14	1.3 Stakeholder Engagement and Material Topics
2-30	Collective Bargaining Agreements	81	6.2 Labor Rights and Labor-Management Communication

Topic-specific Disclosures — Material Topics

GRI Standard	Disclosure Item	Page	Corresponding Section and Special Notes
Customer Health and Safety			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the Health and Safety Impacts of Product and Service Categories	43	3.2 Food Safety System
	416-2 Incidents of Non-Compliance Concerning the Health and Safety Impacts of Products and Services	34	2.4 Legal Compliance
Marketing and Labeling			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics

GRI Standard	Disclosure Item	Page	Corresponding Section and Special Notes
GRI 417: Marketing and Labeling 2016	417-1 Requirements for Product and Service Information and Labeling	45	3.2 Food Safety System
	417-2 Incidents of Non-Compliance Concerning Product and Service Information and Labeling Regulations	34	2.4 Legal Compliance
	417-3 Incidents of Non-Compliance Concerning Marketing Communications Regulations	34	2.4 Legal Compliance
Supply Chain Management			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics
GRI 204: Procurement Practices 2016	204-1 Proportion of Spending on Local Suppliers	42	3.1 Sustainable Supply Chain Management
GRI 308: Supplier Environmental Assessment 2016	308-1 New Suppliers that were Screened Using Environmental Criteria	37	3.1 Sustainable Supply Chain Management
	308-2 Negative Environmental Impacts in the Supply Chain and Actions Taken	85	Appendix 1. ESG Data
GRI 414: Supplier Social Assessment 2016	414-1 New Suppliers that were Screened Using Social Criteria	37	3.1 Sustainable Supply Chain Management
	414-2 Negative Social Impacts in the Supply Chain and Actions Taken	85	Appendix 1. ESG Data
Food Waste Management			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics
Packaging Materials Management			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics
GRI 301: Materials 2016	301-1 Materials Used by Weight or Volume	56	4.3 FamilyMart Waste Reduction for Earth

GRI Standard	Disclosure Item	Page	Corresponding Section and Special Notes
Social Contribution			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics
Occupational Health and Safety			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics
GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and Safety Management System	82	6.3 Occupational Health and Safety
	403-2 Hazard Identification, Risk Assessment, and Incident Investigation	82	6.3 Occupational Health and Safety
	403-3 Occupational Health Services	82	6.3 Occupational Health and Safety
	403-4 Worker Participation, Consultation, and Communication on Occupational Health and Safety	83	6.3 Occupational Health and Safety
	403-5 Worker Training on Occupational Health and Safety	83	6.3 Occupational Health and Safety
	403-6 Promotion of Worker Health	83	6.3 Occupational Health and Safety
	403-7 Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked to Business Relationships	83	6.3 Occupational Health and Safety
	403-8 Workers Covered by an Occupational Health and Safety Management System	82	6.3 Occupational Health and Safety
	403-9 Work-Related Injuries	83 90	6.3 Occupational Health and Safety Appendix 1. ESG Data
	403-10 Work-Related Illnesses	90	Appendix 1. ESG Data
Training and Education			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics

GRI Standard	Disclosure Item	Page	Corresponding Section and Special Notes
GRI 404: Training and Education 2016	404-1 Average Hours of Training per Year per Employee	91	Appendix 1. ESG Data
	404-2 Programs for Upgrading Employee Skills and Transition Assistance	84	6.4 Talent Development and Training
	404-3 Percentage of Employees Receiving Regular Performance and Career Development Reviews	79	6.1 Talent Attraction and Retention
Economic Performance			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics
GRI 201: Economic Performance 2016	201-1 Direct Economic Value Generated and Distributed	23	2.1 Corporate Governance
	201-2 Financial Implications and Other Risks and Opportunities due to Climate Change	48	4.1 Climate Change Response
Ethical Business Conduct			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics
GRI 205: Anti-corruption 2016	205-1 Operations Assessed for Risks Related to Corruption	27	2.1 Corporate Governance
	205-2 Communication and Training About Anti-corruption Policies and Procedures	27	2.1 Corporate Governance
	205-3 Confirmed Incidents of Corruption and Actions Taken	27	2.1 Corporate Governance
GRI 206: Anti-competitive Behavior 2016	206-1 Legal Actions for Anti-competitive Behavior, Anti-trust, and Monopoly Practices	27	2.1 Corporate Governance
Information Security			
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	15	1.3 Stakeholder Engagement and Material Topics
	3-2 List of Material Topics	16	1.3 Stakeholder Engagement and Material Topics
	3-3 Management of Material Topics	18-21	1.3 Stakeholder Engagement and Material Topics
GRI 418: Customer Privacy 2016	418-1 Substantiated Complaints Concerning Breaches of Customer Privacy and Losses of Customer Data	32	2.3 Protection of Customer Rights and Interests

Topic-specific Disclosures – General Topics

GRI Standard	Disclosure Item	Page	Corresponding Section and Special Notes
GRI 302: Energy 2016	302-1 Energy Consumption Within the Organization	51 86	4.1 Climate Change Response Appendix 1. ESG Data
	302-2 Energy Consumption Outside of the Organization	99	Appendix 3. Sustainability Accounting Standards Board (SASB) Index
	302-3 Energy Intensity	86	Appendix 1. ESG Data
	302-4 Reduction of Energy Consumption	52	4.1 Climate Change Response
	302-5 Reductions in Energy Requirements of Products and Services	52	4.1 Climate Change Response
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG Emissions	50	4.1 Climate Change Response
	305-2 Energy Indirect (Scope 2) GHG Emissions	50	4.1 Climate Change Response
	305-3 Other Indirect (Scope 3) GHG Emissions	50	4.1 Climate Change Response
	305-4 GHG Emissions Intensity	50	4.1 Climate Change Response
	305-5 Reduction of GHG Emissions	52	4.1 Climate Change Response
GRI 306: Waste 2020	306-3 Waste Generated	55	4.3 FamilyMart Waste Reduction for Earth
GRI 401: Employment 2016	401-1 New Employee Hires and Employee Turnover	78 88	6.1 Talent Attraction and Retention Appendix 1. ESG Data
	401-2 Benefits Provided to Full-time Employees (Excluding Temporary or Part-time Employees)	79	6.1 Talent Attraction and Retention
	401-3 Parental Leave	79 90	6.1 Talent Attraction and Retention Appendix 1. ESG Data
GRI 402: Labor/Management Relations 2016	402-1 Minimum Notice Periods Regarding Operational Changes	80	6.2 Labor Rights and Labor-Management Communication
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of Governance Bodies and Employees	25 78 86-87	2.1 Corporate Governance 6.1 Talent Attraction and Retention Appendix 1. ESG Data
GRI 406: Non-discrimination 2016	406-1 Incidents of Discrimination and Corrective Actions Taken	81	6.2 Labor Rights and Labor-Management Communication
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	80	6.2 Labor Rights and Labor-Management Communication
GRI 408: Child Labor 2016	408-1 Operations and Suppliers at Significant Risk for Incidents of Child Labor	80	6.2 Labor Rights and Labor-Management Communication
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and Suppliers at Significant Risk for Incidents of Forced or Compulsory Labor	80	6.2 Labor Rights and Labor-Management Communication

Appendix 3 Sustainability Accounting Standards Board (SASB) Index

Topic	Metric	Category	Disclosure Metric	Page	Corresponding Section and Special Description
Fleet Fuel Management	FB-FR-110a.1	Quantitative	Fleet fuel consumed (GJ), percentage renewable (%)	-	Fuel consumption of self-owned vehicles: 61,843.77GJ Percentage renewable: 0%
Air Emissions from Refrigeration	FB-FR-110b.1	Quantitative	Scope 1 refrigerant emissions worldwide (t-CO ₂ -e)	50	See 4.1 Climate Change Response for details
	FB-FR-110b.2	Quantitative	Percentage of refrigerants consumed with zero ozone-depleting potential (%)	-	100.00%
	FB-FR-110b.3	Quantitative	Average refrigerant emissions rate (%)	-	There are no relevant statistical data in 2024
Energy Management	FB-FR-130a.1	Quantitative	<ul style="list-style-type: none"> Operational energy consumed (GJ) Percentage grid electricity (%) Percentage renewable (%) 	86	For annual energy consumption, please refer to the appendix [ESG Data]
Food Waste Management	FB-FR-150a.1	Quantitative	Amount of food waste generated (t), percentage diverted from the waste stream (%)	57	See 4.3 Waste Reduction from Love for Earth for details
Information Security	FB-FR-230a.1	Quantitative	<ul style="list-style-type: none"> Number of data breaches Percentage that are personal data breaches (%) Number of customers affected 	-	No data breach incidents occurred in 2024
	FB-FR-230a.2	Qualitative	Description of approach to identifying and addressing data security risks	30	See 2.2 Risk Management for details
Food Safety	FB-FR-250a.1	Quantitative	High-risk food safety violation rate (%)	34	See 2.4 Compliance for details
	FB-FR-250a.2	Quantitative	<ul style="list-style-type: none"> Number of recalls Number of units recalled Percentage of units recalled that are private-label products (%) 	-	There were no product recalls in 2024
Product Health & Nutrition	FB-FR-260a.1	Quantitative	Revenue from products labelled or marketed to promote health and nutrition attributes	-	NT\$1.14 billion
	FB-FR-260a.2	Quantitative	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	43-45	See 3.2 Food Safety System for details
Product Labelling & Marketing	FB-FR-270a.1	Qualitative	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	-	There were no violations of labeling or marketing laws in 2024
	FB-FR-270a.2	Quantitative	Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices	-	
Product Labelling & Marketing	FB-FR-270a.3	Quantitative	<ul style="list-style-type: none"> Revenue from products labeled as genetically modified Revenue from products labeled as non-genetically modified 	-	<ul style="list-style-type: none"> NT\$20 million NT\$2.46 billion

Topic	Metric	Category	Disclosure Metric	Page	Corresponding Section and Special Description
Labour Practices	FB-FR-310a.1	Quantitative	<ul style="list-style-type: none"> Store and distribution center employees by region Average hourly wage Percentage of employees receiving minimum wage 	-	<ul style="list-style-type: none"> Directly-operated store personnel: full-time NT\$205/part-time NT\$187 Directly-operated store personnel: full-time 27.73% full-time/part-time 42.19%
	FB-FR-310a.2	Quantitative	Percentage of active workforce covered under collective bargaining agreements (%)	80	See 6.2 Labor Rights and Labor-Management Communication for details
	FB-FR-310a.3	Quantitative	<ul style="list-style-type: none"> Number of work stoppages Total days idle 	-	No strikes or work stoppages occurred in 2024
	FB-FR-310a.4	Quantitative	Total amount of monetary losses as a result of legal proceedings associated with: (1) labor law violations and (2) employment discrimination	-	NT\$20,000
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	42	NT\$280 million, see 3.1 Sustainable Supply Chain Management for details
	FB-FR-430a.2	Quantitative	<ul style="list-style-type: none"> Percentage of revenue from cage free eggs Percentage of revenue from pork produced without the use of gestation crates 	-	<ul style="list-style-type: none"> Revenue from cage free eggs accounted for 7.7% of revenue from eggs Our company does not sell pork from pigs raised in gestation crates.
	FB-FR-430a.3	Qualitative	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	37	See 3.1 Sustainable Supply Chain Management for details
	FB-FR-430a.4	Qualitative	Discussion of strategies to reduce the environmental impact of packaging	56	See 4.3 Waste Reduction from Love for Earth for details
Activity Metrics	FB-FR-000.A	Quantitative	Number of stores and distribution centers	-	4,316 stores/12 distribution centers in Taiwan
	FB-FR-000.B	Quantitative	Floor area of stores and distribution centers	-	Stores have a total floor area of 203,612.3 ping/Distribution centers have a total floor area of 73,609.02 ping in Taiwan
	FB-FR-000.C	Quantitative	Number of vehicles in the commercial fleet	-	949 vehicles(130 self-owned vehicles/819 contractor vehicles)
	FB-FR-000.D	Quantitative	Number of ton-km	-	24,800,487.42 ton-km(includes self-owned and contractor vehicles)

Appendix 4 Task Force on Climate-related Financial Disclosures (TCFD) and Climate-related Information Index for Listed and OTC Companies

TCFD Recommended Disclosures		Climate-related Information for Listed Companies	Corresponding Section (Page)	Additional Notes
Governance				
TCFD 1(a)	Describe the Board's oversight of climate-related risks and opportunities.	1. Explain the oversight and governance roles of the Board and management regarding climate-related risks and opportunities.	4.1 Climate Change Response (47)	--
TCFD 1(b)	Describe management's role in assessing and managing climate-related 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. Explain how identified climate risks and opportunities affect the organization's business, strategy, and financial planning (short-, medium-, and long-term).	4.1 Climate Change Response (48-49) 2022 FamilyMart Sustainability Report 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. Explain the financial impacts of extreme weather events and transition actions.	4.1 Climate Change Response (48-49) 2022 FamilyMart Sustainability Report 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. When scenario analysis is used to assess resilience to climate-related risks, disclose the scenarios, parameters, assumptions, analytical factors, and key financial impacts.	4.1 Climate Change Response (48)	--
Risk Management				
TCFD 3(a)	Describe the organization's processes for identifying and assessing climate-related risks.	4. Explain how the identification, assessment, and management of climate risks are integrated into the organization's overall risk management framework.	4.1 Climate Change Response (47)	--
TCFD 3(b)	Describe the organization's processes for managing climate-related risks.			
TCFD 3(c)	Describe how the processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.			

TCFD Recommended Disclosures		Climate-related Information for Listed Companies	Corresponding Section (Page)	Additional Notes
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 transition plans exist to manage climate risks, describe the plan content, and the metrics and targets used to identify and manage physical and transition risks.	4.1 Climate Change Response (49)	--
TCFD 4(b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	9. GHG inventory and assurance status, reduction targets, strategies, and concrete action plans.	4.1 Climate Change Response (49-51)	--
TCFD 4(c)	Describe the targets used by the organization to manage climate-related risks and opportunities, and performance against targets.	8. If climate-related targets are set, explain the covered activities, GHG emission scopes, planning horizon, annual progress, and if carbon offsets or renewable energy certificates (RECs) are used, disclose offset amounts and sources or REC quantities.	Climate-related targets details: 4.1 Climate Change Response (49- 51)	--
--	--	7. If internal carbon pricing is used as a planning tool, explain the basis for pricing.	--	Internal carbon pricing not yet used this year; under internal discussion and evaluation.

Note: Climate-related Financial Disclosure (TCFD) stands for Task Force on Climate-related Financial Disclosures.

Appendix 5 Task Force on Nature-related Financial Disclosures (TNFD) Index

Aspect	Recommended disclosure aspect	Corresponding Section (Pages)
General requirements	Materiality method	4.4 Nature and Biodiversity(58-59)
	Scope of Disclosure	
	Locations of nature-related issues	
	Integrated with other sustainability issues	4.4 Nature and Biodiversity(61-63)
	Duration of impact of opportunity/risk	
	Participation of indigenous peoples, local communities, and affected stakeholders in the identification and evaluation of nature-related issues in the organization	
Governance	a. Describe the board's oversight of nature-related dependencies, impacts, risks, and opportunities	4.4 Nature and Biodiversity(58)
	b. Describe management's role in assessing and managing nature-related dependencies, impacts, risks, and opportunities	
	c. Describe the organization's human rights policy and participation in activities, and the Board of Directors and management's oversight of the organization's assessment and response to nature-related dependencies, impacts, risks, and opportunities of indigenous peoples, local communities, affected parties, and stakeholders	
Strategy	a. Describe the short, medium, and long-term nature-related dependencies, impacts, risks, and opportunities identified by the organization	4.4 Nature and Biodiversity(59-63)
	b. Describe the impact of nature-related dependencies, impacts, risks, and opportunities on the organization's business activities, value chain strategies, and financial planning, as well as existing transition plans or analysis	
	c. Describe the resilience of the organization's strategy for nature-related dependencies, impacts, risks, and opportunities in different scenarios	
	d. Describe the locations of assets and/or activities in direct operations of the organization, and where possible, priority areas upstream and downstream of the value chain	
Risk Management	a. (i).Describe the organization's process for identifying, assessing, and prioritizing nature-related dependencies, impacts, risks, and opportunities in its direct operations	4.4 Nature and Biodiversity(58-60)
	a. (ii).Describe the organization's process for identifying, assessing, and prioritizing nature-related dependencies, impacts, risks, and opportunities upstream and downstream in the value chain	
	b. Describe the organization's processes for managing nature-related dependencies, impacts, risks, and opportunities	4.4 Nature and Biodiversity (58 ~ 61-63)
	c. Describe how the processes for identifying, assessing, prioritizing, and supervising nature-related risks are integrated into the organization's overall risk management	
Metrics and Targets	a. Disclose the organization's metrics for assessing and managing nature-related risks and opportunities according to its strategy and risk management process	4.4 Nature and Biodiversity(63)
	b. Disclose the organization's metrics for assessing and managing nature-related dependencies and impacts	
	c. Describe the targets used by the organization to manage nature-related dependencies, impacts, risks, and opportunities, and the performance towards the targets	

Note: TNFD stands for Task Force on Nature-related Financial Disclosures

Appendix 6 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.	Information Subject to Assurance	Page	Reporting Standard	Operational Procedures
1	Monthly inspections are conducted on a total of 33 items in six categories, including quality assurance work log document management, cleaning product management, key machinery management, facility/equipment management, product management, and observation items. In 2024, a total of 12,262 sampling inspections were conducted on stores with a passing rate of 97.9%. Repeat inspections will be conducted in the following month for stores that failed, until they meet standards.	45	In 2024, commissioned a third-party certification body to conduct store inspections according to the Quality Assurance work log requirements on inspection frequency and percentage.	Item 1, Section 1
2	FamilyMart strictly abides by the environmental protection laws and regulations announced by government agencies and the Act Governing Food Safety and Sanitation. In terms of product information labeling and marketing, there were no violations of relevant laws and regulations that caused FamilyMart to be fined in 2024. In terms of food safety, there were a total of 2 violations of the Act Governing Food Safety and Sanitation by the headquarters and stores in 2024, and FamilyMart was fined a total of NT\$240,000 by the competent authority.	34	In 2024, fines, occurrences, amounts, product removals, and total weight of removed products due to violations of the "Food Safety and Hygiene Management Act" and related regulations, guidelines, and rules.	Item 1, Section 2
3	In 2024, the total procurement amount of paper food packaging materials produced by FSCTM-certified factories in the cooking area was NT\$280 million, accounting for 80% of the procurement amount of paper packaging materials for the year.	42	Total procurement amount and percentage of paper food packaging materials produced by FSC™ certified factories used in freshly prepared food preparation areas in stores in 2024.	Item 1, Section 3
4	Not applicable, FamilyMart Convenience Stores does not operate self-owned manufacturing factories.			Item 1, Section 4
5	Additionally, for factory internal sanitation and management, one to two second-party audits by external certification bodies were conducted each in H1 and H2 on a total of five factories (Ping Roun Daxi Plant, Ping Roun Xinfeng Plant, Jin Shin Feed, FOPi Bakery, and Everfamily International Foods). The audit accomplishment rate was 100%. A total of 10 audits were conducted in 2024 with a passing rate of 100%.	38	Number, percentage, frequency, and evaluation results of fresh food self-operated factories' on-site inspections conducted according to the "Good Hygiene Practice Guidelines."	Item 1, Section 5
6	In 2024, there were 61 outsourced fresh food factories (including OEM factories and egg suppliers) doing business with FamilyMart, with an audit completion rate of 100%. A total of 91 second-party audits ^(Note 2) were conducted on these 61 outsourced fresh food factories, and all passed the audit. Note 2: 91 audits included A+ (64 times) and A (27 times).	39	Number, percentage, frequency, and results of on-site audits of fresh food commissioned factories conducted according to the "Good Hygiene Practice Guidelines."	Item 1, Section 5
7	In 2024, there were a total of 30 food-related suppliers collaborating with FamilyMart for FamiCollection products. The audit completion rate for these suppliers was 100%. A total of 39 second-party audits ^(Note 2) were conducted for these 30 suppliers, and all of the suppliers passed the audit. Note 2: 39 audits included A+ (33 times) and A (6 times).	39	Number, percentage, frequency, and results of on-site audits of FamilyMart's own brand (FamiCollection) food-related suppliers conducted according to the "Good Hygiene Practice Guidelines."	Item 1, Section 5

No.	Information Subject to Assurance	Page	Reporting Standard	Operational Procedures
8	In 2024, FamilyMart had a total of 62 raw material suppliers, and conducted a second-party audit ^(Note) on 58 of the suppliers (60 audits). The audit completion rate was 93.5%, and 100% of the suppliers passed the audit.	40	Number, percentage, frequency, and results of on-site audits of raw material suppliers conducted according to the "Good Hygiene Practice Guidelines."	Item 1, Section 5
9	FamilyMart registered 1,503 lunch box products ^(Note) that must be traced on the food traceability management information system in 2024 in accordance with Article 9 of the Act Governing Food Safety and Sanitation, accounting for 100% of all lunch box products in the year. Note: Lunch box products refer to rice, noodles, or (and) their processed food combined with agricultural, animal, or aquatic ingredients that are prepared and put into a container that clearly indicates the menu or form of products (including boxed meal or group meal). Lunch box products can be directly eaten or reheated and then eaten by groups or individuals within a short period of time. However, this does not include boxes of an assortment of bakery products.	45	Total number and percentage of lunchbox food items registered in the Food Traceability and Tracking Management System (FeiZhuiBuKe) in 2024, calculated as the ratio of registered lunchbox items to total lunchbox items.	Item 1, Section 6
10	The laboratory obtained the microbiological certification from the Taiwan Food and Drug Administration (TFDA) of the Ministry of Health and Welfare and Taiwan Accreditation Foundation (TAF).	45	Certification laboratories accredited by the Taiwan Food and Drug Administration (TFDA) and the Taiwan Accreditation Foundation (TAF).	Item 1, Section 7
11	To comply with the latest food microbiological hygiene standards and provide more comprehensive and credible testing services, the "FamilyMart Food Laboratory" is actively obtaining certification for additional items, and has obtained TAF certification for 9 test items, including total plate count, E. coli, coliform, Enterobacteriaceae, Staphylococcus aureus, Salmonella, Listeria monocytogenes, preservatives, and propionic acid, to meet general food testing needs. In 2024, the laboratory added Listeria monocytogenes (quantitative) and salinity test items. Extension of the certification was completed in November of the same year (once every three years) to ensure stable testing quality and meet the latest standards.	45	Certification items accredited by the Taiwan Food and Drug Administration (TFDA) and the Taiwan Accreditation Foundation (TAF).	Item 1, Section 7
12	The total investment in the food laboratory in 2024 amounted to NT\$10.938 million ^(Note) , accounting for 0.01101% of operating income. Note: The food laboratory's investment expenses include instrument and apparatus, examinations, remuneration, and miscellaneous purchases.	45	Laboratory-related expenditures and their percentage of net operating revenue as reported in the individual financial statements.	Item 1, Section 7
13	The inventory shows that the total electricity consumption in 2024 was 646,978,532.65kWh, or 2,329,122.72 GJ ^(Note 1) , and 100% of electricity consumption was from purchased electricity. Note 1: This conversion factor is based on 3.6 MJ/kWh.	51	otal electricity consumption (kWh) based on 2024 Taiwan Power Company electricity bills.	Item 1, Section 8
14	The total water consumption of the head office in 2024 was 8.94 thousand m ³ ^(Note 5) . Note 5: 1,000 m ³ of water = 1,000 water units	53	Total water consumption (cubic meters) based on 2024 water company bills.	Item 1, Section 9
15	Based on statistics and estimates for individual stores, the total water consumption by all stores in Taiwan was approximately 4,505.47 thousand m ³ ^(Note 1) in 2024. FamilyMart began tracking water consumption data for freshly prepared beverages (coffee and tea), and the estimated total water consumption for these beverages was 31.56 thousand m ³ ^(Note 5) in 2024. Note 1: In 2024, actual water consumption data was collected from 1,016 stores, with a total water consumption of 1,061.32 thousand m ³ . Using the average water consumption per store, the estimated water consumption for 4,316 stores is 4,505.47 thousand m ³ ^(Note 5) . Note 5: 1,000 m ³ of water = 1,000 water units	53	Total water consumption (cubic meters) based on 2024 water company bills plus water consumption in freshly prepared beverage preparation areas.	Item 1, Section 9
16	As of December 31, 2024, there were a total of 4,316 stores across Taiwan (1F area of 203,612.3 ping (excluding area of other floors and arcade)).	44	Number of stores and total first-floor area in ping (excluding other floors and arcades) as of December 31, 2024.	Item 1, Section 10

No.	Information Subject to Assurance	Page	Reporting Standard	Operational Procedures
17	As of December 31, 2024, there were a total of 12 logistics centers (building area of 73,609.02 ping).	44	Number of logistics centers and total building area in ping as of December 31, 2024.	Item 1, Section 10
18	As of December 31, 2024, we have five self-owned fresh food factories (Ping Roun Daxi Plant, Ping Roun Xinfeng Plant, Jin Shin Feed, FOPi Bakery, and Everfamily International Foods). All of the factories have obtained ISO 22000 certification, covering 100% of FamiCollection fresh food products.	38	ISO 22000 certificates and the number and percentage of fresh food self-operated factories certified under ISO 22000 in 2024.	Voluntary Assurance Items
19	In 2024, the fees for the inspection of food and container and packaging materials that come in contact with food was NT\$13.042 million.	44	Food safety-related testing expenses commissioned to third-party certification bodies in 2024.	Voluntary Assurance Items
20	In 2024, a total of 571 samples of fresh food products produced by self-owned factories were randomly tested. The results showed that all items met the specified criteria, resulting in a pass rate of 100%.	38	Number of on-site tests and results for fresh food self-operated factories conducted according to the "General Food Hygiene Standards."	Voluntary Assurance Items
21	As of December 31, 2024, 8 stores have obtained the ISO 22000 certificate.	44	Number of ISO 22000 certified stores and stores with third-party ISO 22000 certification obtained.	Voluntary Assurance Items
22	As of December 31, 2024, a total of 13,076 stores have completed the internal promotion of ISO 22000.	44	Number of internal hygiene promotion inspections conducted according to ISO 22000 methods.	Voluntary Assurance Items
23	In 2024, the materials inspection, dissolution test, and heat resistance test were conducted on 21 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.	40	Number and results of packaging inspections commissioned to third-party certification bodies in 2024 according to regulations on food utensils, containers, or packaging labeling.	Voluntary Assurance Items
24	In 2024, local health authorities across the country conducted a total of 257 random inspections of fresh food and private label products in stores.	44	Number and results of on-site inspections of store products commissioned to third-party certification bodies in 2024 according to the "General Food Hygiene Standards."	Voluntary Assurance Items
25	In 2024, the QA Department and the inspection company jointly arranged a total of 15 ISO store audit training sessions with a total of 669 participants. In addition, 1 course on "Food Safety Vulnerabilities and HACCP Practices" was scheduled for a total of 29 participants, aiming to raise the awareness of food safety in all departments.	45	Number of quality assurance training sessions held in 2024 and total number of participants attending such training sessions in accordance with internal training procedures.	Voluntary Assurance Items
26	In 2024, a total of 11 "food safety project management meetings" were held to discuss important food safety regulations in the year, and relevant responses were made in accordance with meeting resolutions.	43	Number of food safety project management meetings held by the Food Safety Management Department in 2024.	Voluntary Assurance Items
27	As of the end of December 2024, a total of 1,443 raw materials, 1,334 fresh food items, and 171 FamiCollection products have obtained the Clean Label certification.	45	Number of certified products approved by the Taiwan Grain and Feed Industry Research Institute and Cieue International Co., Ltd., based on the "Cieue International Clean Label Evaluation System" as of 2024.	Voluntary Assurance Items

Appendix 7 Supplier Audit Management Evaluation Items and Weighting Table

Audit and Evaluation Items and Scoring for Fresh Food Commissioned Factories and Own-Brand Factories

General Food Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	16.2%
2	Production Facilities and Equipment	7.7%
3	Quality Management	35.4%
4	Nonconformance Improvement / Supplier Management	5.4%
5	Production Process	8.5%
6	Foreign Object Management	6.2%
7	Storage Temperature	2.3%
8	Personnel Management	9.2%
9	Sampling Inspection	4.6%
10	Corporate Social Responsibility Management	2.3%
11	Key Clauses	2.3%
12	Major Deficiencies	Note

Alcohol Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	16.3%
2	Production Facilities and Equipment	7.8%
3	Quality Management	34.9%
4	Nonconformance Improvement / Supplier Management	5.4%
5	Production Process	8.5%
6	Foreign Object Management	6.2%
7	Storage Temperature	2.3%
8	Personnel Management	9.3%
9	Sampling Inspection	4.7%
10	Corporate Social Responsibility Management	2.3%
11	Key Clauses	2.3%
12	Major Deficiencies	Note

Meat Processing Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	16.3%
2	Production Facilities and Equipment	7.8%
3	Quality Management	34.9%
4	Nonconformance Improvement / Supplier Management	5.4%
5	Production Process	8.5%
6	Foreign Object Management	6.2%
7	Storage Temperature	2.3%
8	Personnel Management	9.3%
9	Sampling Inspection	4.7%
10	Corporate Social Responsibility Management	2.3%
11	Key Clauses	2.3%
12	Major Deficiencies	Note

Frozen Food Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	16.2%
2	Production Facilities and Equipment	7.7%
3	Quality Management	35.4%
4	Nonconformance Improvement / Supplier Management	5.4%
5	Production Process	8.5%
6	Foreign Object Management	6.2%
7	Storage Temperature	2.3%
8	Personnel Management	9.2%
9	Sampling Inspection	4.6%
10	Corporate Social Responsibility Management	2.3%
11	Key Clauses	2.3%
12	Major Deficiencies	Note

Chilled Prepared Food Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	16.2%
2	Production Facilities and Equipment	7.7%
3	Quality Management	35.4%
4	Nonconformance Improvement / Supplier Management	5.4%
5	Production Process	8.5%
6	Foreign Object Management	6.2%
7	Storage Temperature	2.3%
8	Personnel Management	9.2%
9	Sampling Inspection	4.6%
10	Corporate Social Responsibility Management	2.3%
11	Key Clauses	2.3%
12	Major Deficiencies	Note

Fresh Vegetables and Frozen Food Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	16.2%
2	Production Facilities and Equipment	7.7%
3	Quality Management	35.4%
4	Nonconformance Improvement / Supplier Management	5.4%
5	Production Process	8.5%
6	Foreign Object Management	6.2%
7	Storage Temperature	2.3%
8	Personnel Management	9.2%
9	Sampling Inspection	4.6%
10	Corporate Social Responsibility Management	2.3%
11	Key Clauses	2.3%
12	Major Deficiencies	Note

Fresh Vegetable Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	16.3%
2	Production Facilities and Equipment	7.8%
3	Quality Management	34.9%
4	Nonconformance Improvement / Supplier Management	5.4%
5	Production Process	8.5%
6	Foreign Object Management	6.2%
7	Storage Temperature	2.3%
8	Personnel Management	9.3%
9	Sampling Inspection	4.7%
10	Corporate Social Responsibility Management	2.3%
11	Key Clauses	2.3%
12	Major Deficiencies	Note

Fresh Cut Fruits and Vegetables Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	17.0%
2	Production Facilities and Equipment	7.4%
3	Quality Management	35.6%
4	Nonconformance Improvement / Supplier Management	5.2%
5	Production Process	8.9%
6	Foreign Object Management	5.9%
7	Storage Temperature	2.2%
8	Personnel Management	8.9%
9	Sampling Inspection	4.4%
10	Corporate Social Responsibility Management	2.2%
11	Key Clauses	2.2%
12	Major Deficiencies	Note

Packaging Materials Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	15.9%
2	Production Facilities and Equipment	3.7%
3	Quality Management	36.4%
4	Nonconformance Improvement / Supplier Management	6.5%
5	Production Process	10.3%
6	Foreign Object Management	7.5%
7	Personnel Management	11.2%
8	Sampling Inspection	2.8%
9	Corporate Social Responsibility Management	2.8%
10	Key Clauses	2.8%
11	Major Deficiencies	Note

Packaging Materials and Tableware Cleaning Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	14.2%
2	Production Facilities and Equipment	2.5%
3	Quality Management	34.3%
4	Nonconformance Improvement / Supplier Management	5.9%
5	Production Process	9.2%
6	Foreign Object Management	6.7%
7	Personnel Management	10.0%
8	Sampling Inspection	11.7%
9	Corporate Social Responsibility Management	2.5%
10	Key Clauses	3.0%
11	Major Deficiencies	Note

Note: The scoring for major deficiencies is 100 points. If any of the following three conditions occur, the evaluation score for that inspection will be zero, and penalties will be enforced according to the signed commitment: (1) discovery of expired products within the factory; (2) on-site discovery of raw materials or finished products past their expiration date (except those placed in clearly segregated areas); and (3) use of illegal or health-hazardous raw materials within the factory. For the 2024 inspections of the aforementioned 10 types of factories, additional observation items such as "fire safety equipment" and "Halal certification" have been included but are not scored.

Audit Items, Scoring, Audit Frequency, and Result Grading Criteria for Fresh Food Owned Factories and Bakery Factories

■ Audit Items and Scoring Table

Fresh Food Owned Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	12.3%
2	Production Facilities and Equipment	9.4%
3	Quality Management	33.3%
4	Production Process	16.4%
5	Foreign Object Management	8.2%
6	Storage Temperature	2.9%
7	Personnel Management	8.8%
8	Labeling Management	1.8%
9	Inspection	1.8%
10	Emergency Incident Handling	1.8%
11	Corporate Social Responsibility Management	1.8%
12	Key Clauses	1.8%
13	Major Deficiencies	Note

Bakery Factory

Item	Audit Item	Weighting (%)
1	Environmental Hygiene Management / Facility Infrastructure	12.6%
2	Production Facilities and Equipment	10.2%
3	Quality Management	34.1%
4	Production Process	14.4%
5	Foreign Object Management	8.4%
6	Storage Temperature	2.4%
7	Personnel Management	9.0%
8	Labeling Management	1.8%
9	Inspection	1.8%
10	Emergency Incident Handling	1.8%
11	Corporate Social Responsibility Management	1.8%
12	Key Clauses	1.8%
13	Major Deficiencies	Note

Audit Result Grading Criteria and Audit Frequency Table for Both Types of Fresh Food Owned Factories

Evaluation Grade	Special Grade A	Grade A	Grade B	Grade C
Score Range	90 points and above	80~89	70~79	Below 70
Audit Frequency	Once every six months	Once quarterly	Once monthly	Once monthly

Product Categories Manufactured by Fresh Food Owned Factories and Contracted Factories

FamilyMart's Fresh Food Products	Fresh Food Owned Factory					Fresh Food Contracted Factories
	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	●					●

Audit Result Grading Criteria and Audit Frequency Table for Both Types of Fresh Food Contracted Factories

Evaluation Grade	Special Grade A	Grade A	Grade B	Grade C
Score Range	90 points and above	80~89	70~79	Below 70
Determination Result	Pass	Pass	Fail	Fail
Audit Frequency	Once every six months	Once quarterly	Once monthly	Once monthly

Audit Items, Scoring, Audit Frequency, and Result Grading Criteria for Egg Washing Plants and Egg Farms

Audit Items and Scoring Table

Egg Washing Plant

Item	Audit Item	Weighting (%)
1	Plant Environment	1.0%
2	Plant Facilities	37.0%
3	Equipment and Packaging Materials	5.0%
4	Process Management	9.0%
5	Quality Management	32.0%
6	Hygiene Management	10.0%
7	Transportation Management	3.0%
8	Product Sampling Results	3.0%
9	Major Deficiencies	Note

Egg Farm

Item	Quality Management Evaluation Items	Weighting (%)
1	Vehicle Disinfection	Vehicle Disinfection
2	Egg Storage Facility	41.0%
3	On-site Record Forms	44.0%
Item	Breeding Management Evaluation Items	Weighting (%)
1	Disinfection of Breeding Management Equipment	6.0%
2	Pest Control Measures	10.0%
3	Farm Environment	13.0%
4	Access Control Management of Poultry Houses	18.0%
5	Internal Management of Poultry Houses	30.0%
6	Feed and Water Quality Management	23.0%

Egg Farm with On-site Grading Facility

Item	Breeding Management Evaluation Items	Weighting (%)	Item	Grading Facility Evaluation Items	Weighting (%)
1	Equipment Disinfection	3.0%	1	Facility Environment	1.0%
2	Pest Control	10.0%	2	Building Facilities	38.0%
3	Farm Environment	13.0%	3	Equipment and Packaging Materials	7.0%
4	Access Control Management of Poultry Houses	18.0%	4	Process Management	10.0%
5	Feed and Water Quality Management	27.0%	5	Quality Management	30.0%
6	Document Management	21.0%	6	Hygiene Management	11.0%
7	Transportation Management	8.0%	7	Transportation Management	3.0%
			8	Major Deficiency	Note

Note : A critical nonconformance is assigned a score of 100 points. If future-dated products are discovered, the audit score for that evaluation will be zero, and penalties will be imposed according to the signed commitment agreement.

Egg Farm Audit Evaluation Grading Standards and Audit Frequency Table

Evaluation Grade	Grade A	Grade B	Grade C	Grade D
Score Range	85~100	70~84	60~69	Below 59 points or two consecutive times below 70 points
Determination Result	Pass	Pass	Fail	Fail
Audit Frequency	Once per year	Once every six months	Once quarterly	Once monthly

Audit Evaluation Grading Standards and Audit Frequency for Private Brand Suppliers

Evaluation Grade	Special Grade A	Grade A	Grade B	Grade C
Score Range	90 points and above	80~89	70~79	Below 70
Determination Result	Pass	Pass	Fail	Fail
Audit Frequency	Once every six months	Once quarterly	Once monthly	Once monthly

Audit Evaluation Grading Standards for Fresh Food Raw Materials and Packaging Material Suppliers

Evaluation Grading Standards for Fresh Food Raw Materials and Packaging Material Suppliers

Evaluation Grade	Special Grade A	Grade A	Grade B	Grade C	Grade D
Score Range	95 points and above (inclusive)	85 points and above (inclusive)	75 points and above (inclusive)	74 points and below (inclusive)	64 points and below (inclusive)
Determination Result	Pass	Pass	Pass	Fail	Disqualified

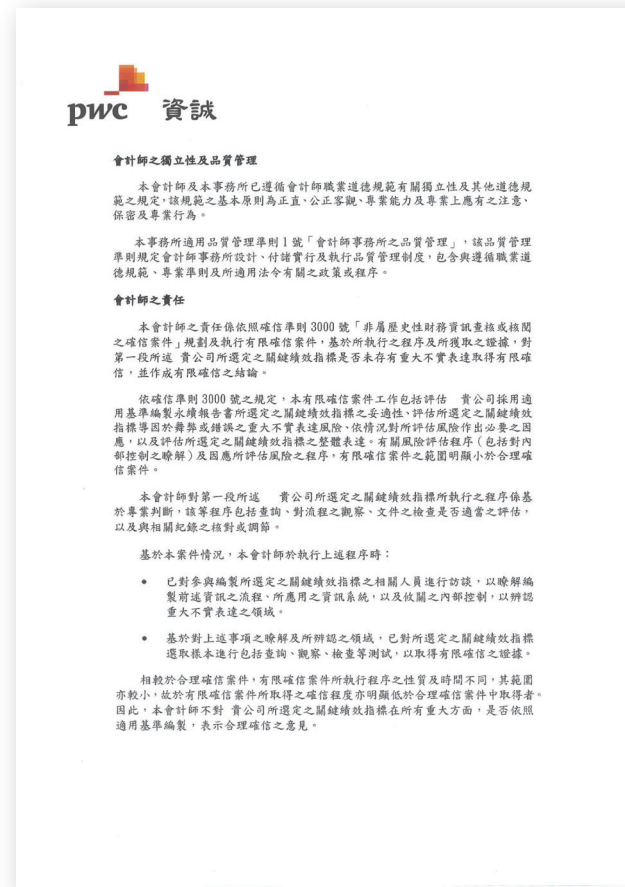
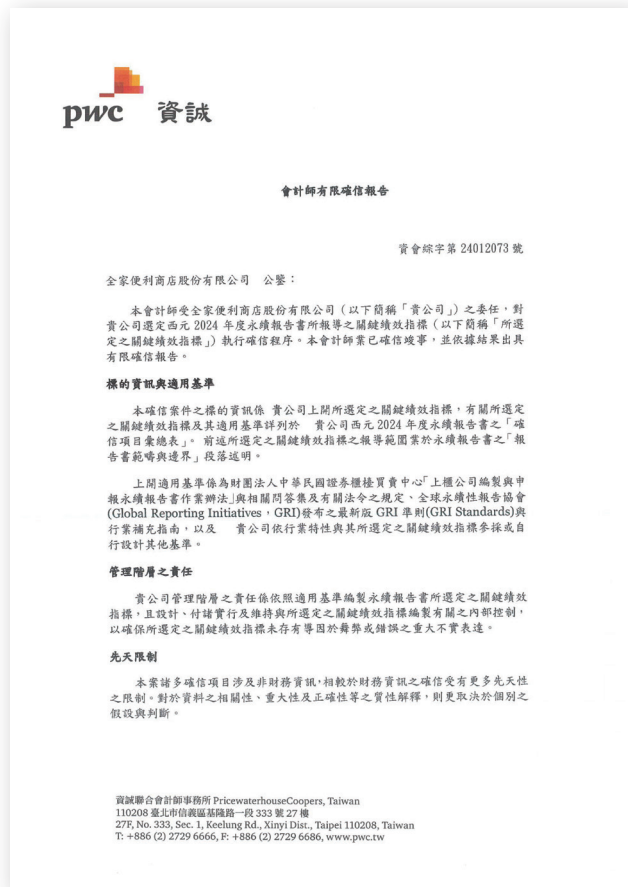
Audit Focus for Suppliers of Fresh Food Raw Materials and Packaging Materials (for Fresh Food Production)

Item	Audit Item	Weighting (%)
1	Quality and Management System	3%
2	Product Quality	15%
3	Traceability and Recall Management	10%
4	Process Control	35%
5	Pest Control	5%
6	Sanitation Control	30%
7	Inspection and Measuring Equipment	2%
8	Improvement Capability	Deducted by item

Note : A critical nonconformance is scored as 100 points. If any future-dated products, expired raw materials, or illegal and health-hazardous materials used in the production process are found, the audit score for that evaluation will be zero.

Appendix 8 External Assurance Statement and Report

Limited Assurance Report by Certified Public Accountants (CPA)



ISO 14064-1:2018 Greenhouse Gas (GHG) Emissions Verification Statement



溫室氣體排放量 查驗意見書

聲明書編號：
C766705-2024-AP-TWN-DNV

發出地點和日期：
台北，中華民國 114 年 05 月 16 日

頁數：
第 1 頁 / 共 2 頁

茲就下列組織之溫室氣體盤查管理報告書（2024 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

查驗範圍

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 2024 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（本次盤查涵蓋數據共 4369 處，請詳見附件 A）：

場址	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

驗證的報告邊界包括直接溫室氣體排放與移除、來自輸入能源之間接溫室氣體排放、來自運輸之間接溫室氣體排放、來自組織所使用產品之間接溫室氣體排放，以及來自與組織使用產品相關之間接溫室氣體排放或溫室氣體移除。報告邊界的進一步說明詳見附錄 B。

查驗準則與溫室氣體方案

- 金管會上市櫃公司永續發展路徑圖
- ISO 14064-1:2018/CNS14064-1:2021
- 本查驗之執行過程遵循 ISO 14066:2023、ISO 14065:2020 與 ISO 14064-3:2019 等標準要求

查驗意見

依據前述所鑑別之各項查驗準則進行查驗，DNV 認為，2024 年 5 月 2 日（版次 20250502-105554）發布的溫室氣體盤查報告不存在不符合上述查驗標準的重大差異。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之間接溫室氣體排放，該報告中資訊的可靠性得到了合理保證等級的查驗。
- 對於其他間接溫室氣體排放所涉及的資訊，使用有限保證等級進行查驗。


此外，附錄 B 中所述的溫室氣體資訊已在查驗過程中完成查驗。

本案主審查驗員：
黃翹瑛

查驗機構簽章：
立恩威國際驗證股份有限公司

總經理
謝振瑞

The Appendix forms an integral part of this Certificate, which shall be invalid when used without the Appendix.
Lack of fulfillment of conditions as set out in the Verification Agreement may render this Verification 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.
查驗機構：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 Tel: +886-2-82537800. <https://www.dnv.com/tw/>
DNV ZNATW-OP-F50-1, Rev.1, 2025-03



聲明書編號：
C766705-2024-AP-TWN-DNV

發出地點與日期：
台北，中華民國 114 年 05 月 16 日

頁數：
第 2 頁 / 共 2 頁

查驗意見書補充內容

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

本盤查報告涵蓋 2024 年 1 月 1 日至 2024 年 12 月 31 日之期間。DNV 認為，報告邊界內所鑑別的溫室氣體排放與移除均已納入盤查報告，並符合上述查驗標準的要求。盤查結果確保溫室氣體排放的量化是真實、透明且可測量的。

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

排放量的量化 (噸 CO₂e)

該組織選用並正確參照 IPCC AR6(2021) 所定義的全球暖化潛勢 (GWP)。

排放類別	合計
1：直接溫室氣體排放與移除	41,104.1446
2：來自輸入能源之間接溫室氣體排放*	306,667.8245
3. 來自運輸之間接溫室氣體排放	3,908.3246
4. 來自組織所使用產品之間接溫室氣體排放	70,907.25874
5. 來自與組織使用產品相關之間接溫室氣體排放或溫室氣體移除	-
6. 來自其他來源之間接溫室氣體排放	-

(*輸入能源之間接溫室氣體排放係根據 2024 年電力排放係數 (0.474 公斤 CO₂e/度) 計算，該係數由經濟部能源署公布)

意見之類型

☒ 未經修改的 ☐ 經修改的 ☐ 負面的

The Appendix forms an integral part of this Certificate, which shall be invalid when used without the Appendix.
Lack of fulfillment of conditions as set out in the Verification Agreement may render this Verification 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.
查驗機構：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 Tel: +886-2-82537800. <https://www.dnv.com/tw/>
DNV ZNATW-OP-F50-1, Rev.1, 2025-03

ISO 45001:2018 Occupational Health and Safety Management System Certification



Appendix 9 IFRS Sustainability Disclosure Standards Implementation Plan

Phase	Work Item	Response Strategy	Planned Timeline
Phase 1: Analysis & Planning	1-1. Establish a cross-functional project team for IFRS Sustainability Disclosure Standards adoption	<ul style="list-style-type: none"> ■ Appoint qualified members to the project team ■ Convene the initial project team meeting ■ Define responsibilities, assign roles, and establish operating procedures 	Q4 2025 (Planned)
	1-2. Develop the implementation plan	<ul style="list-style-type: none"> ■ Formulate the implementation plan based on company scale and input from internal and external experts 	To be proposed to the Board in December 2025; quarterly progress monitoring thereafter
	1-3. Identify key differences and impacts between current sustainability disclosures and IFRS Sustainability Disclosure Standards	<ul style="list-style-type: none"> ■ Conduct preliminary assessment of the reporting entity ■ Review IFRS Sustainability Disclosure Standards requirements ■ Identify material gaps and potential impacts 	Q1 2026 (Planned)
Phase 2: Design & Execution	2-1. Identify sustainability-related risks, opportunities, financial impacts, and assess material sustainability-related financial information	<ul style="list-style-type: none"> ■ Identify material information regarding reasonably anticipated sustainability-related risks and opportunities that may affect the company's outlook, covering the areas of Governance, Strategy, Risk Management, and Metrics & Targets 	Q2 2026 (Planned)
	2-2. Identify and collect required data	<ul style="list-style-type: none"> ■ Determine required data within the reporting boundary and across the value chain based on material sustainability-related financial information ■ Ensure data compliance with IFRS Sustainability Disclosure Standards and related sustainability regulations ■ Identify and assess data sources; align data collection schedule with reporting timelines ■ Evaluate consistency between sustainability data and data used in financial reporting 	Q3 2026 (Planned)
Phase 3: Implementation	3-1. Pilot preparation of the sustainability disclosure section in the annual report	<ul style="list-style-type: none"> ■ Prepare a pilot version of the sustainability disclosure section in the annual report in accordance with the IFRS Sustainability Disclosure Standards and the applicable annual reporting requirements, serving as the basis for improving the reporting process prior to formal disclosure and submission. 	Q3 2027 (Planned)
Phase 4: Adjustment & Enhancement	4-1. Official disclosure of the sustainability section in the annual report	<ul style="list-style-type: none"> ■ Apply the IFRS Sustainability Disclosure Standards ahead of the mandatory timeline by disclosing relevant information in the sustainability section of the 2027 annual report, and complete public disclosure and submission concurrently with the 2027 financial statements. 	Q1 2028 (Planned)



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