

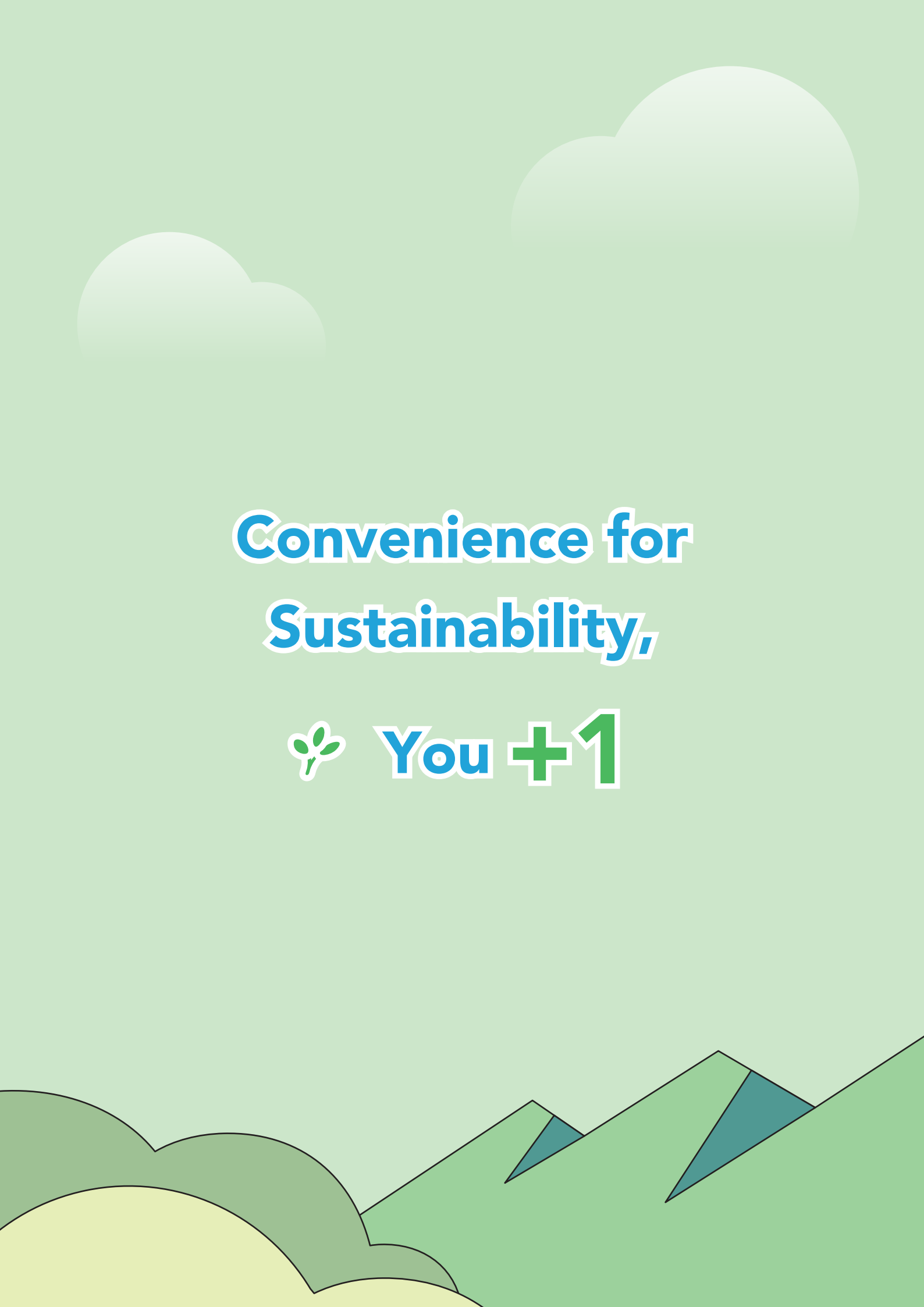
# 2022

## Sustainability Report

全家就是你家∞

 **FamilyMart**





**Convenience for  
Sustainability,**

 **You +1**

# 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 been dedicating to running a convenience store chain to conveniently provide people with all kinds of daily necessities. In 2022, 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. By publishing this Report, we hope to provide a channel and platform for communication with our stakeholders and disclose our efforts and actual performance in terms of economic, social, and food safety aspects.

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

Quantitative indicators disclosed in this report with special meanings will be footnoted.

## Report Publication Time and Cycle

This report discloses the sustainability performance and responses to the issues of stakeholders for the year 2022 (covering the period from January 1, 2022, to December 31, 2022). In order to ensure the completeness and comparability of information, some data may be traced back to 2018 or extended to 2023. In the future, we will continue to publish the sustainability report every year.

Current issue: Published in June 2023  
Previous issue: Published in June 2022

## Boundary and Scope

Geographically, the report boundary covers all Taiwan FamilyMart Co., Ltd. and FamilyMart convenience stores across Taiwan. Except for financial information and part of the sustainability information certified by accountants, investees reported in the consolidated financial statements are excluded.

## Report Contents

**Internal Audit:** The information in this report is sourced from various departments and has been reviewed by department managers. It is also reviewed and approved for release by the Sustainability Development Committee.

**External Certification:** This Report has been verified by PwC Taiwan in accordance with the Statements No. 3000 of Assurance Engagements Standards (SAES) No. 1: Assurance Engagements Other than Audits or Reviews of Historical Financial Information against the selected indicators for limited assurance. The Assurance Report is appended to this Report.

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[www.family.com.tw/NewEnterprise/CSR/](http://www.family.com.tw/NewEnterprise/CSR/)

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# Message from the Chairman

Time flies, and the COVID-19 pandemic has already affected the world for several years. In 2022, just as countries around the world were gradually bidding farewell to the shadow of the pandemic, the Russo-Ukrainian war triggered an energy crisis and inflation, posing a great challenge to the global economy. Along with these challenges, consumer lifestyles have also undergone transformations. At the time of publishing this report, Taiwan continues to face challenges from internal and external changes such as unstable electricity supply, shortages of raw materials, and rising wages. However, FamilyMart convenience stores have always upheld the spirit of "embracing change and innovation," accelerating their digital transformation and moving towards a sustainable vision. With the best service and highest quality products, FamilyMart leads stakeholders forward.

2022 marks the 34th anniversary of FamilyMart's establishment, and in 2023, it will turn 35. Looking back at ourselves in our 30s, it was a time of youthful vigor and soaring aspirations. It was a time to establish life goals and directions, filled with sunshine and hope. Just like athletes sweating on the sports field, once they cross the starting line, they steadily sprint towards their goals.

## Convenience for Sustainability, You +1 Inviting Stakeholders to Practice Sustainable Living Simply

Facing rapidly changing external environments, FamilyMart understands that the greater the influence of a company, the heavier the responsibility it bears. As the retail format closest to consumers, convenience stores have become the key players with the greatest opportunity to influence consumers using channel resources. Since 2022, we have made "Convenience for Sustainability, You +1" the focus of our sustainable development, hoping to leverage the power of our channels to respond to the United Nations' Sustainable Development Goals (SDGs) while promoting industry, economic, social, and environmental growth.

FamilyMart, with sales at its core, builds a sustainable action that all upstream and downstream partners can participate in along the industry value chain. We continue to integrate ESG awareness into our corporate culture and business activities through the four major value chains: "Sustainable Food," "Kind Sharing," "Environmentally Friendly," and "Corporate Commitment," embracing and benefiting stakeholders.

FamilyMart supports vulnerable groups to live and work securely in the community through initiatives such as spare change donations, using loyalty points for charity, and operating convenience stores staffed by people with disabilities. In addition, we have jointly launched the "FamilyMart Together We See Taiwan" five-year environmental care public welfare project with the Visionary Land Foundation. By establishing bases in various neighborhoods, we gather donations from the public and continue the spirit of Director Chi Po-lin, using the power of visuals to promote environmental education and awareness.





## Convenience Store Pioneer of Carbon-Negative Stores Supporting Social Enterprises with Annual Purchases Exceeding NT\$180 Million

In terms of environmental protection, FamilyMart is the first convenience store to introduce the concept of carbon rights. Through collaboration with National Taipei University, it has established carbon-negative stores. By setting up a dedicated area for carbon-negative products, it guides consumers to embrace low-carbon living in their daily lives. FamilyMart has also obtained carbon footprint label certifications for its self-branded tea drink series, contributing to sustainable environmental efforts.

At the same time, FamilyMart continues to cultivate and support social enterprises. With an annual purchasing power of over NT\$180 million, it has won the first prize in the "Buying Power Social Innovation Product and Service Procurement Incentive" for six consecutive years. This allows consumers the opportunity to use socially friendly and environmentally friendly products and services. The main social enterprises that FamilyMart collaborates with include Fresh Milk Farm, Fonton Garden, Liren, Linxiang Liangshi, Huanhai Plastic-Free, and Pei Ke Jia.



FamilyMart has long supported social enterprises, procured fair trade fresh milk, promoted clean label food with fewer additives, and advocated for sustainable eating habits.

## Quick Action, Lazy Entrepreneurship, Green Living FamilyMart's Business Opportunities in the Post-pandemic Era

Entering the post-pandemic era, people's lifestyles and consumption patterns have changed, driving the consumption trends of "quick action" and "lazy commerce." With the advantages of a dense network of stores and community engagement, FamilyMart quickly connects with consumers' community-oriented consumption habits, where they can conveniently access both virtual and physical shopping options. By leveraging both digital channels and physical stores, FamilyMart has launched the "FamilyMart+1 Mall" on its member's app and the e-commerce platform "FamilyMart Mobile Shopping." These initiatives are complemented by store managers' community-driven group purchases, allowing consumers to place orders online and quickly pick up their purchases nearby, satisfying their diverse shopping needs through multiple channels.



In addition, FamilyMart has identified the trend of people cooking simple meals at home and launched a new store format called "FamiSuper" Select Supermarket. Combining the four strategies of speed, quality, health, and meeting family needs, it provides consumers with diverse purchasing choices. FamilyMart has also introduced the innovative "FamiCooking Kits," the first of its kind in convenience store channels, offering a variety of dishes to satisfy consumers' busy needs for time-saving and home cooking.

We have also implemented the integrated concept of "Quick Action, Lazy Entrepreneurship, Green Living" at our 4,000th store, the Guangrong Store in Banqiao. It is not only the first store to provide a cup borrowing service for reusable cups but also incorporates innovative features such as the "Order Lunch" app and self-service meal pick-up lockers to provide zero-contact services. Through the layout of FamiSuper Select Supermarket, European-style bakery "Harken Bakery," and other specialized areas, it fully meets the personalized and household needs for specialty meals, fresh vegetables, and baked goods. By actively introducing dual-temperature EC pick-up lockers and EC self-pickup sliding cabinets, it becomes the most convenient ally for small retailers and online shoppers, offering diverse and fast parcel pick-up options.

## Looking Ahead

### Actively Building a "Cross-Industry Service Platform"

While the global economic outlook remains challenging, FamilyMart does not stick to the status quo and is always adjusting its steps with the times. We actively strive towards the goal of becoming a ubiquitous cross-industry convenience lifestyle service platform with consumers at the core. By utilizing data to drive business decision-making and execution, maintain agile thinking, and promote transformation, we actively engage in cross-sector collaborations, working hand in hand to explore the best customer experiences.

In the future, FamilyMart convenience stores will continue to uphold the business philosophy of "customer satisfaction and mutual growth." We aim to provide consumers with high-quality convenient products and services, seek stable profitability for franchisees, create a fair and friendly workplace for employees, and generate higher value for shareholders. We will also implement sustainability principles in areas such as the environment, society, and corporate governance to achieve long-term business sustainability. Our goal is to become the best partner in customers' lives and on this land.

# Special Chapter on Plastic Reduction

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

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

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

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

## Plastic Reduction Roadmap

The plastic reduction eco-friendly business model established in a top-down manner begins with the corporate vision and own brands. By integrating with operating strategies in all aspects: goods, services, logistics, and e-commerce, we established the plastic reduction policy and schedule and maintain constant internal and external communication to demonstrate our determination in sustainable development.

## Forming the Plastic Reduction Task Force

In October 2020, the ESG Committee formed the Plastic Reduction Task Force to establish strategies, medium- and long-term targets, and action plans and hold a routine monthly meeting to follow up the progress of various action plans.

## Promotion of Reusable Containers

### Introduction of Reusable Cups in 10% of Stores

Since 2021, we have conducted a reusable cup pilot program in local business districts in Taoyuan and Taichung. Observing a high acceptance rate among the public, we officially established "Let's Café Sustainable Cup Recycling Stations" from 2022. We have also introduced reusable cups at the "Banqiao Guangrong Store," and by the end of 2022, they were implemented in 400 stores across Taiwan, accounting for approximately 10% of the total number of stores. This achievement is far ahead of the regulatory requirement of reaching 5% of stores by 2023.





### Circular Packaging for Online Shopping

Recognizing the significant role of online shopping as a consumer channel and the growing waste issue associated with packaging materials, FamilyMart partnered with "PickJia" to collect circular packaging from 3,750 stores nationwide. In the initial launch in the third quarter of 2022, approximately 100 pieces of circular packaging were collected per month, which increased to over 600 pieces by December.



### Unpackaged Daily Necessities

In response to the most environmentally friendly concept of zero packaging waste, FamilyMart collaborated with TPC Life Care to introduce "Laundry Detergent Refill Stations." We invited consumers to bring their own containers to purchase laundry detergent, and by 2022, this initiative had been implemented in 10 demonstration stores.



## Promoting Plastic Reduction for Packaging Materials

### Fresh Food Packaging: Plastic Reduction and Lightweighting

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

Fresh food packaging accounts for a significant portion of FamilyMart's plastic usage. In 2022, through the use of flat film seals, lightweighting, and material changes, we reduced plastic usage by 171.39 metric tons. We will continue to promote plastic reduction in packaging and encourage consumers to minimize the use of disposable containers and tableware. In comparison to 2020, the use of plastic packaging for fresh food products decreased by approximately 7.27% in 2022. We have set a target to further reduce plastic usage by 10% by 2025.

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

## Statistics of Package and Packaging Materials Consumption

| Plastics consumption of packages for self-branded products (FMC) and fresh food products (unit: MT) |         |           |         |                                   |                                                                                  |
|-----------------------------------------------------------------------------------------------------|---------|-----------|---------|-----------------------------------|----------------------------------------------------------------------------------|
| Year                                                                                                | PP      | Cup cover | Total   | Fresh food revenues (million NTD) | Proportion of plastic packaging materials of fresh food (MT/million NTD revenue) |
| 2020                                                                                                | 1,823.3 | 587.9     | 2,411.2 | 14,620                            | 0.165                                                                            |
| 2021                                                                                                | 1,874.5 | 584.4     | 2,458.9 | 15,288                            | 0.161                                                                            |
| 2022                                                                                                | 2,019.0 | 605.8     | 2,624.8 | 17,105                            | 0.153                                                                            |

In 2022, the plastic packaging material consumption per million NTD revenue was 0.012 MT less than 2020, packaging material consumption was 7.27% less.

## Specific Measures to Reduce Plastic Usage

### Food Products

- 1 Expansion of Paper Packaging Usage  
Bento boxes are now using paper containers, resulting in a total plastic reduction of **32.97** metric tons in 2022.  
Double-hand rolls are using paper liners, resulting in a total plastic reduction of **30.96** metric tons in 2022.
- 2 Increased use of flat film seals for packaging, resulting in a total plastic reduction of **42.18** metric tons in 2022.
- 3 Reduction of plastic packaging thickness, such as for cold noodle containers and hamburger films, resulting in a total plastic reduction of **2** metric tons in 2022.

### Tableware

- 1 Direct provision of reusable cup services to consumers in FamilyMart stores, allowing beverage cups to be easily reused. In 2022, there was a large-scale implementation of this service across regions, with a total of 400 stores offering reusable cups by the end of the year, accounting for 1% of the total number of stores. This resulted in a plastic reduction of **15.18** kilograms.
- 2 Starting from July 2022, cup sealing machines were introduced for bottled beverages, replacing cup lids with film seals. By the end of the year, 722 stores had implemented this change, resulting in a total plastic reduction of **0.23** metric tons.

## Future Plans

**Circular** Increase the use of reusable containers in stores and the number of items using reusable containers.

In 2023, FamilyMart is partnering with the social enterprise "Ocean Cleanup" and inviting other industry partners to establish the first cross-channel, cross-industry "Reusable Cup Alliance" in Taiwan. This initiative aims to reduce the use of single-use beverage cups at the source and promote a sustainable circular lifestyle.



**Light Plastics** Reducing package weight

#### Thinner:

Reducing container thickness

#### Shape change:

Simplifying package structure (increase the number of items using flat wrapping)

**Plastic Reduction** Materials alternatives

Paper packaging materials extension

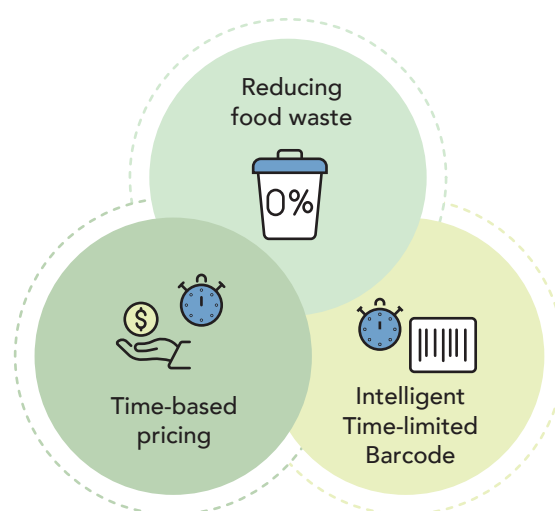
# Sustainable Food Ecosystem

## Familymart Is Promoting the "Cherish Food" Mechanism to Reduce Food Waste

In 2015, the United Nations announced the "2030 Sustainable Development Goals" (SDGs), which include 17 core goals. SDG #12.3 specifically aims to reduce food waste by "halving per capita global food waste at the retail and consumer levels and reducing food losses along production and supply chains by 2030."

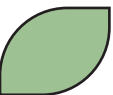
According to the UN report, up to 1.3 billion MT of unused food was abandoned. Besides causing a huge economic loss and environmental cost, this also aggravated climate change. In Taiwan, on average, each person consumes from convenience stores at least 130 times a year. Convenience stores are the most convenient channel for consumers to purchase food, but this also leads to an average monthly food waste of 500 metric tons. The value of discarded food reaches over NT\$7 billion annually. Among the food waste, fresh food with a short shelf life of only 24 hours accounts for the largest portion, reaching 80-90%.

To address food waste and respond to the UN Sustainable Development Goal of reducing food waste, FamilyMart has implemented a mechanism for fresh food called the "30% discount within 7 hours before the expiration date." This mechanism utilizes the "time-limited barcode" and "time-based pricing" technologies. The time-limited barcode prevents consumers from accidentally purchasing expired products, and time-based pricing adjusts the price automatically as the expiration date approaches. Based on these two technological advancements, a cross-departmental research group consisting of Information Technology, Product, Operations, Logistics, and Fresh Food departments was established through internal innovation proposals. It took nearly a year to research, test, and continuously refine the mechanism, which was officially launched at the end of May 2019 as the "Cherish Food" mechanism.



When consumers select fresh food items at FamilyMart stores and identify the "Cherish Food" label, the system automatically determines during checkout whether the purchase falls within the designated time period to receive a 30% discount as a friendly incentive. We continued to introduce the "fresh food dynamic stock system" to precisely catch the expiry of individual fresh food products and use technology to replace the labor-consuming process of selecting products nearing expiration. Furthermore, inspired by the "Mask Map" initiative, FamilyMart has developed the "Friendly Map" feature within the FamilyMart member app, taking into account both consumer usage and store operations. Leveraging AI technology and integrating the dynamic inventory system of fresh food, the "Friendly Map" offers three main functions: real-time store location, store bookmarking, and product search. For example, the real-time store location feature helps consumers find nearby stores that offer Cherish Food items. Members can also bookmark their favorite or frequently visited stores. Additionally, the product search function enables users to quickly find specific items or bentos they desire, fulfilling their Cherish Food needs efficiently.

In March 2022, FamilyMart partnered with the "Seeing • CyberLink Foundation" to launch the "Dining Together, Planting Together: FamilyMart Tree Planting" campaign. By purchasing fresh food items labeled with the "Cherish Food" sticker, members can earn a stamp in the app. When the total accumulated points from all members reach 2 million, 1,000 trees will be planted in Taiwan. Subsequently, the second and third waves of the stamp collection tree planting campaign were launched in April and September respectively.

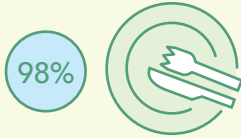


As of 2022, the Cherish Food membership has reached a total of 2.684 million people. Since the implementation of the campaign, an average of 370 metric tons of food waste has been reduced per month, resulting in a reduction of over 120,000 kilograms of carbon emissions for the planet.



### Achievements of Cherish Food

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



Decreasing food waste by approximately **370** metric tons per month



Reducing carbon emissions by **120,000** kilograms per month



## Sustainable Value Procurement: Implementation of Local Sustainable Development Procurement Commitment of Small-Farmers and Small-Business-Owners

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

In 2022 we continued to provide consumers with the safest fruit and vegetable sources. Besides starting a partnership with the leading brand Yumei Farm, we also maintained cooperation with "By Nearby Social Enterprise" to run the brand Little Green Farm together to sell organic vegetables grown by local youth farmers, stabilize vegetable supply and quality, and show our support for Taiwan's agriculture. Additionally, over 90% of the fruit sold in our stores is grown in Taiwan, with bananas and guavas being the bestsellers. They are all selected from the quality farms in Taiwan. Papayas grown in Yanchao, Kaohsiung, benefit from the unique soil characteristics of the mud volcano. Through field management practices such as grass cultivation, seasonal adjustment, efficient fertilizer application, and grading packaging, every papaya that reaches the stores is ensured to be a safe and delicious top-grade product. Bananas, on the other hand, are ripened using low-temperature maturation technology and undergo specification grading and packaging. They are then delivered to the stores while maintaining their sweet and flavorful taste, ensuring that customers can enjoy them at any time within 24 hours.

In 2022, FamilyMart continued its collaboration with social enterprises, particularly in cooperation with Neighbor Farmers, a social enterprise. They introduced local agricultural products from young farmers, achieving a cumulative transaction amount of 3.42 million NT dollars. FamilyMart will continue to support social enterprises in the future, contributing to local revitalization efforts.

The popular "Pop Sweet Potato," with annual sales exceeding ten million units, are the result of dedicated efforts and rigorous quality control. The "Pop Sweet Potato," with an annual sales exceeding 10 million pieces, is made from the meticulously selected ING 57 sweet potatoes grown at K.K. Orchard. It undergoes a painstaking process involving 16 meticulous steps that take almost a year to complete. From nurturing healthy seedlings to field cultivation, harvesting, grading and sorting, storage, and shipping, these are a series of intricately intertwined and indispensable complex procedures and quality control inspections. When consumers are tasting the "Pop Sweet Potato", besides the sweet, tasty, and safe health, there is the warmth of dedication of nearly 1,000 contract farmers and workers.





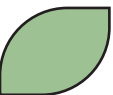
| Vegetable         | Organic        | Resume         | Non-certified | Total          |
|-------------------|----------------|----------------|---------------|----------------|
| Quantity          | 506.7MT        | 2,105.9MT      | 260.9MT       | 2,873.5MT      |
| Amount            | NT\$15,554,986 | NT\$71,761,850 | NT\$8,617,955 | NT\$95,934,791 |
| Amount Percentage | 16%            | 75%            | 9%            | 100%           |

| Vegetable         | Local procurement | Non-local procurement | Total          |
|-------------------|-------------------|-----------------------|----------------|
| Quantity          | 2,810.4MT         | 63.0MT                | 2,873.4MT      |
| Amount            | NT\$94,194,721    | NT\$1,740,070         | NT\$95,934,791 |
| Amount Percentage | 98%               | 2%                    | 100%           |

| Fruit             | Local procurement | Non-local procurement | Total           |
|-------------------|-------------------|-----------------------|-----------------|
| Quantity          | 1,578.2MT         | 224.2MT               | 1,802.4MT       |
| Amount            | NT\$209,336,425   | NT\$49,813,639        | NT\$259,150,064 |
| Amount Percentage | 81%               | 19%                   | 100%            |

| Sweet Potato      | Local procurement | Non-local procurement | Total           |
|-------------------|-------------------|-----------------------|-----------------|
| Quantity          | 4,562 MT          | -                     | 4,562 MT        |
| Amount            | NT\$365,925,526   | -                     | NT\$365,925,526 |
| Amount Percentage | 100%              | -                     | 100%            |

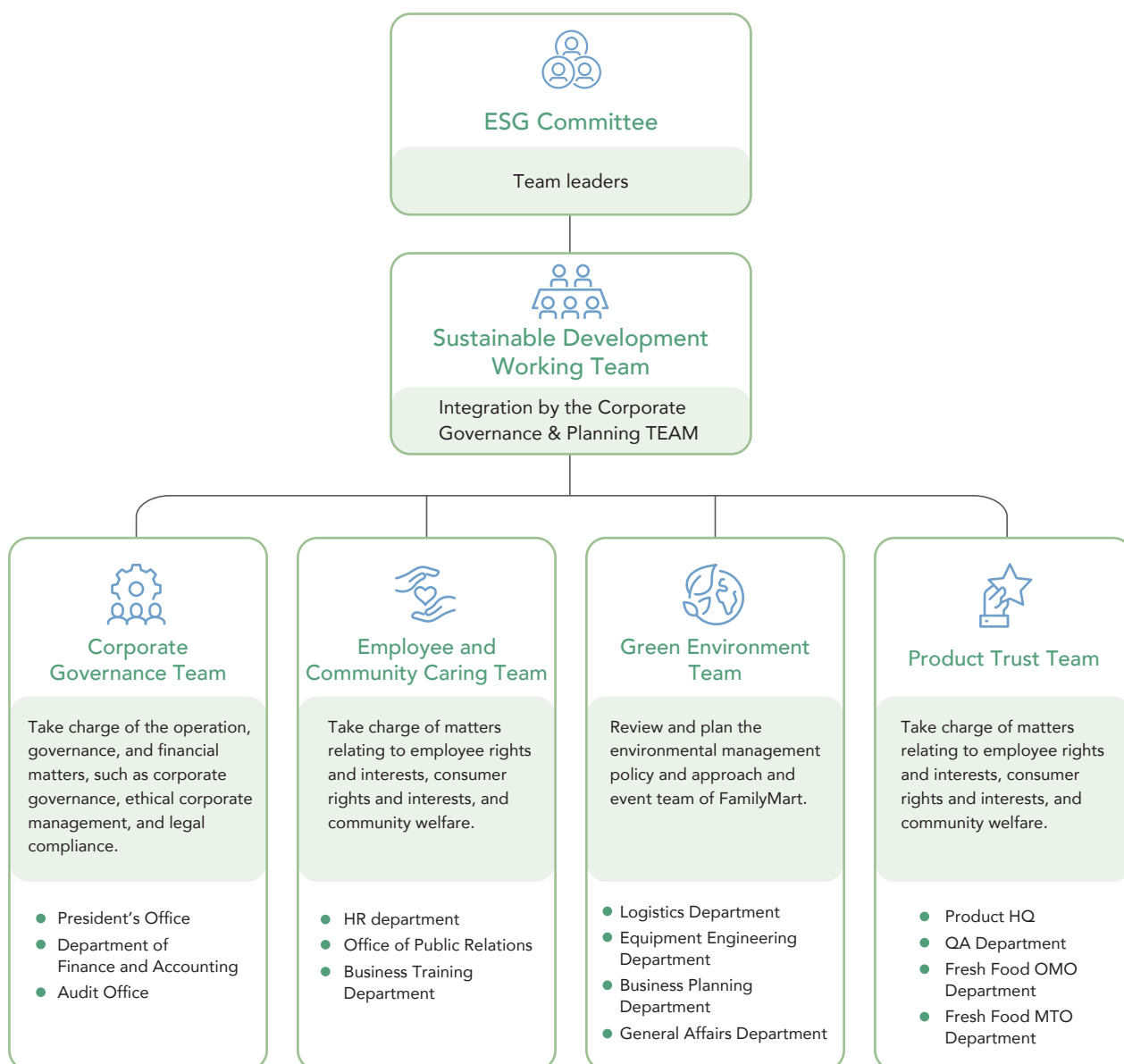




# Corporate Sustainable Governance

## Organization and Strategy for Sustainable Development

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



## Our Sustainable Development Vision

Established over 30 years ago, we continue to uphold our business philosophy of “customer satisfaction and mutual growth” with a sustainable development attitude and innovation spirit. We firmly believe that CSR is not just a slogan, all business activities are implemented to create value for customers, and the fruit of growth shall be shared with employees and partners.

In 2022, we constantly integrate the ESG awareness in the corporate culture and business activities through four major value chains: food sustainability, goodwill sharing, environmental protection, and corporate commitment to realize the vision and goal of a “fair and common good production-sale ecosystem”. By implementing robust management mechanisms, clear and concise objectives, and responsive strategies, we aim to concretely realize our vision. Through continuous monitoring of our performance in various aspects and refining our action plans, we strive to enhance our competitive edge in sustainability. By forming the ESG Committee, establishing and implementing the sustainability visions and goals, and integrating with the implementation and management of the business strategies, we unfold sustainable management in a top-down and inside-out manners within FamilyMart.

### Food Sustainable Value Chain

Convenience stores have become the most convenient channel for buying food. As a retailer focusing on food sales, we control quality from farm to table, hoping to promote the “food sustainable value chain”. Since FamilyMart was established, we have been solving pain points in food and retailing channels through breakthroughs and innovation. From production, the supply chain to sales “sustainable value procurement + safe food control + no waste of food leftovers”, we keep our commitment for society and consumers to address the value of sustainable development.



#### Sustainable value procurement

We purchase from smallholders and social enterprises and maintain fresh fruit and vegetable supply from organic farms run by young farmers to keep our commitment on local sustainable development.



#### Food safety control

Not simply a revolution - Clean Label for fewer additives.



#### No waste of food leftover

“Cherish Food” flips the food leftover issue with technology and drives one aspect of food awareness across Taiwan.

### Goodwill Sharing Value Chain

As a chained retailer, we have a host of over 4,138 stores in communities across Taiwan, making us part of each community. We integrate the supply chain and logistics system in the community charity, hoping that the goodwill of each individual can penetrate O2O in order to turn FamilyMart into a goodwill value sharing platform for a better society together.

Walking in a FamilyMart store, consumers can easily donate small change or buy an emergency assistance food pack at any time to contribute to charity. Walking out of the FamilyMart store, consumers can also donate money to the groups in need of help or convert the reward points into supplies for donation to the vulnerable groups over the FamilyMart app to extend charity beyond the store.

Besides being the convenience store that fulfills the demands of each family, FamilyMart also bring about the beautiful value between people and links the needs of charities to consumers' reward points by building a charity reward point platform.



Through the FamilyMart app, the public can donate reward points to charities.



Build an inclusive employment environment, establish accessible convenience stores for persons with disabilities, and extend and duplicate the success to other charities to benefit more people.

## Environment-Friendly Value Chain

Given the increasingly apparent impacts of climate change on Earth, environment protection has become an undeniable, environmental issue in sustainable development of all countries in the world. As the frontline retailer that contacts with consumers, we understand that buying power is the key factor affecting the environment and also concern ourselves with climate-related issues. To promote the eco-friendly and low-emissions lifestyle, besides strengthening supply chain management (SCM) and introducing products and service processes of low environmental burden to consumers, we have proposed countermeasures relating to energy conservation and waste reduction in addition to our environmental commitment.

FamilyMart takes the lead in guiding the public towards a sustainable lifestyle, embracing the concept of environmental sustainability and caring for Taiwan's land and future generations. We aspire to share the benefits of environmental resources with all stakeholders and collaborate in addressing the potential impacts of the environment.



### Energy Conservation

Introduce the smart electricity consumption management system for automated management of store electricity consumption to control peak consumption and thereby achieve energy conservation.



### Waste Reduction\_Food Leftover Reduction

Promote "Cherish Food" to address the food leftover issue in order to reduce the waste of food.



### Waste Reduction and Plastic Reduction

Through the improvement of fresh food packaging design, we aim to reduce plastic waste. We promote regional store-based container programs to minimize plastic usage at the source.



### Waste Reduction and Carbon Reduction

We advocate for Clean Label, reducing unnecessary additives and carbon footprint. By expanding the use of local ingredients, we aim to reduce carbon emissions from logistics. We have pioneered the only carbon-negative store in Taiwan, promoting the concepts of carbon credits and carbon trading.

## Corporate Commitment Value Chain

We are committed to maintaining the steady growth operating performance, optimizing the corporate governance system, and building a healthy and safe happy workplace, becoming the partner of employees and stores, and a trusted business brand of franchisees and the public. In the pursuit of growth, we increasingly value the communication with stakeholders and commitment to sustainable operations. Hence, we constantly enhance the transparency and completeness of information disclosure and enforce business ethics and integrity in operations to build a sustainable business for the common good of society.



Enhancing the transparency of information disclosure includes participating in the quarterly open investor conference and disclosing the results of Board self-assessment and external evaluation on the corporate website, at the AGM, and in the annual report.



Establish the Ethical Corporate Management Committee; periodically arrange education, training, and awareness education on ethical corporate management for all employees; and report the performance to the Board every year.



Abide by labor laws and regulations and protect the rights and interests of workers; and enforce onsite guidance and assessment of workplaces to build a healthy and safe workplace environment with zero occupational accidents.



## Glory and Recognition in 2022



Friendly Maps received the "**Best Product Innovation - Gold Award**" at the 2022 Business Next Innovative Business Awards. Its creative and groundbreaking nature was a key factor in winning the award for product innovation.



"Order and Reserve" received the "**Best Business Model - Silver Award**" at the 2022 Business Next Innovative Business Awards. It is an upgraded version derived from the coffee cup delivery service, addressing the needs of customers who want to enjoy discounts on bulk purchases but have limited space at home for storage.



"Cherish Food + Friendly Maps" won the **first prize in the Social Innovation category** at the 18th Global Views Monthly Corporate Social Responsibility Awards in 2022, making FamilyMart the first retail channel company to receive the social innovation champion award. It is also the only company to receive the Common Wealth CSR Award for Social Innovation for two consecutive years.



**Awarded the gold medal** in the Convenience Stores at The Best Service in Taiwan by Commercial Times.



The company also received three awards at the Harvard Business Review Digital Transformation Awards. The "FamilyMart Member App - Cross-Store Subscription-Based Purchase and Pickup" won the "**Business Model Transformation Award Model**." New retail technologies such as the AI Ordering System, Cherish Food, and Friendly Maps won the "**Operational Transformation Excellence Award Model**" and the "**ESG Special Award**."





FamilyMart received three awards at the Taiwan Corporate Sustainability Awards (TCSA) "**Sustainable Supply Chain Leader Award**" for initiatives such as the Clean Label Alliance, support for social enterprises, sustainable dining support, and food safety education; the "**Taiwan Top 100 Sustainable Model Enterprise Award**" for outstanding ESG performance; and the "**Silver Award for Sustainable Reporting**" for its sustainability report.



The company's efforts in promoting Clean Label and food safety in purchasing, as well as creating a sustainable production and distribution ecosystem, were recognized with the "**Industry Service Innovation - Three-Star Award**" at the Food Innovation Awards.



"FamilyMart 0800 Storytelling" transformed real customer praise into heartfelt brand story videos to inspire frontline staff and boost morale. It won the "**Social Media Marketing Innovation - Two-Star Award**" at the Food Innovation Awards. Won the "Food Innovation Award - Social Media Marketing Innovation - Two-Star Award."



FamilyMart supports local social enterprise innovation and won the first prize in the "**Buying Power Social Innovation Product and Service Procurement Award**." It demonstrates responsible production and consumption practices aligned with the United Nations Sustainable Development Goal SDG12. This is the sixth consecutive year the company has received this award, making it the most frequently awarded and consistently recognized company.



# Sustainable Performance Management

## Financial Performance Highlights



2022 consolidated revenues

NT\$ **907.43** billion



2022 net income after tax

NT\$ **18.96** billion

## Non-Financial Performance Highlights



**Awarded the Gold Medal** at the <Best Service in Taiwan> by Commercial Times



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



By December 2022, a total of **1,099** ingredients and materials, **849** fresh food items, and **127** self-branded products (FMC) passed the Clean Label certification.

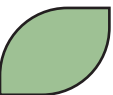


Raised up to NT\$**130 million** a year through the store small change donation and FP small-amount donation platforms.



Hired up to 87 persons with disabilities, higher than the **71%** regulatory requirement.





# UN SDGs

|                                                                                     | Plans and achievements corresponding top SDGs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Corresponding Section                                                                                           |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
|    | <ul style="list-style-type: none"> <li>In 2022, the audit rate of self-owned and commissioned fresh food factories was <b>100%</b>, and the passing rate was also <b>100%</b>.</li> <li>In 2022, we invested up to <b>NT\$11.544 million</b> in food safety management.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2.1 "Safe, Worry-free, Healthy" Foods<br>2.2 Sustainable Supply Chain Management                                |
|    | <ul style="list-style-type: none"> <li>We have established and implemented the FamilyMart "TOSHMS Occupational Safety and Health Management System" based on CNS 45001 Occupational Safety and Health Management System to ensure effective implementation of occupational safety and health management operations and continuous improvement. The management system covers all employees of our company.</li> <li>We hire occupational health nurses, constantly promote maternity health protection, workplace bullying prevention, health classroom e-learning courses, and arrange employee health checkups regularly. In 2022, we subsidized <b>NT\$6.59 million</b> for employee health checkups.</li> <li>We set up the employee health consultation hotline to provide mental health and healthcare-related consultation services.</li> </ul> | 5.2 Human Rights and Healthy and Safe Workplace                                                                 |
|  | <ul style="list-style-type: none"> <li>In 2022 the education and training expenses were <b>NT\$39.91 million</b>, and store workers received a total of <b>169,252 hours</b> of education and training.</li> <li>We have also established the enterprise university to cultivate talents for the management. A total of <b>726 employees</b> graduated from the training.</li> <li>We have established the workforce e-learning courses. In 2022 there were <b>880,000 visits</b> in total.</li> <li>Throughout 2022 year, <b>680</b> seed instructors were trained, visiting 58 primary schools to conduct traffic safety campaigns and delivering a total of <b>3,227 traffic</b> safety lessons, benefitting <b>86,001 individuals</b>.</li> </ul>                                                                                                 | 3.1 Goodwill Sharing Value Chain<br>5.4 Talent Development                                                      |
|  | <ul style="list-style-type: none"> <li>With the Internet of Things (IoT) monitoring system as the core, we enhanced electricity efficiency and demand control.</li> <li>By using energy-saving LED lights in signs, stores, and arcades, the effectiveness of energy conservation in 2022 was estimated at <b>699,511kWh</b>, equivalent to <b>356 tCO<sub>2</sub>e</b>.</li> <li>By introducing R32 air conditioning systems with the greatest reduction in carbon dioxide emissions, as of 2022, a total of 1,742 stores have implemented this system, amounting to 3,778 units. This accounts for 49.1% of the overall air conditioning proportion, representing an increase of approximately <b>11.3%</b> compared to 2021.</li> </ul>                                                                                                            | 4.1 Environmental Management Policy<br>4.2 Climate Change Response                                              |
|  | <ul style="list-style-type: none"> <li>In 2022, the consolidated revenue was <b>NT\$90.743 billion</b>; net income after tax was <b>NT\$1.896 billion</b>; and the cash dividend was <b>NT\$6.5</b> per share.</li> <li>Protected labor rights and interests through diversity and equality in the employment policy.</li> <li>Developed a well-established remuneration and welfare system and built an "employee benefits platform" for employees to purchase daily necessities with discounts.</li> </ul>                                                                                                                                                                                                                                                                                                                                          | 1.1 About FamilyMart Taiwan<br>5.2 Human Rights and Healthy and Safe Workplace<br>5.5 Remuneration and Benefits |

|                                                                                     | Plans and achievements corresponding top SDGs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Corresponding Section                                                                                                     |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
|    | <ul style="list-style-type: none"> <li>Promoted “Cherish Food” to address the food leftover issue to reduce the waste of food.</li> <li>Promoted the <b>Clean Label</b> to reduce unnecessary additives and carbon footprint (CFP).</li> <li>Enforced local sustainable development, increased purchase and collaboration with small-farmers and social enterprises, and recognized as with the <b>Buying Power: Social Enterprise Procurement Award</b> from MOEA for 6 consecutive years.</li> <li>In 2022 FamilyMart was the first convenience store in Taiwan to introduce the concept of carbon credits. We collaborated with National Taipei University to establish <b>6 carbon-negative stores</b>.</li> <li>Promoted the Environment-Friendly Project (exchange waste resources with purchase discounts and paperless uniform invoice and reward point collection) to encourage public participation.</li> </ul> | 2.4 Innovative Products and Clean Label<br>4.1 Environmental Management Policy<br>4.4 Waste Reduction from Love for Earth |
|    | <ul style="list-style-type: none"> <li>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.</li> <li>Environmental risks (including climate change) are one of the 7 major risk categories, as established by the risk management policy, and related procedures and implementation results are recorded and reported to the Board at least once a year.</li> </ul>                                                                                                                                                                                                                                                                                                                                                     | 4.2 Climate Change Response                                                                                               |
|  | <ul style="list-style-type: none"> <li>Established the Ethical Corporate Management Committee which reports the performance of ethical corporate management to the Board every year.</li> <li>We include the ethical corporate management clause in the supplier contracts and request tier-1 suppliers to sign the ethical corporate management agreement. The accomplishment rate is <b>100%</b>.</li> <li>Established the “Regulations for Handling Reports on Illegal and Unethical or Dishonest Acts”, set up internal report channels, defined the handling SOPs, and ensured the protection of the legal rights and interests of whistleblowers and the relevant parties.</li> </ul>                                                                                                                                                                                                                               | 1.2 Corporate Governance                                                                                                  |

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

(Source: UN Sustainable Development Knowledge Platform Website)

# Stakeholder Communication and Material Topics

Besides assigning the ESG Committee and its working groups as the platform to identify stakeholders and material topics, we also hired external independent consulting companies to provide 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](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 made real-time responses. From 2021 onward, have requested a periodic report to the Board on the status of communication with stakeholders once a year. The report contents include the concerned issues, communication methods, and communication performance.



## List of Channels for Stakeholder Communication

| Stakeholder                                                                                                                                                                     | Significance of FamilyMart                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br>Stakeholders/Investors<br>[Corporate Governance & Planning TEAM]                           | 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. |
| <br>Government agencies<br>[Legal Compliance Office]                                         | FamilyMart continuously monitors government policies and regulatory compliance. It maintains effective communication channels to ensure regulatory compliance and support policy implementation.                                                                                                                                                                         |
| <br>Employees<br>[HR department]                                                             | 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.                                                                                                           |
| <br>Local communities<br>[Office of Public Relations/<br>Business Advancement<br>Department] | As a good partner in the community neighborhood, FamilyMart actively engages in local community development and promotes community services, implementing sustainable community development and care.                                                                                                                                                                    |

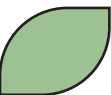
|  | Concerned Topic                                                                                                                                                                                                                                                   | Communication Channel and Frequency                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Communication Achievements or Responses in 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>◆ Legal compliance</li> <li>◆ Risk Management</li> <li>◆ Operating performance</li> <li>◆ Governance</li> </ul>                                                                                                            | <ol style="list-style-type: none"> <li>1. Annual general meeting of shareholders.</li> <li>2. Quarterly announcements of financial statements/ Annual publication of annual reports.</li> <li>3. Annual publication of sustainability reports in both Chinese and English.</li> <li>4. Invitations or self-organized corporate briefings on a quarterly basis.</li> <li>5. Irregular disclosures through the Public Information Observation Platform.</li> <li>6. Regular updates of information disclosure in the "Investor Relations" section on the official website.</li> <li>7. Timely response to inquiries and needs through the investor mailbox and hotline.</li> </ol> | <ol style="list-style-type: none"> <li>1. Annual shareholders' meeting.</li> <li>2. Publication of 68 major announcements in both Chinese and English.</li> <li>3. Conducting 24 conference calls with domestic and international corporations and analysts.</li> <li>4. Participation in 4 quarterly corporate briefings by invitation.</li> <li>5. Company annual report, sustainability report, financial reports, and monthly revenue updates are promptly updated on the company's official website.</li> </ol>                                        |
|  | <ul style="list-style-type: none"> <li>◆ Social Charity</li> <li>◆ Legal compliance</li> <li>◆ Product labeling and marketing communication</li> <li>◆ Food hygiene and safety</li> <li>◆ Labor Human Rights</li> <li>◆ Occupational health and safety</li> </ul> | <ol style="list-style-type: none"> <li>1. Monthly regulatory identification and information dissemination.</li> <li>2. Irregular participation in policy seminars or public hearings.</li> <li>3. Irregular cooperation with regulatory authorities for audits and communication on relevant matters, understanding and assisting in promoting regulatory issues.</li> </ol>                                                                                                                                                                                                                                                                                                     | <ol style="list-style-type: none"> <li>1. Annual convening of 5 compliance meetings to grasp the latest policies and internal information dissemination.</li> <li>2. Annual organization of 6 compliance education and training sessions, totaling 10 hours of training.</li> </ol>                                                                                                                                                                                                                                                                         |
|  | <ul style="list-style-type: none"> <li>◆ Occupational health and safety</li> <li>◆ Labor Human Rights</li> <li>◆ Talent Development and Cultivation</li> <li>◆ Employee diversity and equality.</li> <li>◆ Talent attraction and retention.</li> </ul>            | <ol style="list-style-type: none"> <li>1. Regular convening of labor-management meetings.</li> <li>2. Real-time response to the stakeholder section on the official website</li> <li>3. Immediate response through dedicated hotline and mailbox for employee feedback.</li> <li>4. Quarterly convening of the Employee Welfare Committee.</li> <li>5. Annual employee satisfaction surveys.</li> </ol>                                                                                                                                                                                                                                                                          | <ol style="list-style-type: none"> <li>1. Annual convening of 1 labor-management meeting.</li> <li>2. Annual convening of 3 Employee Welfare Committee meetings.</li> <li>3. Accumulated 86 cases of employee feedback and consultation in the stakeholder section of the official website.</li> <li>4. The employee feedback hotline and email inbox have received a total of 0 feedback and inquiries from employees.</li> <li>5. Employee satisfaction survey with a total of 1,438 participants, with an average satisfaction score of 4.65.</li> </ol> |
|  | <ul style="list-style-type: none"> <li>◆ Social Charity</li> <li>◆ Waste management</li> <li>◆ Customer rights and interests</li> <li>◆ Products and Services Innovation</li> <li>◆ Food hygiene and safety</li> </ul>                                            | <ol style="list-style-type: none"> <li>1. Real-time response to the consumer service hotline 0800-221-363</li> <li>2. Community care activities/irregularly</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Headquarters organized 152 "Little Store Manager" events, with approximately 3,000 participants.                                                                                                                                                                                                                                                                                                                                                                                                                                                            |





| Stakeholder                                                                                                                                      | Significance of FamilyMart                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Concerned Topic                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br>Suppliers and Contractors<br>[QA Department/<br>Product HQ] | 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.                                                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>◆ SCM</li> <li>◆ Products and Services Innovation</li> <li>◆ Sustainable procurement</li> <li>◆ Packaging materials management</li> </ul>                                                               |
| <br>Customers and consumers<br>[Customer Service<br>Department] | 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.                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>◆ Food hygiene and safety</li> <li>◆ Customer rights and interests</li> <li>◆ Products and Services Innovation</li> <li>◆ Product labeling and marketing communication</li> </ul>                       |
| <br>Banks<br>[Department of Finance and<br>Accounting]          | FamilyMart maintains close communication and interaction with banks to secure stable and competitive sources of operating funds.                                                                                                                                                                                                                                                                                                                                                                          | <ul style="list-style-type: none"> <li>◆ Legal compliance</li> <li>◆ Governance</li> <li>◆ Operating performance</li> </ul>                                                                                                                    |
| <br>Media<br>[Office of Public Relations]                     | 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.                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>◆ Legal compliance</li> <li>◆ Governance</li> <li>◆ Food hygiene and safety</li> <li>◆ Customer rights and interests</li> <li>◆ SCM</li> </ul>                                                          |
| <br>Franchisees<br>[Business Operations<br>Department]        | 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. | <ul style="list-style-type: none"> <li>◆ Talent Development and Cultivation</li> <li>◆ Products and Services Innovation</li> <li>◆ Occupational health and safety</li> <li>◆ Customer rights and interests</li> </ul>                          |
| <br>Charity groups<br>[Office of Public Relations]            | 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.                                                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>◆ Social Charity</li> <li>◆ Labor Human Rights</li> <li>◆ Climate change</li> <li>◆ Customer rights and interests</li> <li>◆ Food waste management</li> <li>◆ Occupational health and safety</li> </ul> |

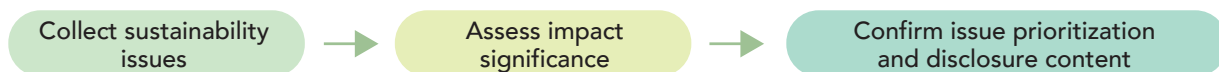
| Communication Channel and Frequency                                                                                                                                                                                                                                                                                                                      | Communication Achievements or Responses in 2022                                                                                                                                                                                                                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li>1. Annual supplier meetings are held.</li> <li>2. Annual vendor social events are organized.</li> <li>3. Annual supplier audits are conducted.</li> <li>4. Real-time response to the stakeholder section on corporate website</li> </ol>                                                                          | <ol style="list-style-type: none"> <li>1. Annual vendor meeting are held.</li> <li>2. The stakeholder section of the official website has received 0 feedback or inquiries from suppliers.</li> <li>3. 100% completion of audits for fresh food suppliers and in-house brand suppliers.</li> <li>4. Completion of annual audits for 64 key raw material suppliers.</li> </ol> |
| <ol style="list-style-type: none"> <li>1. Real-time response to the consumer service hotline 0800-221-363</li> <li>2. Real-time response to the stakeholder section on the official website</li> <li>3. Conduct periodic customer satisfaction surveys.</li> </ol>                                                                                       | <p>Customer feedback received through the customer service hotline and the stakeholder section of the official website totaled 20,092 cases.</p>                                                                                                                                                                                                                              |
| <ol style="list-style-type: none"> <li>1. Conduct periodic business visits and meetings.</li> <li>2. Quarterly financial auditing by PwC Taiwan.</li> </ol>                                                                                                                                                                                              | <ol style="list-style-type: none"> <li>1. Hold 3 annual financial report audit meetings.</li> <li>2. Conduct 4 annual bank business visits and meetings.</li> </ol>                                                                                                                                                                                                           |
| <ol style="list-style-type: none"> <li>1. Organize periodic interview activities and press conferences.</li> <li>2. Issue news releases and interviews on an irregular basis.</li> <li>3. Dedicated hotline and email for immediate response to inquiries and needs.</li> </ol>                                                                          | <ol style="list-style-type: none"> <li>1. Organize 10 media events.</li> <li>2. Participate in 11 media interviews.</li> <li>3. Issue over 120 news releases.</li> </ol>                                                                                                                                                                                                      |
| <ol style="list-style-type: none"> <li>1. Conduct annual policy briefings.</li> <li>2. Organize franchisee forums and training courses on an irregular basis.</li> <li>3. Regularly update the franchise briefing session information on the official website.</li> <li>4. Real-time response to the stakeholder section on corporate website</li> </ol> | <ol style="list-style-type: none"> <li>1. Organize 4 policy presentation events.</li> <li>2. Organize 8 franchisee education and training sessions.</li> <li>3. Plan weekly store visits 1.5 times per store.</li> <li>4. Information from 509 franchise briefing sessions posted on the official website.</li> </ol>                                                         |
| <ol style="list-style-type: none"> <li>1. Respond to charitable activities on an irregular basis.</li> <li>2. Regularly set up platforms for loose change and small donations.</li> <li>3. Participate in forums and seminars on an irregular basis.</li> <li>4. Dedicated hotline and email for immediate response to inquiries and needs.</li> </ol>   | <p>Raised up to NT\$130 million a year through the store small change donation and FP small-amount donation platforms.</p>                                                                                                                                                                                                                                                    |



## Process for Determining Material Topics of Sustainable Development

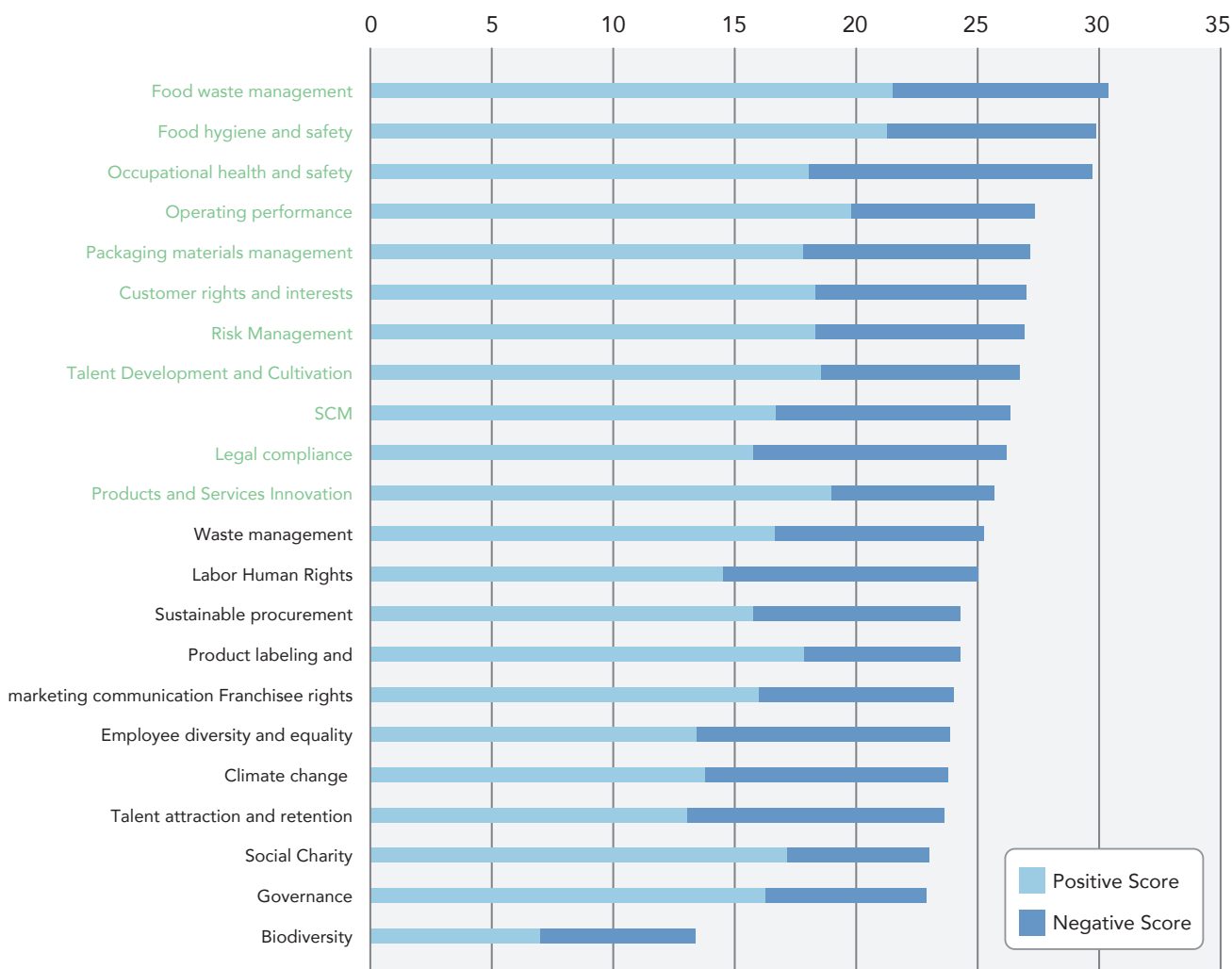
Referring to the guidelines of the GRI Sustainability Reporting Standards 2021 and the AA1000 Stakeholder Engagement Standard (AA1000 SES), FamilyMart identifies significant issues based on the principles of inclusivity, materiality, responsiveness, and impact. These significant issues are assessed for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

### Process of Identifying Significant Topics



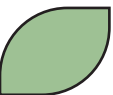
### Assessment of Impact Significance

Through internal questionnaires distributed to the Sustainability Development Committee working group, the impact of 21 significant issues on the economy, environment, society, and products is evaluated. Actual and potential positive and negative impacts are identified, and the assessment factors for impact severity are categorized into likelihood of occurrence and scale of impact for comprehensive evaluation. The preliminary results are compiled, and feedback is provided based on the survey results of significant topics. The 11 prioritized sustainable topics for 2022 are confirmed, including franchisee rights, biodiversity, boundaries of significant topics, and their management policies, as well as food waste management and packaging materials management.



## Boundaries of Significant Topics

| Material Topics                             | Within Organization              |             | Outside of Organization |                                      |           |                         |
|---------------------------------------------|----------------------------------|-------------|-------------------------|--------------------------------------|-----------|-------------------------|
|                                             | FamilyMart (including Employees) | Franchisees | Stakeholders/ Investors | Local communities and Charity groups | Suppliers | Customers and consumers |
| <b>E</b> Food waste management              | ✓                                | ✓           |                         | ✓                                    | ✓         | ✓                       |
| <b>E</b> Packaging materials management     | ✓                                | ✓           |                         | ✓                                    | ✓         | ✓                       |
| <b>S</b> Occupational health and safety     | ✓                                | ✓           |                         | ✓                                    |           |                         |
| <b>S</b> Talent Development and Cultivation | ✓                                | ✓           |                         | ✓                                    |           |                         |
| <b>G</b> Legal compliance                   | ✓                                | ✓           | ✓                       | ✓                                    | ✓         | ✓                       |
| <b>G</b> Risk Management                    | ✓                                | ✓           | ✓                       | ✓                                    | ✓         |                         |
| <b>G</b> Operating performance              | ✓                                | ✓           | ✓                       | ✓                                    | ✓         |                         |
| <b>P</b> Products and Services Innovation   | ✓                                | ✓           | ✓                       | ✓                                    | ✓         | ✓                       |
| <b>P</b> Food hygiene and safety            | ✓                                | ✓           | ✓                       | ✓                                    | ✓         | ✓                       |
| <b>P</b> SCM                                | ✓                                | ✓           | ✓                       | ✓                                    | ✓         | ✓                       |
| <b>P</b> Customer rights and interests      | ✓                                | ✓           |                         | ✓                                    |           | ✓                       |



## Explanation and Management Policies of Significant Topics

### E

#### Material Topics: Food waste management, packaging materials management

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corresponding GRI Standards                                      | Food waste management: Custom Topics<br>packaging materials management: Custom Topics                                                                                                                                                                                                                                                                                                                                                                                        |
| Importance Description and Corporate Commitment                  | As climate change intensifies, demands for energy conservation, carbon reduction, and environmental protection have become key points for sustainable business development. While pursuing growth, it is necessary to choose environmentally friendly action plans. FamilyMart also researches and develops alternative solutions and evaluates the adoption of new technologies in food waste management and product packaging to fulfill its commitment to sustainability. |
| Policy                                                           | For the issue of the "Fair and Good Ecosystem of Production and Sales," the company sets development goals and tracks implementation plans and effectiveness.                                                                                                                                                                                                                                                                                                                |
| 2023 Goals                                                       | 1. Compared to 2018, the fresh food scrap rate has decreased by 30%<br>2. The "Cherish Food Program" has accumulated a total of 2.79 million members.                                                                                                                                                                                                                                                                                                                        |
| Medium- & Long-Term Goals                                        | 1. By 2025, reduce the fresh food waste ratio compared to 2018 by 30%.<br>2. By 2025, reduce the proportion of plastic packaging materials used for fresh food products by 10% compared to 2020.<br>3. The "Cherish Food Program" has accumulated a total of 2.91 million members.                                                                                                                                                                                           |
| Action Plans<br>(Positive/ Negative Impact of Response Measures) | 1. Promote various food waste management policies, including precise ordering reform on the production and ordering sides and the Friendly Shiguang mechanism.<br>2. Plan and implement plastic reduction actions, including the promotion of reusable containers and lightweight packaging materials.                                                                                                                                                                       |
| Assessment Mechanism                                             | Establish a dedicated project team for plastic reduction and food waste management, hold regular meetings to track the implementation of action plans and progress toward interim targets.                                                                                                                                                                                                                                                                                   |
| Grievance Mechanism                                              | ◆ Consumer service hotline 0800-221-363<br>◆ Stakeholder section on corporate website                                                                                                                                                                                                                                                                                                                                                                                        |
| 2022 performance highlights                                      | ◆ Chapter on Sustainable Food Ecosystem<br>◆ Special Chapter on Plastic Reduction<br>◆ Part 4 Love Earth with FamilyMart                                                                                                                                                                                                                                                                                                                                                     |



## Material Topics: Occupational Health and Safety, Talent Development and Cultivation

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corresponding GRI Standards                                      | Occupational Health and Safety: GRI 403 Occupational Health and Safety<br>Talent Development and Cultivation: GRI 404 Training and Education                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Importance Description and Corporate Commitment                  | 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. FamilyMart is committed to implementing robust occupational health and safety management, working together with colleagues and stakeholders to maintain a safe working environment. At the same time, 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. At the same time, 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. |
| Policy                                                           | <ul style="list-style-type: none"> <li>◆ Occupational Health and Safety Management Policy</li> <li>◆ Human Rights Policy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2023 Goals                                                       | <ol style="list-style-type: none"> <li>1. Obtained external verification for ISO 45001"</li> <li>2. The frequency severity indicator (FSI) was lower than the average in Taiwan's retailing industry in the last 3 years.</li> <li>3. Number of high-consequence work-related accidents each year: 0</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Medium- & Long-Term Goals                                        | <ol style="list-style-type: none"> <li>1. Continuously maintain the effectiveness of external verification for ISO 45001</li> <li>2. Number of high-consequence work-related accidents each year: 0</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Action Plans<br>(Positive/ Negative Impact of Response Measures) | <ol style="list-style-type: none"> <li>1. Adhere to occupational health and safety management policies and enhance store promotion and implementation of relevant education and training.</li> <li>2. Optimize various training programs and implement employee development plans (IDPs).</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Assessment Mechanism                                             | <ol style="list-style-type: none"> <li>1. Hold regular occupational health and safety committee meetings to discuss labor rights, welfare, and environmental health and safety matters.</li> <li>2. Annually update job functions based on business development strategies and enhance training quality and personalized training resources through mechanisms such as online job competency assessments.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Grievance Mechanism                                              | <ul style="list-style-type: none"> <li>◆ Consumer service hotline 0800-221-363</li> <li>◆ Stakeholder section on corporate website</li> <li>◆ Employee feedback hotline and email/real-time</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2022 performance highlights                                      | <ul style="list-style-type: none"> <li>◆ Part 5 FamilyMart, A Happy Enterprise</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |





## Material Topics: Business performance, regulatory compliance, risk management

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corresponding GRI Standards                                      | Economic Performance: GRI 201: Economic Performance<br>Legal compliance: GRI 2-27 Legal compliance<br>Risk Management: Custom Topics                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Importance Description and Corporate Commitment                  | We are committed to maintaining the steady operating performance and growth, optimizing the corporate governance system, and building a healthy, safe and happy workplace, becoming the partner of employees and stores, and a trusted business brand of franchisees and the public. In the pursuit of growth, we increasingly value the communication with stakeholders and commitment to sustainable operations. Hence, we constantly enhance the transparency and completeness of information disclosure and enforce business ethics and integrity in operations to build a sustainable business for the common good of society. |
| Policy                                                           | <ul style="list-style-type: none"> <li>◆ Sustainable development practices guidelines.</li> <li>◆ Corporate governance practices guidelines.</li> <li>◆ Integrity in business practices guidelines.</li> <li>◆ Integrity in business operations procedures and code of conduct.</li> <li>◆ Risk management policy</li> </ul>                                                                                                                                                                                                                                                                                                        |
| 2023 Goals                                                       | <ol style="list-style-type: none"> <li>1. Positive profit growth in 2023.</li> <li>2. Invitation or self-organized corporate briefing sessions are held once every quarter.</li> <li>3. Introduce the external assessment system for Board performance assessment.</li> </ol>                                                                                                                                                                                                                                                                                                                                                       |
| Medium- & Long-Term Goals                                        | Continuously provide consumers with high-quality and convenient products and services, strengthen risk management mechanisms and regulatory compliance, seek stable profitability for franchisees, create higher value for shareholders, implement sustainability principles such as environmental, social, and corporate governance, achieve sustainable business operations, and become the best partner for customers in their lives and on this land.                                                                                                                                                                           |
| Action Plans<br>(Positive/ Negative Impact of Response Measures) | <ol style="list-style-type: none"> <li>1. Plan budgets recognized by the Board, review operating performance each month, and make dynamic adjustment based on the market.</li> <li>2. Establish and implement the group's legal compliance system and shape the legal compliance awareness in group members.</li> <li>3. Establish the risk management &amp; crisis handling promotion mechanism, draw up the risk assessment and business continuity plan (BCP).</li> </ol>                                                                                                                                                        |
| Assessment Mechanism                                             | <ol style="list-style-type: none"> <li>1. Distribute cash dividends steadily.</li> <li>2. Gather the information on the Group's compliance performance and report to the senior officers meeting quarterly.</li> <li>3. Perform self-assessment of legal compliance periodically, review implementation status, and assist with the improvement.</li> <li>4. Report the status of risk management implementation to the Board once a year.</li> </ol>                                                                                                                                                                               |
| Grievance Mechanism                                              | <ul style="list-style-type: none"> <li>◆ Consumer service hotline 0800-221-363</li> <li>◆ Investor service hotline: 02-25239588 #6240</li> <li>◆ Stakeholder section on corporate website</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2022 performance highlights                                      | <ul style="list-style-type: none"> <li>◆ Part 1 FamilyMart Convenience Store</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

## P

## Material Topics: Products and Services, Food hygiene and safety, SCM, Customer rights and interests

|                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Corresponding GRI Standards                                      | <p>Product and Service Innovation: Custom Topics</p> <p>Food hygiene and safety: GRI 416 Customer Health and Safety</p> <p>SCM: GRI 308 Supplier Environmental Assessment, GRI 414 Supplier Social Assessment</p> <p>Customer rights and interests: GRI 418: Customer Privacy</p>                                                                                                                                                                                                                                                                                                                                                             |
| Importance Description and Corporate Commitment                  | <p>In the face of rapidly changing internal and external environments, aging population, and the rapid penetration of digital technology, consumer preferences and demands are constantly evolving. FamilyMart collaborates with supply chain partners to continuously research and develop innovative products and services. We are committed to providing consumers with safe, reliable, and healthy products, ensuring their safety and peace of mind. Our goal is to offer high-quality and convenient goods and services.</p>                                                                                                            |
| Policy                                                           | <p>◆ Supplier Management Guidelines</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 2023 Goals                                                       | <ol style="list-style-type: none"> <li>Both the fresh food suppliers and the suppliers of self-branded products have achieved a 100% compliance rate in audits.</li> <li>The passing rate of ISO 22000 certification of both self-owned and fresh food factories: 100%</li> <li>The 2023 passing rate of Clean Label certification of fresh food (excluding cut food, including nitrate-containing products, products of limited quality and for short expiration): 100%</li> <li>The target response efficiency of customer complaints is 98%</li> </ol>                                                                                     |
| Medium- & Long-Term Goals                                        | <p>Operating our business based on the philosophy of "Customer Satisfaction, Mutual Growth," we focus on studying consumer needs and habits, continuously introducing innovative business models, enhancing convenience in consumers' lives, and developing opportunities beyond the convenience store domain. We also maintain quality control through raw material management and quality assurance operations to ensure customer health and safety.</p>                                                                                                                                                                                    |
| Action Plans<br>(Positive/ Negative Impact of Response Measures) | <ol style="list-style-type: none"> <li>Implement the long-term ISO promotion plan, store management SOPs, and internal certification.</li> <li>Maintain food safety through spot check by self-owned fresh food factories, FamilyMart Laboratory, and third-party verification.</li> <li>Establish the Supplier Management Regulations to implement various management audits on suppliers.</li> <li>Include Ethical Corporate Management and ESG clauses into the supplier contracts.</li> <li>Introduce the Taiwan Personal Information Protection and Administration System (TPIPAS) and renewal certification every two years.</li> </ol> |
| Assessment Mechanism                                             | <ol style="list-style-type: none"> <li>Pass the ISO 22000 renewal certification every 3 years.</li> <li>The product chapter in the sustainability report has been verified by PwC accountants with a assurance report.</li> <li>Renew TPIPAS certification every two years.</li> </ol>                                                                                                                                                                                                                                                                                                                                                        |
| Grievance Mechanism                                              | <p>◆ Consumer service hotline 0800-221-363</p> <p>◆ Stakeholder section on corporate website</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 2022 performance highlights                                      | <p>◆ Part 2 FamilyMart, Your Trusted Store</p> <p>◆ Part 3 Care from FamilyMart</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

# 1 FamilyMart Convenience Store



## 2022 Sustainable Key Performance



4,138



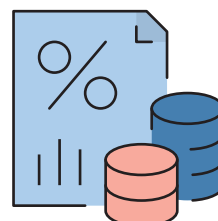
158 stores  
more than  
2021

In 2022, we continued store expansion to **4,138 stores** across Taiwan



2022 consolidated revenues:

**NT\$90.743 billion**



2022 net income after tax:

**NT\$1.896 billion**

### Material Topics

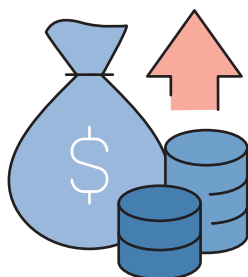
Business performance,  
regulatory compliance, risk  
management

### Stakeholder

Stakeholders/Investors,  
Government agencies, Banks,  
Media

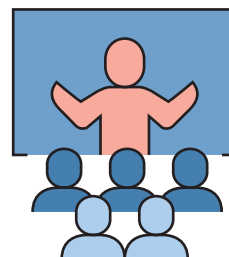
### 2023 Top 3 Targets

1



Positive profit growth in 2023

2

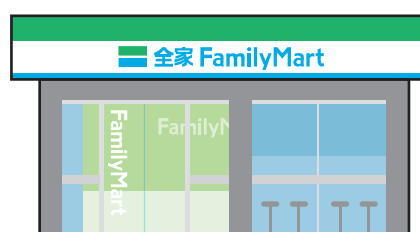


Invitation or self-organized  
corporate briefing sessions are  
held once every quarter

3



Introduce the external assessment  
system for Board performance  
assessment



# 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.

Entering the post-pandemic era, people's lifestyles and consumption patterns have changed, driving the consumption trends of "quick action" and "lazy commerce." With the advantages of a dense network of stores and community engagement, FamilyMart quickly connects with consumers' community-oriented consumption habits, where they can conveniently access both virtual and physical shopping options. By leveraging both digital channels and physical stores, FamilyMart has launched the "FamilyMart+1 Mall" on its member app and the e-commerce platform "FamilyMart Mobile Shopping." These initiatives are complemented by store managers' community-driven group purchases, allowing consumers to place orders online and quickly pick up their purchases nearby, satisfying their diverse shopping needs through multiple channels.

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. Through digital transformation, it aims to enhance the consumer experience through the integration of virtual and physical elements. FamilyMart strives to provide consumers with high-quality and convenient products and services, secure stable profits for franchisees, create a fair and friendly workplace for employees, generate higher value for shareholders, and implement sustainability principles in terms of the environment, society, and corporate governance, ultimately achieving sustainable business operations.

## Organizational Profile

|                       |                                                           |
|-----------------------|-----------------------------------------------------------|
| Time of establishment | 1988                                                      |
| Chairperson           | Jung-Ting Yeh                                             |
| President             | Tung-Tou Hsueh                                            |
| Principal shareholder | FamilyMart Co., Ltd. of Japan: 45.00%                     |
| Authorized capital    | NT\$2.232 billion                                         |
| Revenue               | NT\$90.743 billion                                        |
| Numbers of employees  | 5,112 persons                                             |
| Number of stores      | 4,138 stores in Taiwan                                    |
| Headquarters address  | 7F, No. 61, Section 2, Zhongshan North Road, Taipei City. |

(date updated by December 31, 2022)



## Investees

1

FamilyMart Convenience Store

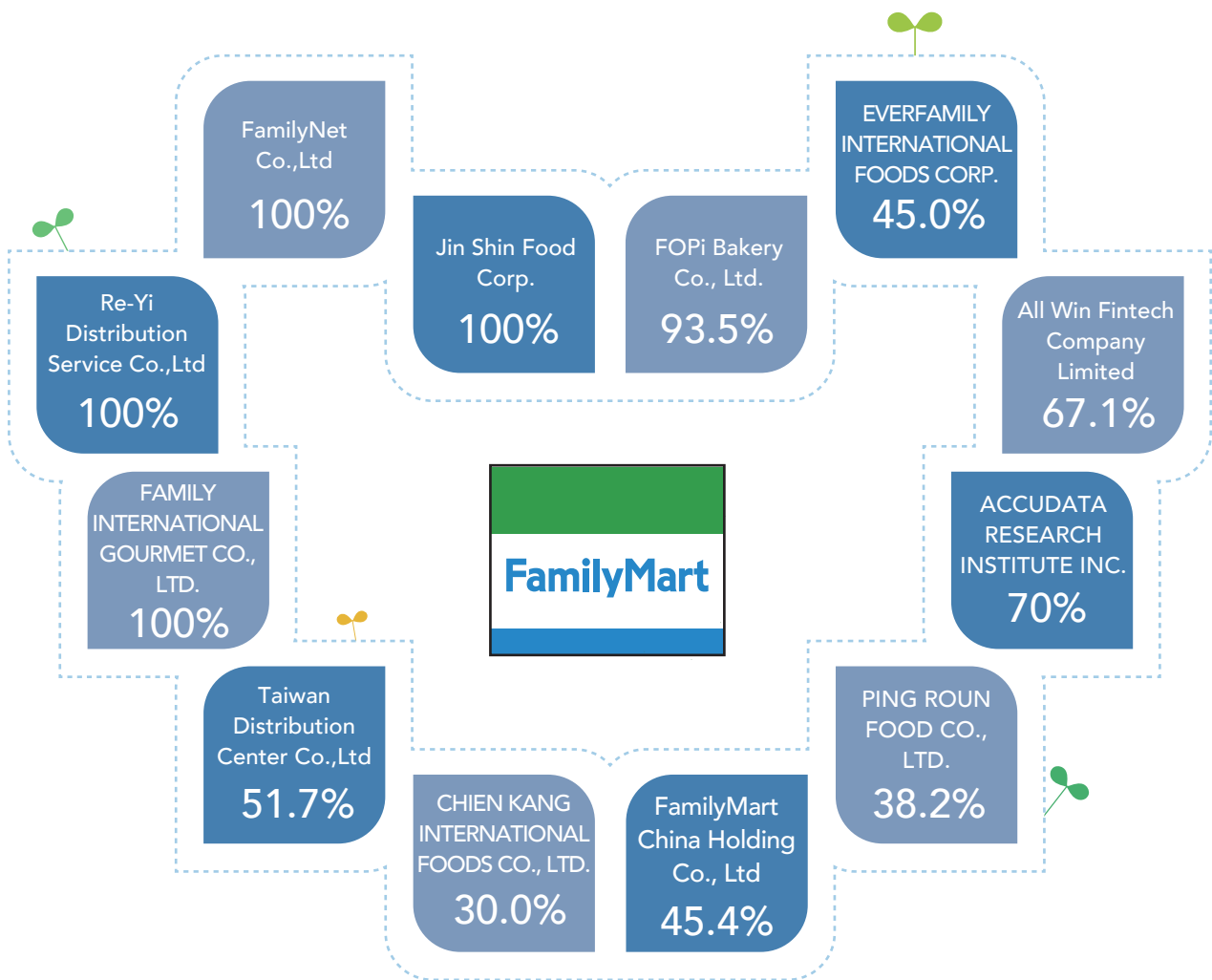
2

3

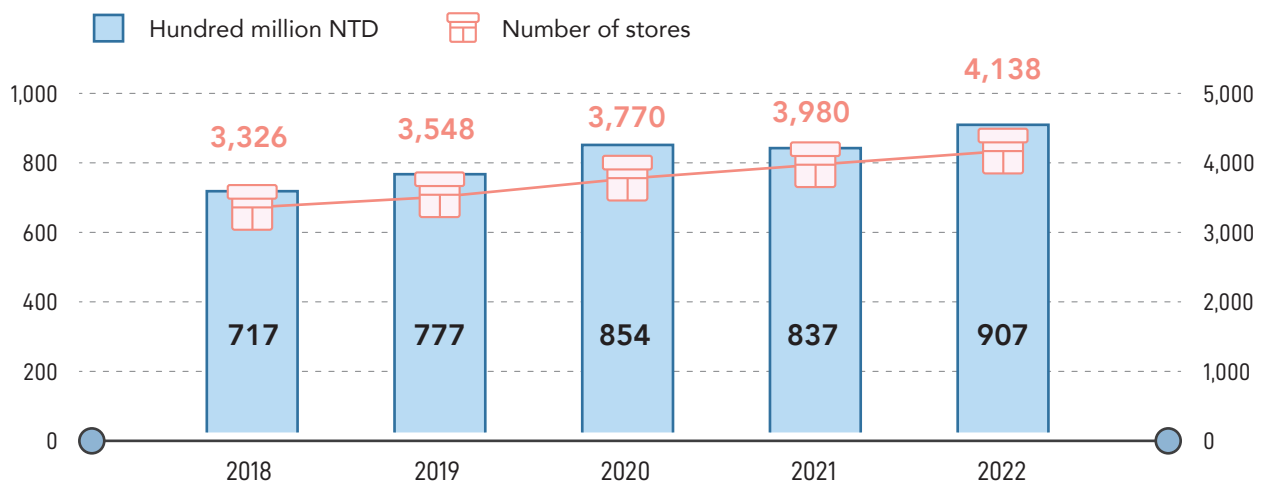
4

5

6



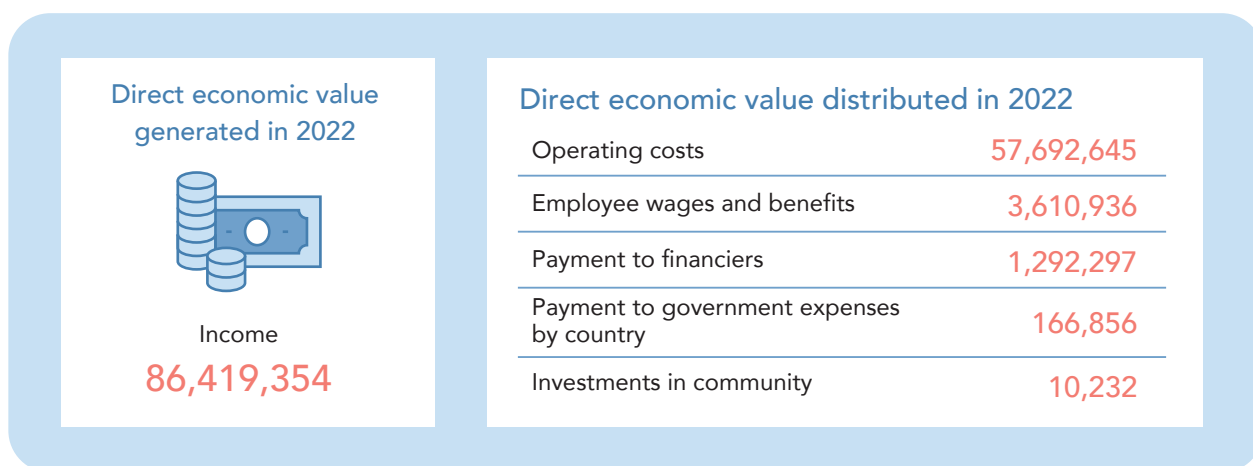
## Financial Performance (consolidated)



| (unit: thousand NTD)                         | 2020       | 2021       | 2022       |
|----------------------------------------------|------------|------------|------------|
| Operating revenues                           | 85,365,675 | 83,659,512 | 90,742,893 |
| Gross profit                                 | 31,067,010 | 30,209,985 | 32,911,994 |
| Operating income (loss)                      | 2,821,616  | 1,666,521  | 1,682,326  |
| Non-operating income and expense             | -77,155    | 114,693    | 491,778    |
| Net profits before tax                       | 2,744,461  | 1,781,214  | 2,174,104  |
| Continuing operations Net profit of the year | 2,240,930  | 1,409,749  | 1,896,019  |
| Net profit of the year                       | 2,240,930  | 1,409,749  | 1,896,019  |

### Direct Economic Value Generated and Distributed within the Organization

unit: thousand NTD



### External Participation

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

|                                                                                                                                                                                                                        |                                                                                                                                                                                            |                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Taiwan Chain Stores and Franchise Association (TCFA)</p> <p> Status of participation</p> <p>Consultant and Managing director</p> | <p>Taiwan Food Technologists Association (TFTA)</p> <p> Status of participation</p> <p>Director</p>     | <p>Total Quality Food Association (TQFA)</p> <p> Status of participation</p> <p>Group member</p> |
| <p>Chinese Non-Store Retailer Association (CNRA)</p> <p> Status of participation</p> <p>Premium member</p>                          | <p>Taiwan Internet and E-Commerce Association (TiEA)</p> <p> Status of participation</p> <p>Member</p> |                                                                                                                                                                                       |

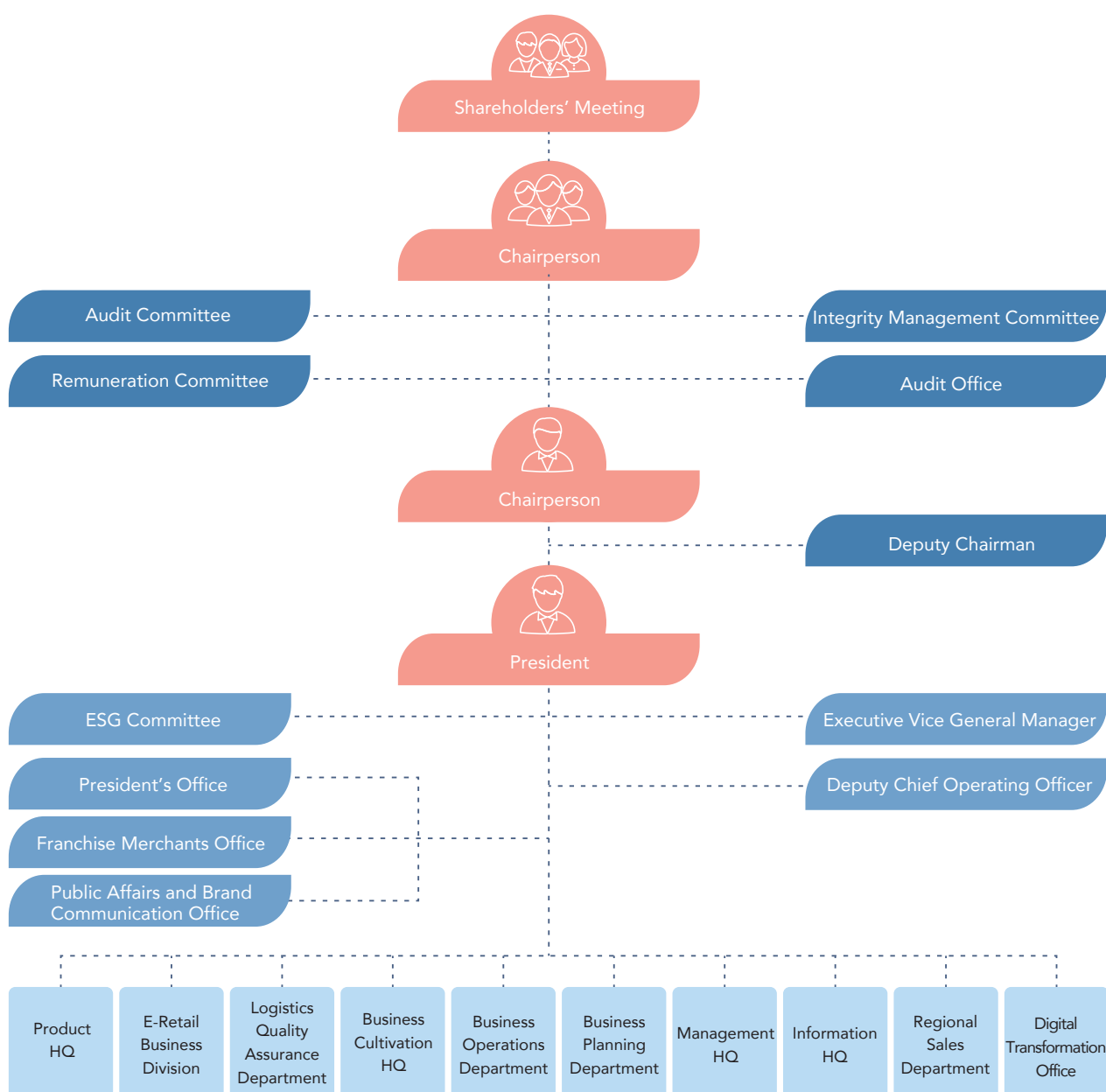


## 1.2 Corporate Governance

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

### 1.2.1 Framework of Corporate Governance

As a public company traded at Taipei Exchange (TPEX), our corporate governance regulations and acts comply with the regulations announced by TPEX. The Board of Directors is the top decision-making body, with its Chairperson as its elected representative who appoints a President to manage business affairs within the Company.



## Board Framework and Operation

Being the Company's top decision-making body, the Board supervises the overall operations and management of the Company. At least one Board meeting is held quarterly. In 2022, a total of 6 Board meetings were held. The Board exercised its power in exact accordance with the Company's Articles of Incorporation and Procedure for the Meetings of the Board of Directors, as well as the relevant laws and regulations. To assist the Board in performing its supervision duty, two functional committees, the Audit Committee and Remuneration Committee, have been established under the Board to review important proposals. Additionally, directors are requested to avoid conflicts of interest related to themselves or the company to ensure the maximum interest of stakeholders.

## Board Independency and Diversity

Directors of this Company are 13 in total (including 3 independent directors), and are elected according to the candidate nomination system. Candidates are nominated by the Board or shareholders meeting. The nomination and qualification review of candidates are implemented according to the Regulations Governing the Election of Directors and Independent Directors and the legal procedures before election by the Meeting of Shareholders. Members with backgrounds including law, industry, finance and accounting, and marketing. Additionally, in different professional backgrounds, each has operational management, leadership, decision-making, operational judgment, crisis handling, accounting, and financial analysis capabilities, industry knowledge and internal market view expertise to demonstrate diversity and complementary effectiveness. For the basic information, education and work experience, expertise, and remuneration of the board members <sup>(Note 1)</sup>, please refer to pages 7-18 of the 2022 Annual Report of the Shareholders' Meeting <sup>(Note 2)</sup>.

In addition, all members of the FamilyMart Board of Directors possess the necessary knowledge, skills, and qualifications required for their executive duties. We arrange diverse training courses for directors every year to enhance their decision-making quality and supervisory capabilities, thereby strengthening the functions of the board. For the training status of Directors for the year 2022, please refer to page 29 of the 2022 Annual Report of the Shareholders' Meeting <sup>(Note 2)</sup>.

The company has established the "Board Performance Evaluation Method" and conducts internal board performance evaluations annually based on the evaluation procedures and indicators specified in the method. In January 2023, the internal performance self-assessment of the board, directors, and functional committees for 2022 was completed, with all results rated as "excellent." The self-assessment results were reported to the board in March 2023. For related information, please refer to page 20 of the 2022 Annual Report of the Shareholders' Meeting <sup>(Note 2)</sup>.

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

**Note 2:** The 2022 Annual Report of the Shareholders' Meeting of the company can be downloaded from the Taiwan Stock Exchange or the company's Investor Relations section at: [https://www.family.com.tw/Web\\_EnterPrise/page/invest.aspx](https://www.family.com.tw/Web_EnterPrise/page/invest.aspx).

### 1.2.2 Maintenance of Shareholder Rights

We value communication with shareholders. Hence, we have set up the Investors section on the corporate website to disclose the Company's real-time financial, sales, and corporate governance information. We have also hired SinoPac Securities as our stock agent to handle the questions and recommendations of shareholders. Additionally, we hold investor conferences periodically and handle the relevant investor questions at any time to ensure that investors are entitled to be informed and understand our financial information. In 2022 we held four investor conferences and established communication channels, including the spokesperson system and investor communication hotline for shareholders to express their opinions at any time.

#### Spokesperson:

Executive Vice General Manager,  
Wu Sheng Fu  
[fu@family.com.tw](mailto:fu@family.com.tw)

#### Acting Spokesperson:

Manager of Administration  
Department, Li Jian xing  
[sofm@family.com.tw](mailto:sofm@family.com.tw)

#### Investor Service Hotline:

02-25239588 #6240  
[investor.relations@family.com.tw](mailto:investor.relations@family.com.tw)

### 1.2.3 Enforcement of Ethical Corporate Management

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

Through irregular internal training courses, franchisee education and training, and supplier conferences, we promote the relevant laws and regulations and our own disciplinary regulations. We arrange periodic education, training, and awareness education activities for employees. In 2022 we already arranged compulsory education, training, and awareness education on insider trading for all employees, with a training completion rate of 100%. For suppliers having business with us, to ensure the non-corruption and integrity of the business activities between both parties, in 2020 we began to include the ethical corporate management clause in all supplier contracts and requested tier-1 suppliers to sign the Ethical Corporate Management Agreement, with a completion rate of 100%, to ensure mutual compliance with business ethics and integrity.

We have the "Regulations for Handling Reports on Illegal and Unethical or Dishonest Acts", set up internal report channels, defined the handling SOPs, and ensured the protection of the legal rights and interests of whistleblowers and the relevant parties. We also keep confidential whistleblowers and investigators and protect them against unfair treatment or retaliation. In 2022 no non-compliance with insider trading, anti-competitive practices, market monopolization or speculation, and unethical or dishonest behavior was reported.

### 1.2.4 Open and Transparent Information

As a TPEX-listed company, we disclose on and upload to MOPS by law the "CPA-certified (annually) or CPA-reviewed (quarterly) financial statements", "AGM annual report", "monthly business report", "shareholding changes in directors, supervisors, officers, and shareholders holding over 10% of the total issued shares", and "AGM minutes". In 2015, we began to publish the sustainability report every year and set up the ESG section on the corporate website as the important channels and platforms for communication with stakeholders.

Our official company website provides methods and information for public contact. We welcome any stakeholders and consumers who are concerned about FamilyMart's operations to directly contact us and communicate through the following link:

[http://www.family.com.tw/Web\\_Enterprise/page/contact\\_us.aspx](http://www.family.com.tw/Web_Enterprise/page/contact_us.aspx)



# 1.3 Risk Management

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

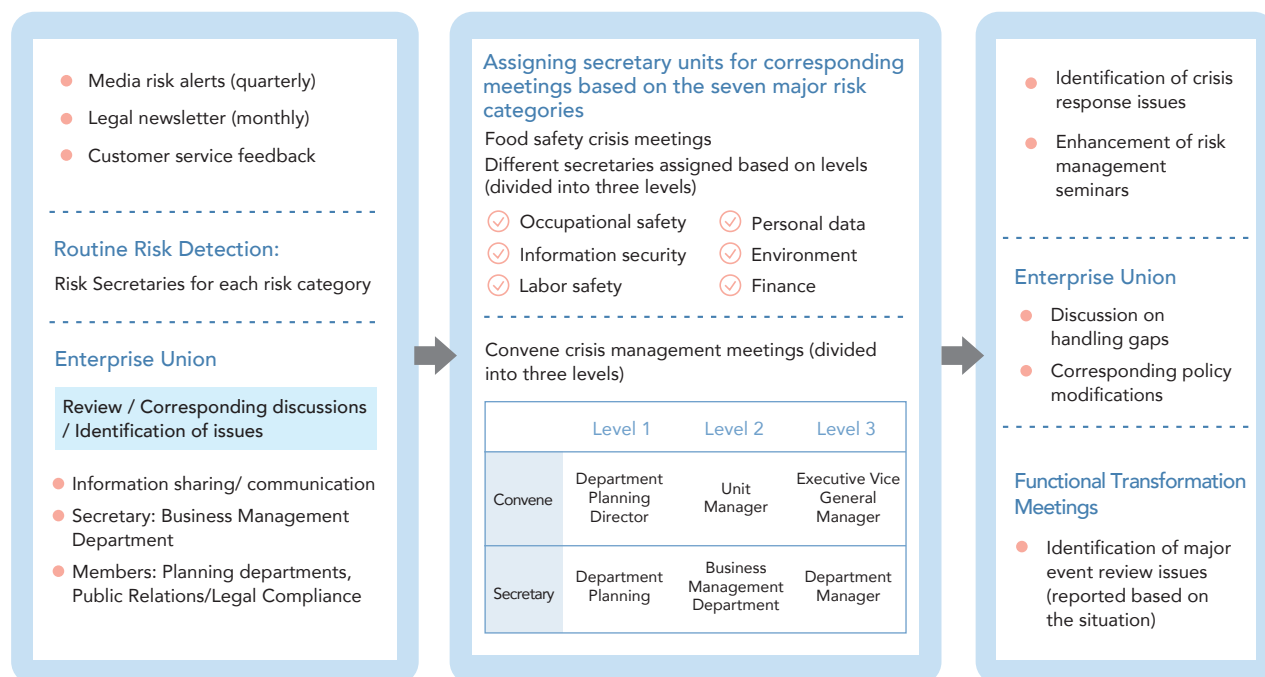
## 7 Risk Categories

| Risk Aspect                                                                                              | Risk               | Risk description                                                                                                                                                                  | Countermeasures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Risk responsible unit          |
|----------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <br>Environmental (E) | Environmental risk | Uncertain incidents disrupting normal operations of HQ or stores due to climate change or natural disasters.                                                                      | <ul style="list-style-type: none"> <li>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.</li> <li>Remind the featured operations for preventing water outages/typhoons/epidemic.</li> </ul>                                                                                                                                          | Business Operations Department |
|                                                                                                          | 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"> <li>Perform firefighting drills at all malls according to the Fire Services Act every year.</li> <li>Enhance mall insurance renewal every year.</li> </ul>                                                                                                                                                                                                                                                                                                             | Business Cultivation HQ        |
| <br>Social (S)        | Labor safety risk  | Uncertain incidents causing temporary, permanent accidental injuries to workers due to failure to follow the labor management laws and regulations or other non-specific reasons. | <ul style="list-style-type: none"> <li>Organize health promotion e-learning courses for education and training and occupational safety education and training for new employees.</li> <li>Annual implementation of CNS45001 occupational health and safety management system (risk assessment, regulatory identification, internal audits)</li> <li>Implementation of automatic inspections for FamilyMart Labor Safety Day in stores, as well as conducting labor inspections and counseling.</li> </ul> | Management HQ                  |

| Risk Aspect                                                                                         | Risk               | Risk description                                                                                                                                                                                                | Countermeasures                                                                                                                                                                                                                                                                                                                                                      | Risk responsible unit                  |
|-----------------------------------------------------------------------------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| <br>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"> <li>◆ Complete the advanced course on the Personal Data Protection Act according to TPIPAS</li> <li>◆ Outsource audits and supervision on units hiring contractors to collect, process, and use personal data.</li> <li>◆ Analyze personal data risks and produce improvement reports every year.</li> </ul>                      | Management HQ                          |
|                                                                                                     | 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"> <li>◆ Complete the annual information security report</li> <li>◆ Hold information governance meetings quarterly.</li> <li>◆ Obtain ISO 27001 certification for the electronic invoicing system and maintain its effectiveness.</li> <li>◆ Obtain annual APP MAS certification</li> </ul>                                          | Information HQ                         |
|                                                                                                     | 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"> <li>◆ quarterly hold receivable review meetings and run analysis and issue the related follow-up reports.</li> <li>◆ Compile financial reports quarterly, which are approved by the Audit Committee and the Board of Directors.</li> <li>◆ Apply for Board approval for proposals on significant capital expenditures.</li> </ul> | Management HQ                          |
| <br>Product (P)  | 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"> <li>◆ Strengthen quality assurance audits and compliance matters.</li> <li>◆ Monitor food safety news and developments daily and respond accordingly.</li> <li>◆ Hold monthly food safety meetings to stay updated on the latest regulations.</li> <li>◆ Organize food safety crisis drills every year.</li> </ul>                | Logistics Quality Assurance Department |



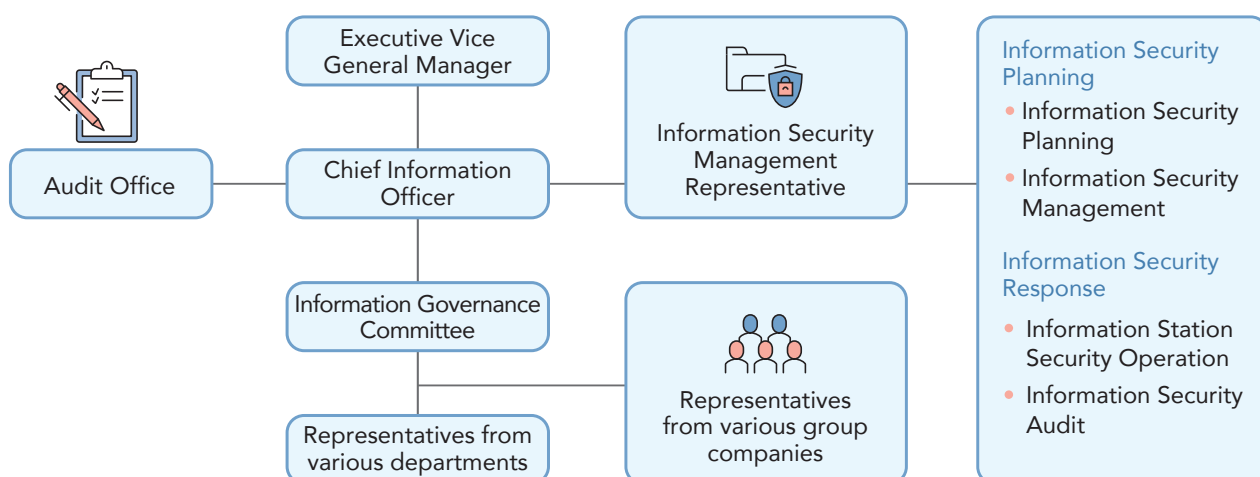
## Implement a risk management and crisis handling framework



## Information and Communication Security Risk Management

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

### Information and Communication Security Risk Management Framework





## Information and Communication Security Policy

1. Establish information security management regulations to provide appropriate protection measures for the company's information assets, ensuring their security, confidentiality, integrity, and reliability.
2. 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.
3. Continuously educate all employees of the company to promote the concept of "information security is everyone's responsibility" and enhance their awareness of information security.
4. 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.



## Specific management plans and resource allocation

1. Comply with relevant laws, regulations, and contractual requirements to maintain the confidentiality, integrity, and availability of business activities.
2. Follow internal control and internal audit management practices, refer to the information security control guidelines for listed and OTC companies, and regularly conduct information security audits to implement security protection.
3. Continuously address and improve based on information security risk intelligence and development trends.
4. Protect physical information assets through security monitoring operations to prevent theft or malicious damage to equipment.
5. Annually monitor changes in the information environment in accordance with the company's information security policy, and refer to technical publications to develop information security protection mechanisms and plans.
6. Conduct security testing, information and communication security assessments, and information security incident drills annually to enhance employees' awareness of information security crises and the response capabilities of information security personnel, in order to prevent, detect, and contain incidents in a timely and effective manner.
7. Strengthen the reporting and response to information security incidents to minimize business impact and ensure the continuity of company operations. Establish information and communication security incident reporting and response management procedures. In the event of an information and communication security incident, internal and external reporting will be conducted based on the severity level, an incident response team will be established, and the impact of the incident will be evaluated for risk control and subsequent investigation.
8. Conduct information security education and training applicable to all employees, social engineering exercises, and regular information security promotion to enhance employees' awareness of information security and prevent potential risks.
9. 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).



# 1.4 Legal Compliance

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



## Policy and Commitment



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.



## Six Management Approaches

| Management approaches                                                                                      | Implementation contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1.</b><br>Outreach and communicate laws and regulations                                                 | <ul style="list-style-type: none"> <li>◆ Regularly convene compliance meetings within the group to communicate information on legal compliance, reduce legal risks within the group, and form a consensus on legal compliance.</li> <li>◆ Consolidate the latest legal information monthly and issue an electronic newsletter on legal compliance within the group to keep employees informed of relevant legal information and promote legal compliance awareness among group members.</li> </ul> |
| <b>2.</b><br>Inventory the laws and regulations by industry of group's various services and identify risks | <ul style="list-style-type: none"> <li>◆ FamilyMart Group operates in diverse industries, including convenience stores, logistics, food and beverage, tickets, information technology, virtual finance, fresh food, and bakery. The industries involved are diverse and subject to extensive regulations. It is necessary to assess the legal risks and identify the risks specific to each industry, and plan appropriate operational mechanisms for legal compliance risk control.</li> </ul>    |

| Management approaches                                                                                      | Implementation contents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>3.</b></p> <p>Produce the legal compliance handbook and promote legal compliance self-assessment</p> | <ul style="list-style-type: none"> <li>◆ Establishment and updating of Compliance Manuals and Self-Assessment Operations for Related Laws and Regulations: Develop compliance manuals for related companies under the group, manage legal risks, and regularly conduct self-assessments of compliance to check the compliance status and assist in improvements.</li> <li>◆ Establish a FamilyMart Compliance Manual, covering nine major areas, including ① Employee Management, ② E-commerce, ③ Marketing, ④ Personal Data, ⑤ Gift Certificates, ⑥ Tickets, ⑦ Food Safety, ⑧ Franchising, and ⑨ Corporate Governance, to formulate laws and regulations, manage legal risks, and serve as the basis for self-assessment of compliance. This ensures that the company's management and business activities consistently adhere to legal regulations, promoting sound business operations.</li> </ul> |
| <p><b>4.</b></p> <p>Group legal compliance control</p>                                                     | <ul style="list-style-type: none"> <li>◆ Regularly track, control, analyze, and consolidate changes in laws and regulations, provide key information on legal changes to relevant units within the group, and track and control the measures and timelines for legal compliance in each unit.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p><b>5.</b></p> <p>Group legal compliance report</p>                                                      | <ul style="list-style-type: none"> <li>◆ Consolidate the overall compliance status and effectiveness of the entire group on a quarterly basis, and report regularly at senior management meetings to ensure that senior executives fully understand the implementation status of group-wide compliance matters.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>6.</b></p> <p>Plan legal training courses</p>                                                        | <ul style="list-style-type: none"> <li>◆ The legal areas involved in the group's businesses include, but are not limited to, Act Governing Food Safety and Sanitation, Fair Trade Act, Personal Data Protection Act, Intellectual Property Rights Act, Consumer Protection Act, Labor Standards Act, Company Act, and environmental regulations. Each year we organize the e-learning courses on Personal Data Protection Act and Intellectual Property Management System for all employees. We also offer legal education and training courses for new employees.</li> </ul>                                                                                                                                                                                                                                                                                                                         |



## Non-compliance in 2022

FamilyMart strictly complies with environmental protection regulations announced by government agencies, as well as laws and regulations such as the Act Governing Food Safety and Sanitation. In 2022, a total of 3 violations of the Food Safety and Sanitation Management Act occurred in FamilyMart's headquarters and stores, resulting in penalties totaling NT\$210,000 imposed by regulatory authorities. However, there were no incidents requiring product removal notified by the regulatory authorities. Additionally, one significant incident involving a violation of the Labor Standards Act resulted in a penalty of NT\$320,000 imposed by regulatory authorities [\(Note\)](#). In response to such penalties, we immediately conduct reviews and improvements, strengthen education, training, and legal compliance promotion, and increase inspection frequency to ensure compliance with legal regulations and prevent the recurrence of similar incidents.

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

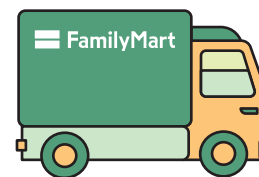
# 2 FamilyMart, Your Trusted Store



**Material Topics:** Products and Services, Food hygiene and safety, SCM

**Stakeholder:** Government agencies, Local communities, Suppliers and Contractors, Customers and consumers, Media, Franchisees

## 2022 Sustainable Key Performance



## 2

## Supplier Management



## 1

## ISO 22000

**8  
stores**

Number of stores passing ISO 22000 certification

**10,192  
stores**

Accumulative internal sanitation promotions at ISO 22000-certified stores

**100%  
pass**

Number of self-owned fresh food factories passing ISO 22000 certification (4 factories)

**Passing rate  
100%**

Fresh food (self-owned factories) suppliers second-party audit (4 factories, 8 times) Audit completion rate 100%

**Passing rate  
100%**

Fresh food (outsourced factories) suppliers second-party audit (53 factories, 75 times) Audit completion rate 100%

**Passing rate  
100%**

FMC suppliers second-party audit (26 factories, 44 times) Audit completion rate 100%

**Passing rate  
100%**

Coffee bag suppliers second-party audit (4 factories, 4 times) Audit completion rate 100%

**Passing rate  
100%**

Raw material suppliers second-party audit (64 factories, 55 times) Audit completion rate 84.4%

**Passing rate  
99.5%**

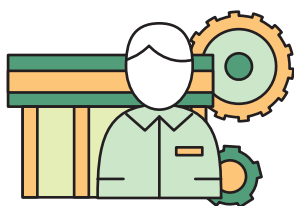
Fresh food (self-owned factories) periodic inspection (621 times)

**100%  
pass**

Packaging material inspection (20 pieces)

## Top 3 Targets for 2023

- Both the fresh food suppliers and the suppliers of own-brand products have achieved a **100%** compliance rate in audits.
- Passing rate of ISO 22000 certificate of both self-owned fresh food factories: **100%**
- Passing rate of Clean Label certification of fresh food (excluding cut food, including nitrate-containing products, products of limited quality and for short expiration): **100%**



3

### Store Management

**Passing rate**  
**97.6%**

Store spot check (12,000 times in total, failure 290 times)

**Passing rate**  
**100%**

Store spot checks on fresh food products or product labeling inspection (173 items) by health authorities, and synchronous spot checks and inspections (173 times) by FamilyMart

**Three events**  
**were held with**  
**a participation**  
**of 90**  
**individuals**

QA education and training (classroom course)

5

### Inspection Expenses

**11.544 million**

External inspection laboratories: Inspection expenses on foods and containers and packaging materials having contacts with food.



4

### Own Food Laboratory

**Certified**  
**by two**  
**organizations**

Accredited microorganism laboratory by the Taiwan Food and Drug Administration (TFDA), Ministry of Health and Welfare, and the Taiwan Accreditation Foundation (TAD)

**9 items**

Taiwan Accreditation Foundation (TAF)-certified inspection items: total plate count, Coliform, Escherichia coli, Staphylococcus aureus, Salmonella, Listeria monocytogenes, Enterobacteriaceae, preservatives, propanoic acid

**3 items**

Taiwan Food and Drug Administration (TFDA), MOHW, accredited inspection items: total plate count, Escherichia coli, and Coliform

**9.096**  
**million**

Related expenses (including instruments and apparatus, inspection, salary, and miscellaneous purchases) of laboratory in 2022

**14 items**

As of the end of 2022, the food laboratory has complied with the regulations and standards set by CNS (Chinese National Standards) or relevant authorities such as the Taiwan Food and Drug Administration

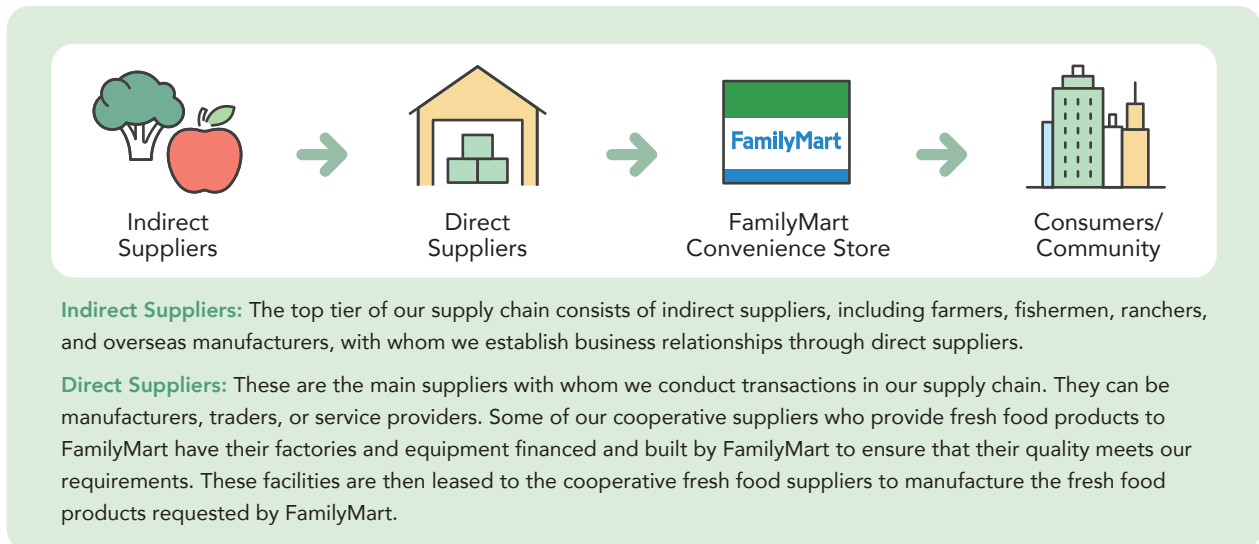
**5 items**

The non-standard self-inspection items established in a manner not mentioned above include pesticide rapid screening, antibiotic rapid screening, clenbuterol rapid screening, cleanliness rapid testing, and caffeine testing

## 2.1 “Safe, Worry-free, Healthy” Foods

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

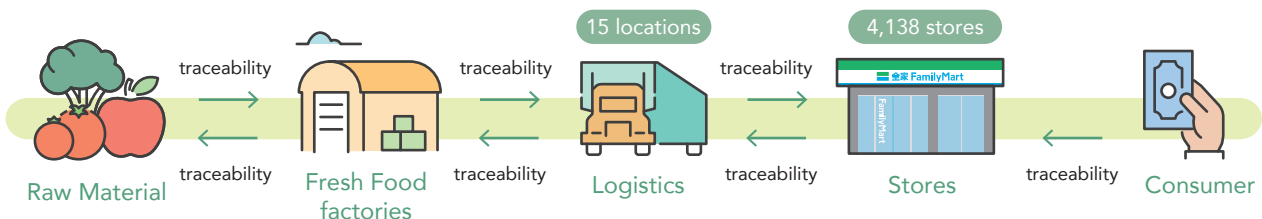
### Value Chain



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

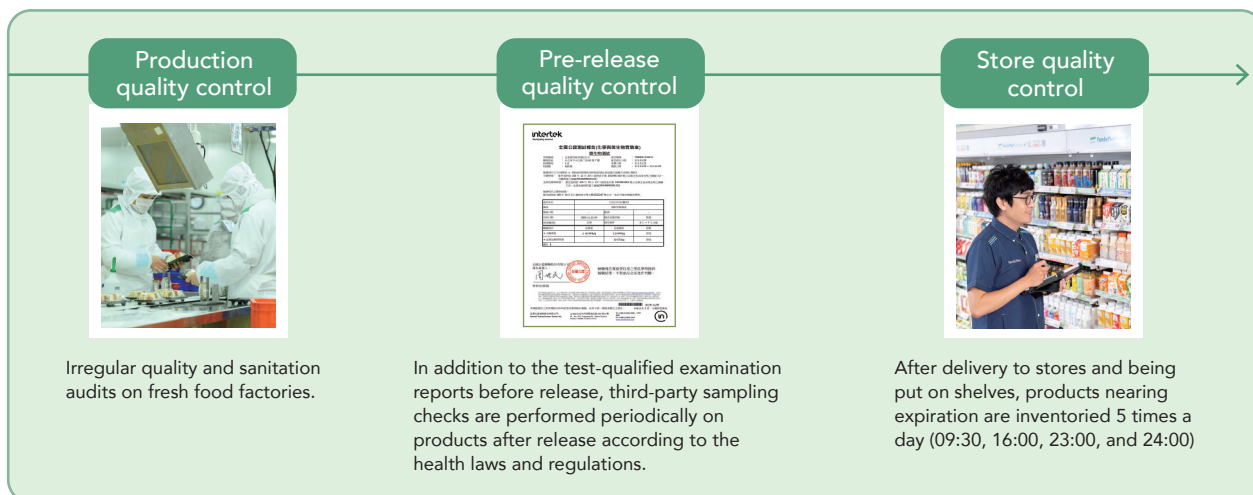
FamilyMart has established a food safety management platform that tracks and inspects the entire supply chain from raw material sources, suppliers, fresh food factories, to distribution through 15 logistics centers (covering an area of 65,285.68 ping) and delivers to 4,138 stores across Taiwan (covering an area of 190,916.22 ping). 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. After product launch, store personnel follow the QA instructions to perform machine temperature control, cleaning, and production expiration management every day.



In 2022, local health authorities from various regions conducted a total of 173 (Note) inspections on fresh food-related products and checked the origin labeling at FamilyMart stores nationwide. FamilyMart also arranged for certified inspection companies or units to conduct simultaneous inspections on the same batch of products at the same store or in the same region. The inspection results were all in compliance with the food hygiene regulations established by the health authorities.

**Note:** On 2020/9/17, TFDA of MOHW formulated and promulgated the Labeling Regulations on Country of Origin Packaged Products that Contain Pork and Other Edible Parts of Pig and amended the Standards for Veterinary Drug Residue Limits in Foods, enabling local health authorities to enhance post-market spot checks and audits on the labeling of pork products on all retail channels.



## 2.1.2 Certification for ISO 22000 Food Safety Management Systems

Food safety problems have been gaining increasingly extensive attention in recent years. Consumers have also raised their food quality demand to force the food supply chain to face more stringent controls and requirements. To enhance food safety of the food chain in the production process and stores, we implemented the ISO 22000 Food Safety Management System (FSMS) in 2010 ahead of others and become the first convenience store chain in Taiwan to pass both ISO 22000 and HACCP certification. By December 31, 2022, 8 stores obtained the ISO 22000 certificate, while other stores also followed the ISO 22000 inspection model and obtained FamilyMart's promotion certification after passing the evaluation.

To enforce consistent, ISO-compliant food safety management across all stores in Taiwan, we have drawn a long-term ISO promotion plan to progressively promote ISO FSMS management procedures to all stores each year and perform internal certification. Every year, in the first half, selected stores undergo education and training, and in the second half, certification companies conduct compliance checks on store operations to ensure adherence to the management systems established by the company. This serves as an internal promotion and performance certification. As of December 31, 2022, FamilyMart has completed the internal promotion of ISO 22000 in 10,192 store instances, year by year.

### Two Certification for Food Safety : ISO 22000 and HACCP



## 2.2 Sustainable Supply Chain Management

In recent years, due to factors such as the pandemic, global climate change, and rising sea levels, governments around the world have begun considering how to coexist with the natural environment. 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 issues and collaborates with suppliers to enhance sustainability in the supply chain management.

We establish specifications for product inspection, onsite checks, audits, and evaluations for supplier management. For three types of suppliers: fresh food factories (self-owned or outsourced), own-branded factories (FamilyMart Collection, FMC), and ingredient/material suppliers, we have even set up stringent control mechanisms.

Based on the “triple management and triple traceability” principles, to ensure the quality of released products, we have established the “Supplier Management Regulations” for suppliers having business with us. The approach involves categorizing existing suppliers and establishing management focus areas based on different levels of risk. First, basic supplier data is verified to ensure they are legally registered companies or factories, and suppliers passing relevant international certification (e.g., CAS, TQF, ISO 22000, HACCP, or FamilyMart-recognized quality labels) will be considered a higher priority. The QA department plans the evaluation regulations and audit measures for different categories of suppliers. In response to the pandemic and the need for quality assurance control, FamilyMart has implemented remote monitoring and audits to ensure the proper management of key supplied products. This measure allows for enhanced monitoring and control even during periods of restricted access.

### 2.2.1 Supplier Code of Conduct

Emphasizing the belief in “customer satisfaction and mutual growth”, besides constantly strengthen corporate governance indicators, we also improve CSR in collaboration with partner suppliers. We include the ethical corporate management and CSR clauses in the ethical corporate management agreement and product transaction contracts and request all suppliers having business with us to sign those documents.



#### 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 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.

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



## 2.2.2 Supplier Audit and Evaluation

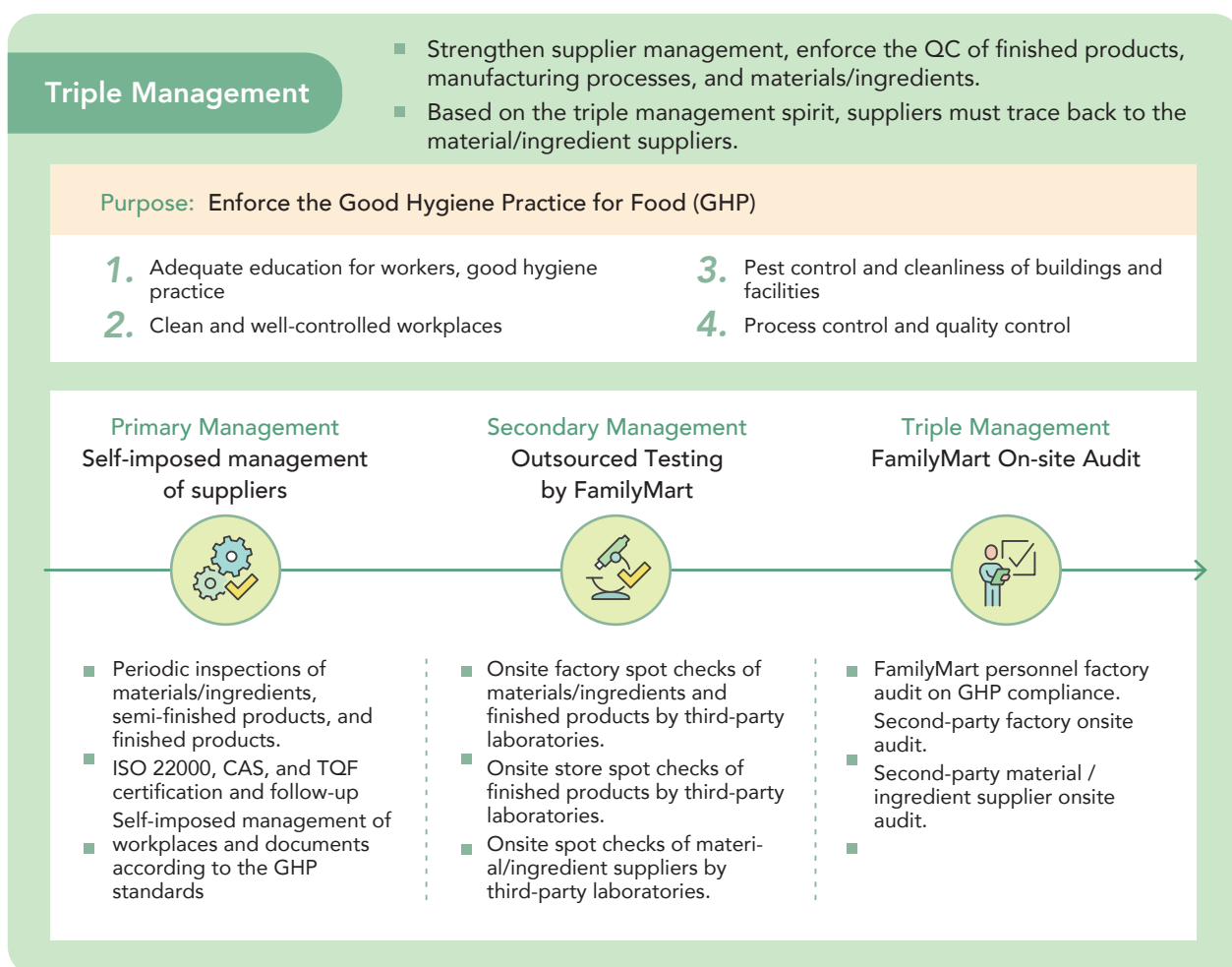
Based on the categories of suppliers, there are 10 types <sup>(Note)</sup> of audit and evaluation of fresh food factories, including outsourced and self-owned. The audit items also vary by nature, including environmental sanitation management/factory hardware, production facilities and equipment, quality management, production processes, foreign matter management, warehouse temperature, personnel management, spot check, emergency handling, major defects, communication of laws and regulations and important regulations. The passing mark is a weighted average over 80 points. In 2022, FamilyMart introduced the "Corporate Social Responsibility Actions" category, which includes audits on waste management, labor and ethical standards, and occupational health and safety. This addition strengthens the focus on ESG management by suppliers.

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

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

## 2.2.3 Triple Management and Triple Traceability

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



From farm to table, seamless management of food safety

### Triple traceability

- Promote the origin traceability concept
- Based on the triple traceability spirit, suppliers must trace back to the material/ingredient suppliers.

**Purpose:** Ensure no quality problem at the source, and immediately suspend manufacturing, processing, and sales

1. When potential hazards are detected and proceed with a recall.

2. Reporting to Municipal and County (City) Competent Authorities

**Primary Traceability**  
Written Management  
of Finished Products



- Finished product suppliers and locations
- Nutrient labeling and specification of finished products

**Secondary Traceability**  
Manufacturing Process  
of Ingredients



- Ingredient suppliers/traders
- Manufacturing process and control points

**Triple traceability**  
Origin of Raw  
Materials



- Sources and place of origins of various materials/ingredients
- Management of the place of origin traceability system

## 2.2.4 Management of Self-Owned Fresh Food Factories

By December 31, 2022, we had four self-owned fresh food factories <sup>(Note)</sup> (Ping Roun Food Daxi Plant, Ping Roun Food Xinfeng Plant, Jin Shin Food, and FOPi Bakery). All have passed the ISO 22000 certification. The related details are tabulated below:

| Supplier Name                | Certification Activity                                                                                                                                                                                                                                                                                    | Certificate Validity  |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| Ping Roun Food Daxi Plant    | 1. Production of 18°C delicatessen food (Rice balls/Sushi)<br>2. Production of 4°C ready-to-eat meals (Rice-based meals, Noodle-based meals)<br>3. Production of chilled desserts and sweet soups & salt soups<br>Food category: CIII Processing of perishable animal and plant products (mixed products) | 2021/7/1 ~ 2022/8/16  |
|                              | 1. Production of 18°C delicatessen food (Rice balls/Sushi)<br>2. Production of chilled nice-based meals and noodle-based meals<br>3. Production of chilled ready-to-eat noodles<br>4. Production of chilled desserts                                                                                      | 2022/8/16 ~ 2025/8/16 |
| Ping Roun Food Xinfeng Plant | Production of delicatessen food (4°C) including sandwiches, salads, and rice-based meals<br>Food sector: CIII Processing of perishable animal and plant products (mixed products)                                                                                                                         | 2021/7/23 ~ 2024/7/23 |

| Supplier Name | Certification Activity                                                                                                                                                                                                    | Certificate Validity    |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Jin Shin Food | 1. Production of 4° C ready-to-eat meals<br>2. Production of 18° C ready-to-eat meals<br>3. Production of frozen cooked dishes<br>Food category: CIII Processing of perishable animal and plant products (mixed products) | 2021/2/6~<br>2024/2/6   |
| FOPi Bakery   | Scope: Production of bread and cake<br>Production of Bread and Cakes<br>Food Chain (Sub) Category: CIV<br>Food Chain Industry Category: CIV                                                                               | 2021/3/26~<br>2024/3/26 |

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

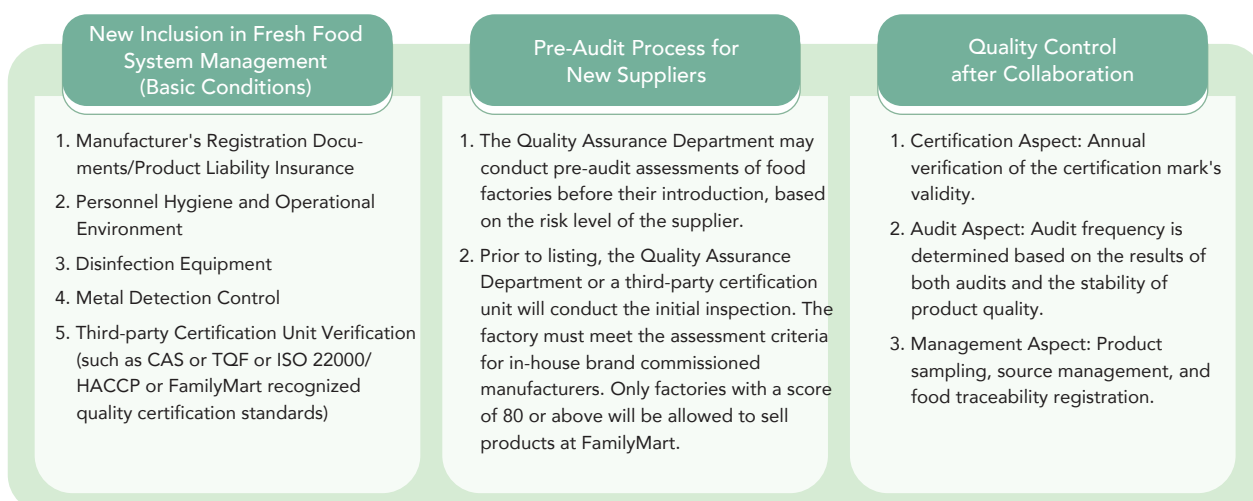
For the products produced by our in-house fresh food factories, "FamilyMart" commissions certified inspection companies or units to conduct regular inspections on product specifications, appearance labeling, and microbiological testing <sup>(Note)</sup>. In 2022, a total of 621 samples of fresh food products produced by our in-house factories were randomly tested. The results showed that 3 items did not meet the specified criteria, resulting in a pass rate of 99.5%. Additionally, for factory internal sanitation and management, one second-party audit by external certification bodies was conducted each in H1 and H2 on a total of five factories (Ping Roun Food Daxi Plant, Ping Roun Food Xinfeng Plant, Jin Shin Food, Fast Food, and FOPi Bakery). The audit accomplishment rate was 100%. Eight audits were conducted in 2022, all passing, with a rate of 100%. In 2022, FamilyMart introduced the "Corporate Social Responsibility Actions" category, which includes audits on waste management, labor and ethical standards, and occupational health and safety. This addition strengthens the focus on ESG management by suppliers.

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

## 2.2.5 Fresh Food Supplier Management

### Management Mechanism for Fresh Food Suppliers

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



### Management Mechanism

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

1. [Both Audits] Audit Performance Requirement: In-house fresh food factories, commissioned fresh food factories, and FMC factories must all achieve at least an A grade.
2. [Third-party Certification] New suppliers should obtain ISO 22000/HACCP/CAS/TQF or other recognized quality certifications by FamilyMart.
3. [Quality Assurance Inspection] The Quality Assurance Department conducts factory visits, product sampling, and document reviews based on risk levels to confirm legality and authenticity.
4. [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.
5. [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. Factories that receive a B or C grade <sup>(Note 1)</sup> must make improvements within the specified timeframe and undergo reevaluation. Outsourced fresh food factories failing to make improvement by the deadline and with low cooperativeness, in consideration of the quality stability of fresh food products, we will terminate the transaction with these outsourced fresh food factories.

In 2022 there were 53 outsourced fresh food factories (including OEM factories and egg suppliers) having business with us, with an audit accomplishment rate of 100%. A total of 75 second-party audits <sup>(Note 2)</sup> were implemented on these 53 outsourced fresh food factories, and all passed the audit.

**Note 1:** For the audit evaluation items and allocation of commissioned fresh food factories and private label factories, please refer to the appendix "Supplier Audit Management Evaluation Items and Allocation Overview".

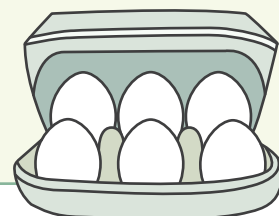
**Note 2:** 75 audits included super A (61 times) and A (14 times).

### Management Mechanism for Egg Suppliers

To strengthen source management of egg farms, we began to enhance the audit of different types of suppliers: egg washing factories, egg farms, and egg farms with washing factories in collaboration with National Animal Industry Foundation. In 2022 we performed the breeding management and quality management audit of 15 egg farms <sup>(Note 1)</sup>, our egg product suppliers <sup>(Note 2)</sup>. The audit accomplishment rate was 100%.

**Note 1:** 15 times including Grade A (15 times).

**Note 2:** For the audit evaluation items and allocation of egg processing plants and chicken egg farms, please refer to the appendix "Supplier Audit Management Evaluation Items and Allocation Overview".



## 2.2.6 FMC Supplier Management

FamilyMart's own brand, "FamilyMart Collection," was launched in December 2013 on the occasion of FamilyMart's 25th anniversary. In response to the changing external environment and market demands, it aimed to provide customers with products that are perceived as safer and more trustworthy, meeting their expectations. Since the introduction of Clean Label certification in 2018, 97% of domestically produced items under the FamilyMart Collection brand have passed the Clean Label evaluation in the past five years.

As of the end of December 2022, the product categories of "FamilyMart Collection" have expanded to include desserts, beverages, snacks, biscuits, alcoholic beverages, ice cream, daily necessities, textiles, gift sets, and more, with a total of 219 items. Among them, 119 items are food products, accounting for 54% of the total. This year, FamilyMart has continued to collaborate with social enterprises. In partnership with a local dairy brand, "Fresh Milk Shop," they have jointly developed a new category of "yogurt," using high-quality Taiwanese milk sources to offer consumers a better choice. Additionally, in response to the changing consumer demands during the pandemic, FamilyMart collaborated with Microbio to introduce six health supplements, ensuring the well-being of the entire family.



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

In 2022, there were a total of 26 food-related suppliers in collaboration with FamilyMart's own brand products. The audit completion rate for these suppliers was 100%. A total of 44 audits were conducted for these 26 suppliers, and all audits resulted in a qualified rating (Note 2).

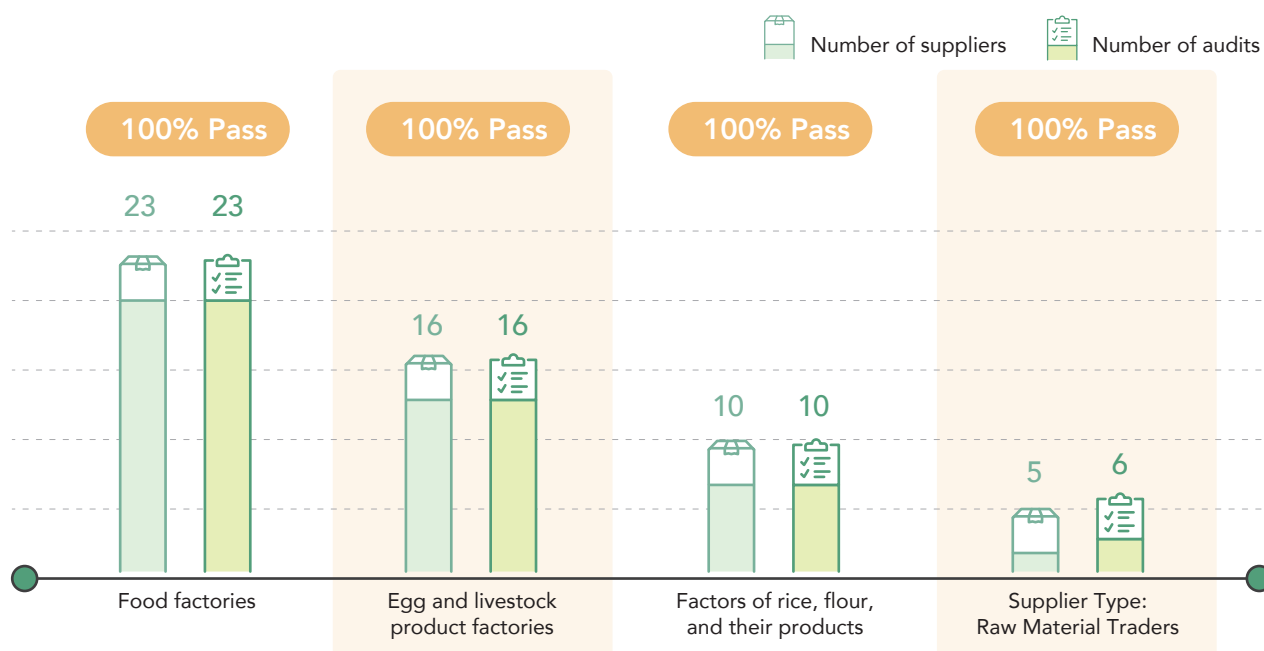
**Note 1:** FamilyMart Collection refers to the products labeled under its own brand category. For the audit frequency and rating criteria of suppliers related to FamilyMart's own brand products, please refer to the appendix "Supplier Audit Management Evaluation Items and Distribution List."

**Note 2:** 44 audits included super A (27 times) and A (17 times).

## 2.2.7 Self-Imposed Management of Raw Materials Suppliers

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

In 2022, FamilyMart had a total of 64 collaborating raw material suppliers. Among these suppliers, 54 were subjected to a dual audit. The completion rate of the audits was 84.4%, with a total of 55 dual audits conducted. The audit results for all 55 audits were qualified. In raw materials supplier audit, we value sustainable environment issues and thus include them in audit management to implement strict control over the management of waste, WCO, wastewater, air pollution, and emissions, in order to contribute to the ecology and environment.



Note: For the audit evaluation items and weighing, audit frequency, and grading standards of raw material and packaging suppliers, please refer to the appendix "Supplier Audit Management Evaluation Items and Weighting Summary" for details.

## 2.2.8 Management of Food Containers and Packaging Materials

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

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

In 2022, the materials inspection, dissolution test, and heat resistance test were conducted on 20 packaging materials used in the store. The results show that all tested materials comply with the *Sanitation Standard for Food Utensils, Containers and Packages* of the MOHW. We planned that food container suppliers must submit a new inspection report every April to control the safety quality of packaging materials.

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

In 2022, FamilyMart had a total of 4 cooperating packaging material suppliers <sup>(Note 1)</sup>. The completion rate of audits for these 4 suppliers was 100%. Four dual audits <sup>(Note 2)</sup> were conducted for these packaging material suppliers, and the audit results were all qualified.

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

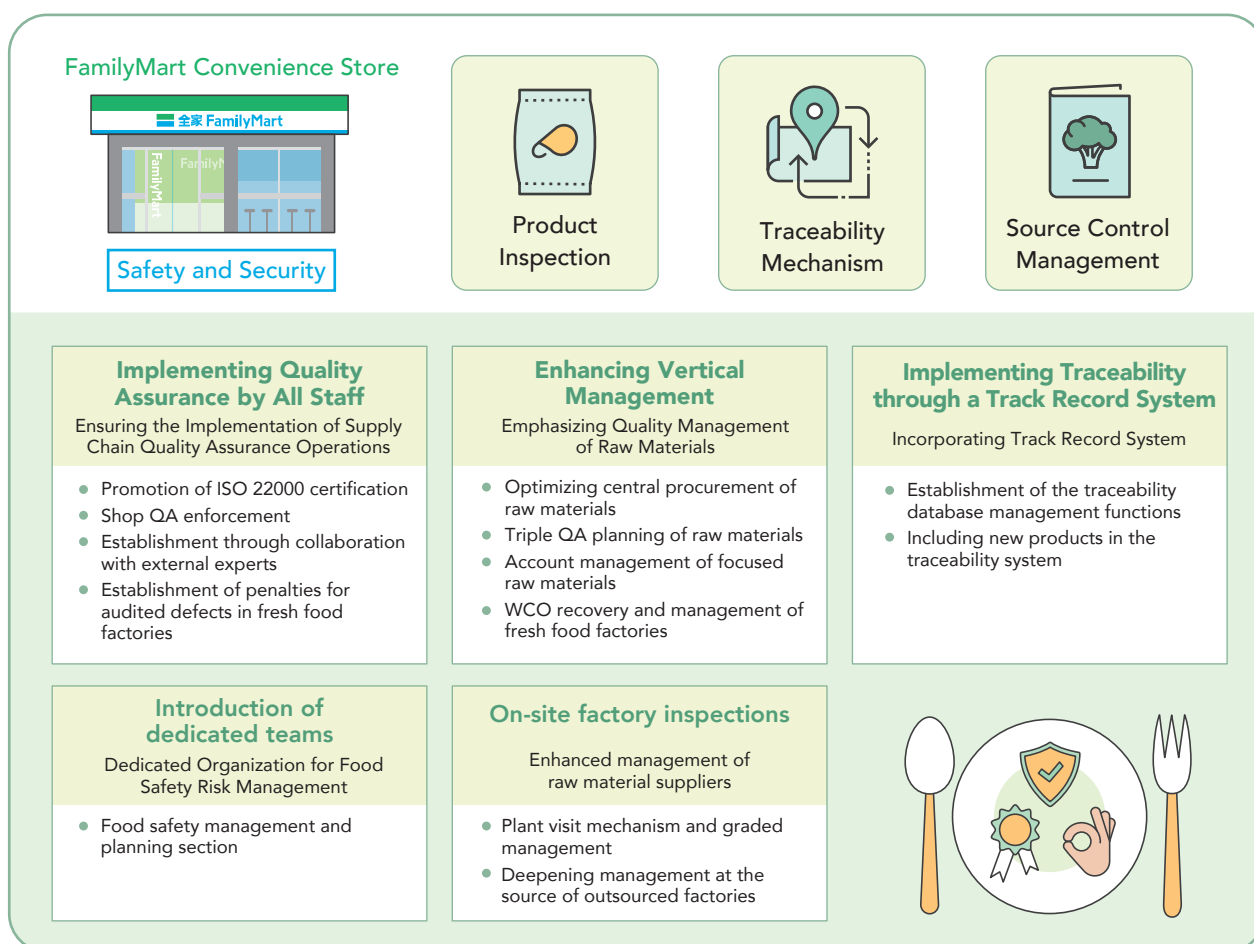
**Note 2:** All 4 audits were classified as Super Grade A (4 times).

## 2.2.9 Product Safety Test

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

To protect food safety for consumers, we invest large amounts of labor and funds in product quality control to perform irregular tests at all levels of our products from raw materials to store sales to ensure product quality. Though external, independent testing units and professional instructions, we hope to control product quality more stringently and objectively. We have also established a division of management system and specification for product quality assurance. In 2022, the fees for the inspection of food and container and packaging materials having contacts with food was NT\$11.544 million.

## 2.3 Food Safety System



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



## Food safety implementation

Control the quality of food, raw materials, and ingredients with specifications better than the government standards.



### Targeted meeting

Hold monthly and make resolution and counteractions for announced laws and regulations or drafts.

### QA report

Share information for compliance through QA reports of the laws and regulations and counteractions in the targeted meeting.

### Food safety drills

Annual food safety crisis drills

### Food safety negative database

Gather the spot check results announced by the health authorities, establish a database on nonconforming items and unqualified suppliers.

## Food education implementation

Propose specifications or suggestions for food ingredients, raw materials, and additives.

### QA report

Enhance QA awareness in employees through units such as law outreach, food education classroom, food safety truth, food safety tests.

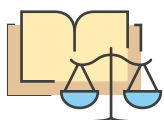
### Food education detection

Food education detection: Propose health-benefiting food ingredients and recommend product development, and promote product usability

The Quality Assurance Department holds regular "Food Safety Project Management Meetings" on a monthly basis to discuss the alignment of group quality assurance policies and regulations. In 2022 a total of 12 "Food Safety Targeted Management Meetings" were held.



## Members of the Food Safety Meeting



### Professional Support

Legal Compliance, PR, Customer Service, Business Operations Promotion Department, and Business Planning departments

### Supplier Management Team

Product OMO Integration Department, Fresh Food OMO Integration Department, Member & E-Commerce Promotion Department, QA Department, and self-owned fresh food factories



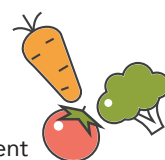
### Affiliates

Taiwan Distribution Center, Re-Yi Distribution Service, Family International Gourmet



### Raw Material Division

Fresh Food OMO Integration Department and Freshly Made Cooking Department



### Logistics Division

Logistics Department



To enhance the group's QA awareness, we began to hold the group QA exchange meeting to share topics with external experts from the industry, government, and academia in order to capture the domestic, foreign, and international trends of food safety and food education development. In 2022, we invited the "Food and Farming Education Foundation" to share insights on "Food and Farming Education and Dining Trends," and "Fat & Prosperous Corporation" to discuss "Developments in Delivery Platforms and Food Safety Control." These discussions provided practical insights for our development.

### 2.3.1 Shop QA Optimization

Through the QA management mechanism and education and training, every year we arrange education and training for HQ and sales supervisors and recurrent or e-learning courses over the "FamilyMart e-Learning Network" for store workers to strengthen the QA concept and awareness in all personnel.



#### QA education/ training

1. Headquarters, regional operational executives, and related enterprises (fresh food factories):  
Quality assurance-related courses, store hygiene management and cleanliness, food labeling instructions, etc.
2. Store frontline staff (store managers, store clerks, part-time workers):  
Food hygiene management, basic quality assurance and hygiene, external agency inspections, etc.  
In 2022, a total of 3 training sessions were conducted for internal audits, cleanliness of production facilities and equipment, with a participation of 90 individuals.

| Time      | Education and Training Departments and Course Titles                       | Person     |
|-----------|----------------------------------------------------------------------------|------------|
| 2022/2/10 | Internal audit practices                                                   | 22 persons |
| 2022/5/13 | Introduction of hygiene design guidelines and positioning cleaning methods | 17 persons |
| 2022/8/26 | Practical evaluation of factory and equipment cleanliness effects          | 51 persons |
| Total     | 3 sessions                                                                 | 90 persons |

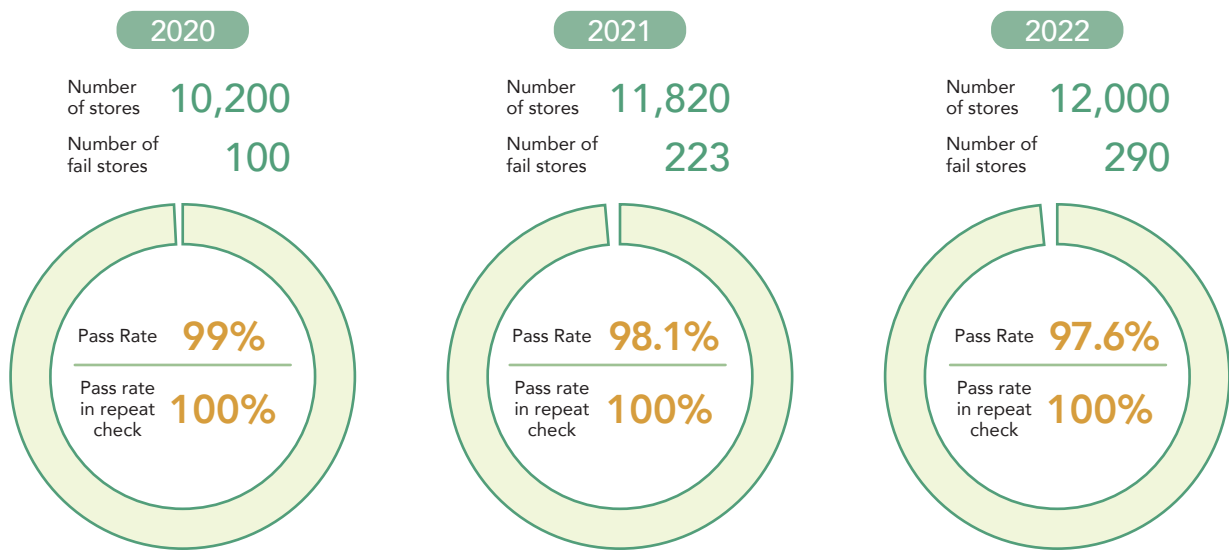


## 2.3.2 Enforcement and Enhancement of Store QA Specifications

Since 2015, we have hired external organizations to perform store checks. Each month, external organizations audit each of the following five categories: QA log and document management, cleaning agent management, focused machine management, facility/equipment management, product management and observation items. The mark deduction system is adopted for scoring. The audit includes 37 items in six categories. Except for expired items that are serious defects with a single-item score of 100, the score for each of the other items is 1-5 marks, and the passing score is 80 or more points. In 2022 a total of 12,000 stores were spot-checked, with a failure count of 290 and a passing rate 97.6%. Repeat inspections will continue in the next month for stores that failed, until they become qualified. The sampling status of stores in the past three years is as follows:



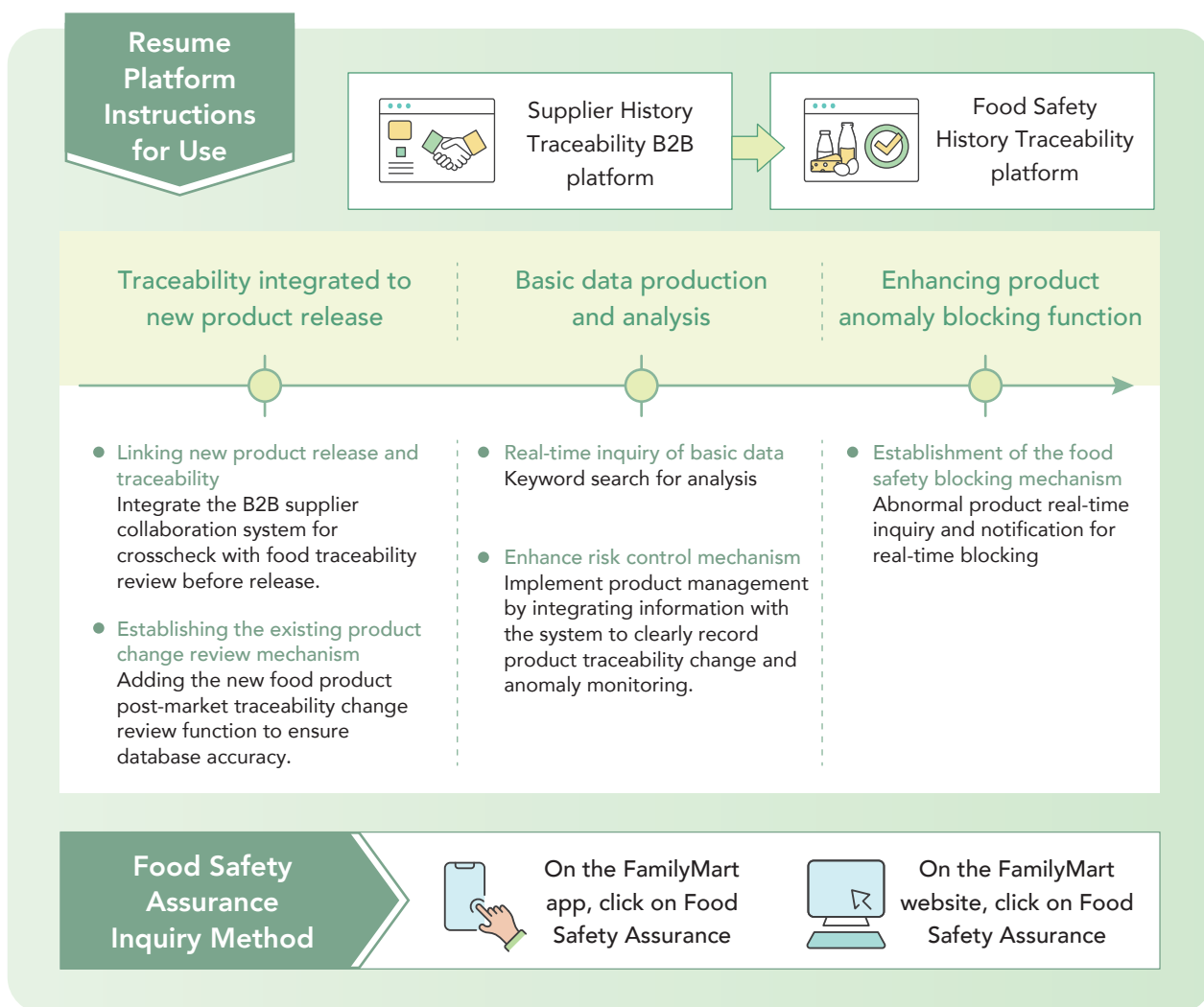
### Store Spot Check Pass Rate in Last 3 Years



We have established the "Customer Complaint Handling SOP" to actively respond to customer complaints, and complaints on expired products are recognized as serious customer complaints. Besides sending the improvement notice to stores receiving customer complaints, HQ will also punish store personnel according to the defined Punishment Regulations to manage product quality. Before the high season in summer, a QA Drill is arranged for stores to simulate the store spot check models of local health authorities and summarize second-party spot checks to enhance the QA awareness and sanitation management of store personnel.

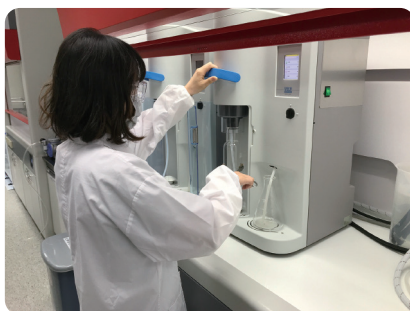
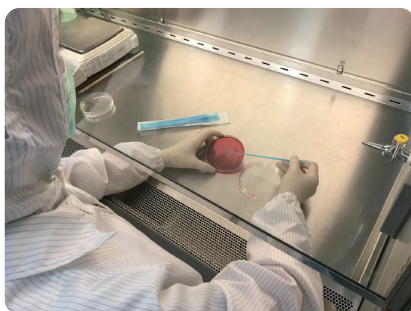
## 2.3.3 Food Safety Traceability

"FamilyMart" has been gradually establishing the "Food Traceability Management System" since 2012. It 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. Simultaneously, the "Food with Confidence in Shopping" platform was developed, allowing consumers to choose allergen-free products, products without certain meats (e.g., beef), or products suitable for specific calorie intake. This provides peace of mind for consumers regarding their food choices.



### 2.3.4 FamilyMart Food Laboratory Basic Information

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



The "FamilyMart Food Laboratory" actively pursues additional certifications and has gradually obtained accreditation from the Foundation for Accreditation of National Certification (TAF) for six testing items: Enterobacteriaceae, Staphylococcus aureus, Salmonella, Listeria monocytogenes, preservatives, and propionic acid, in order to meet the requirements of general food testing. The laboratory has also successfully completed certification renewal (once every three years). In 2022, new rapid tests for cleanliness were added, including tests for fat, starch, residual cleanliness, and caffeine content. The total investment in the food laboratory in 2022 amounted to NT\$9.096 million (Note), accounting for 0.01059% of individual operating income.

**Note:** The food laboratory expenses included instrument and apparatus, examinations, remuneration, and miscellaneous purchases.

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

As of the end of 2022, the following non-standard self-inspection items were added, not following the certified methods: quick tests for cleanliness, including tests for fat, starch, residual cleanliness, and caffeine content.

## 2.4 Innovative Products and Clean Label

### 2.4.1 Food Safety Control: Not A Simple Revolution, Clean Label for Fewer Additives

In 2018, FamilyMart collaborated with over a hundred well-known food-related manufacturers to form the Clean Label Less Additive Food Industry Alliance, leading the trend of clean label food with fewer additives. FamilyMart took the lead in integrating the supply chain team and meticulously planned and overcame difficulties to launch the "Food Safety Assurance" service through the Clean Label certification. Consumers can clearly see the nutritional information and labeling to eat with peace of mind, thereby increasing their willingness to consume with sustainability in mind.

In 2022, FamilyMart was honored with the "Triple Star Award" in the Industry Service Innovation category - Industry Group at the 4th Food Innovation Awards for its efforts in "Creating a Win-Win Production and Sales Ecological Circle! FamilyMart's Clean Label and Food Safety Assurance for Sustainable Dining." This recognition marks the second consecutive year that FamilyMart, as a retail channel enterprise, has received acknowledgement for its social innovation.





## Eating Clean Label with Fewer Food Additives, Health and Peace of Mind

FamilyMart places great importance on food safety and has launched the "Clean Label" initiative. The company focuses on certification acquisition, process improvement, and driving the evolution of employees and suppliers. Currently, they have obtained Clean Label certification for 800 products and 1,000 raw materials (Note 1), providing consumers with peace of mind in their purchases and consumption.

**Note 1:** Promoted the certification of the most own-brand FMC and fresh food products. As of the end of December 2022, a total of 1,099 raw materials, 849 fresh food items (Note 2), and 127 private brand products have obtained Clean Label certification.

**Note 2:** Included 228 released items and 621 unreleased items.

### 2.4.2 Innovative Products

In recent years, with the rise of health consciousness, animal protection, and environmental sustainability, plant-based diets have become a trend. Since 2021, FamilyMart has collaborated with the vegetarian brand "DeliSoys" to introduce Chinese-style plant-based options. In 2022, in order to expand the selection of Western-style plant-based options, they partnered with the Vegan Amore brand and developed their own Western-style products, such as plant-based burgers, sandwiches, and pasta. These diverse Western-style meals have attracted a younger generation who respond to the sustainable advocacy of loving the Earth.

In addition to continuously developing and expanding the range of plant-based products, FamilyMart has launched the "Vegetarian Map" feature on the FamilyMart app to promote healthy plant-based eating. With this feature, users can quickly search for vegetarian, ovo-vegetarian, lacto-vegetarian, ovo-lacto-vegetarian, plant-based spicy, and fruit-based meal options available at nearby FamilyMart stores.

In addition, in response to the modern fitness and sports trend, FamilyMart has launched the "Health-oriented" meal box series in collaboration with nutritionists. These products are designed to provide protein support before and after workouts. In 2022, as part of the "Health-oriented" concept and in response to the plant-based diet trend, FamilyMart introduced the "Plant-based Spicy Vegan Meal Box," which emphasizes high protein content and meets half of the daily recommended vegetable intake. This product aims to fulfill the nutritional needs of the vegetarian community who are engaged in sports and fitness activities.

Furthermore, FamilyMart is actively promoting plastic reduction in packaging materials. The plant-based products from "DeliSoys" and various health-oriented products use flat paper boxes as packaging materials. As of 2022, they have achieved a cumulative plastic reduction of 105.9 metric tons.



# 3

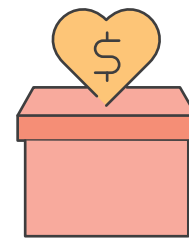
## Care from FamilyMart



### 2022 Sustainable Key Performance



Online zero contact charity, expanded the donation momentum of the charity point platform to help **11 charities** to raise the required supplies



Raised up to NT\$ **130 million** a year through the store small change donation and FamiPort (FP) small-amount donation platforms



Optimized the customer service system, the 2022 response efficiency of customer complaints was **98.4%**. (Compared to 2021, an increase of 2.0%)



Awarded the **gold medal in the Convenience Stores** at The Best Service in Taiwan by Commercial Times



### Material Topics

Customer rights and interests

### Stakeholder

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

### 2023 Top 3 Targets

1



Online zero contact charity, expanded the donation momentum of the charity point platform and member app to help at least **25 charities**

2

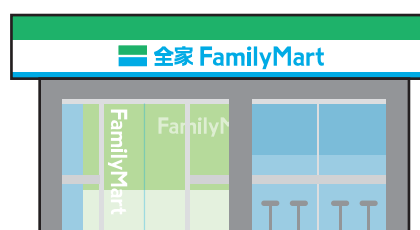
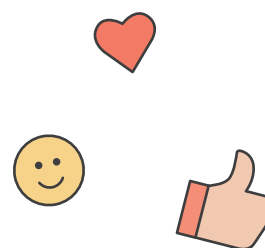


More diversified donation platforms with an annual donation up to NT\$ **130 million**

3



The target response efficiency of customer complaints is **98%**



## 3.1 FamilyMart: Goodwill-Sharing Value Chain

Cultivating Taiwan for over 30 years, based on the brand characteristics and business strategy as a retailer, we demonstrated the advantage of extensive store distribution with 4,138 stores across Taiwan and linked the supply chain and logistics system to escalate through various charitable networks, hoping that the goodwill of people can penetrate O2O to build the goodwill value sharing chain.

By promoting community service, small change donation, member app donation, FamiPort small-amount donation, reward points for charity, public in-kind donation, and enterprise food adoption and donation, we enable goodwill to break through the limits of time and space to share resources to the vulnerable groups in need at any time to flip local communities through sustainable power. In 2022, despite facing the ongoing pandemic, witnessed a remarkable growth of over 10% in public donations, indicating that the enthusiasm for philanthropy among the public remains strong. This further confirms that "FamilyMart" is a trusted platform for charitable endeavors.

"FamilyMart" is not just a convenience store that meets the needs of families, but also fosters sustainable and positive values among community groups. It not only serves the needs of community residents but also extends its care to vulnerable groups and stray animals. This ensures that all community members receive the most thoughtful care and service, embodying the company's vision of a shared value chain for benevolence and contributing to the betterment of society.

Corresponded to SDGs "#1 No Poverty", "#2 Zero Hunger", "#3 Good Health and Well-Being", "#4 Quality Education", "#8 Decent Work and Economic Growth", and "#10 Reduce Inequalities" to raise the public awareness of vulnerable groups and enforce the charity goal of long-term social development.

As a community value sharing platform and taking the supervision responsibility for people making donation at our stores, we request charities must be legally registered, open financial information, and comply with the law. We also publish the donation performance and service achievements periodically to earn public trust. Additionally, we have set up a social welfare hotline on the corporate website to provide a friendly communication channel for charity partners.

### 3.1.1 FamilyMart Creates A Philanthropic Digital Platform, Enabling People to Practice Compassion at Their Convenience, Anytime, and Anywhere

It no surprise to shop and get reward points with apps. Yet, it is a new trend for charity with apps. In today's increasingly advanced technological landscape, smartphones and tablets have become ubiquitous daily devices. With the value of the charity platform, we hope to merge online and offline (OMO). By combining with technology, the convenience of retailing, and the influence of charity, we combined all online and offline donation platforms. Besides making charity more efficient and breaking through the confine of the traditional charity framework, we increased the possibilities of goodwill value sharing!

Walking in a FamilyMart store, consumers can easily donate small change or buy the emergency assistance food pack at any time to contribute to charity. Walking out of the FamilyMart store, consumers can also donate money to the groups in need of help or convert the reward points into supplies for donation to the vulnerable groups over the FamilyMart app to extend charity beyond the store.

## Making Reward Points More Charitable: Online Zero Contact Charity

Getting a head start on all convenience store chains in 2016, we combined the power of tens of thousands of members and their points to build the "Love More\_Reward Point Charity Platform" in 2018 for charity groups to apply for the required supplies and combine our procurement and logistics capabilities to help recruit suppliers through "point, line, and plane", becoming Taiwan's first convenience store chain to combine the needs of charity groups and the reward points of consumers.

The "Love More\_Reward Point Charity Platform" enabled many groups with supply shortages to receive resources. Through a different way of participation, such as reward point donations and discount for additional purchases with reward points, we used technology to diversify the channels for charity contribution for consumers, 24/7 Donations, Boundless Acts of Love. Meanwhile, FamilyMart has also established the "My Philanthropy" section on its app, integrating online actions such as point donations, item donations, and monetary donations, enabling people to engage in philanthropy with just a tap.



(Caption for the image) FamilyMart collaborates with the Andrew Food Bank to help underprivileged children avoid hunger through point-based purchases of essential food items.

|                                                                                                               | Description                                                                                                                                                                                                                                         | Performance in 2022                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <br><b>Item Donations</b>  | Through the app, users can participate in points-based purchases to donate essential food items such as rice, noodles, and milk. Each month, these contributions help ensure that vulnerable children from disadvantaged families do not go hungry. | From March 2022 to January 2023, we have collected over 15,000 portions of essential food, which were provided to the Andrew Food Bank, supporting 3,500 underprivileged children with regular meals.                                                             |
| <br><b>Point Donations</b> | Through the app, users can easily donate their loyalty points, with each point being converted into essential supplies that benefit disadvantaged groups and animal welfare organizations, providing them with increased resources.                 | In 2022, a total of 1.15 billion points were collected, assisting children's organizations, elderly care organizations, organizations for persons with disabilities, and animal welfare groups in accessing necessary resources.                                  |
| <br><b>Money Donations</b> | With just a tap on the FamilyMart app, people can make monetary donations, allowing them to contribute to charitable causes anytime, anywhere, and according to their hearts' desires.                                                              | In 2022, we supported a total of 11 organizations, encompassing environmental protection, child and youth welfare, animal welfare, disabilities, care for the elderly, and rare diseases. Throughout the year, we helped raise over NT\$3.5 million in donations. |

1

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Care from FamilyMart

4

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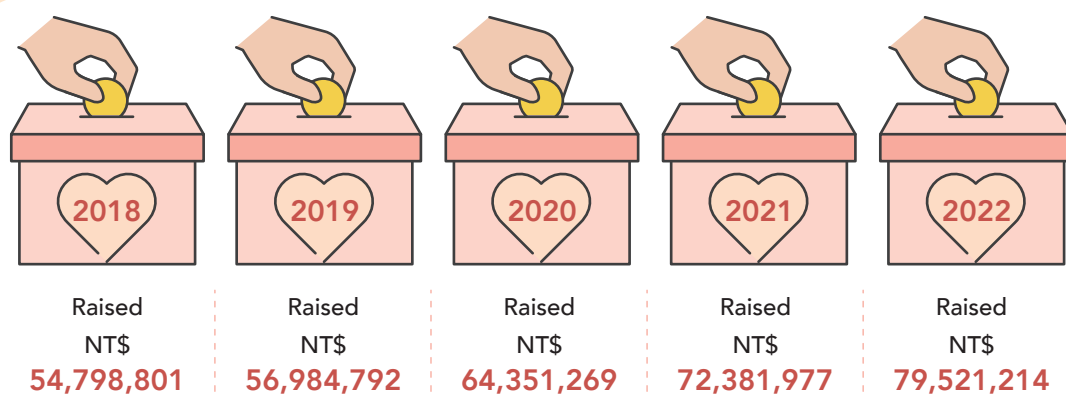
6

## FamilyMart: A Charity Platform for Gather Donations to Help the Vulnerable

As a convenience store chain, we have nearly 4,138 stores for consumers to donate small change or even make donations through the FamiPort machine, making FamilyMart a platform for charity. In 2022, the total amount of small change donations and FamiPort small-amount donations together was over NT\$132 million.

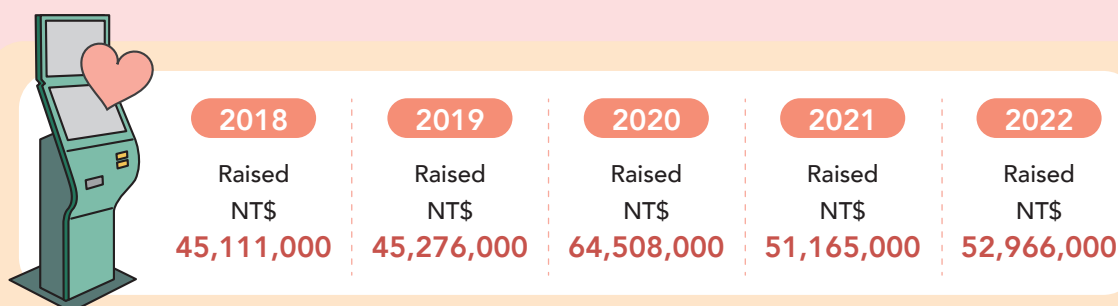
### Small change donations for charity

Through simple small change donations, we hope to use the charity and resources of consumers in the best interest of society. Despite the ongoing diversification of payment options, our small change donation maintained an annual growth by 9% in 2022. Every penny for charity will be used to help the vulnerable, children, and youth access better education and training. We support Taiwan's environmental education with the donation in order to maximize the worth of every penny create significant changes with it.



### FamiPort charity donation platform

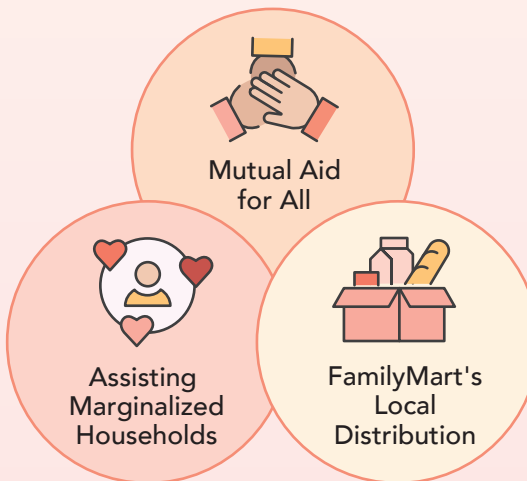
Every year we allow 25 groups to raise charity funds over the FamiPort machine free of service charge. In 2022 we collaborated with a total of 25 groups to raise over NT\$53 million. The scope of donation covered 8 major areas: child and youth welfare, adolescent and elderly welfare, general public, vulnerable families, physical and mental disabilities, special diseases, children's baseball education, animal protection, and environmental education. Consumers can donate to the charity groups that interest them.



## Family Village Safe Box, Assisting Families In Times Of Crisis

Those Who Have Goods to Donate Are Unaware of Where Those In Need Are; Those In Need Are Unaware of Who Is Willing to Help

In the corners of our society, there are many marginalized households living on the edge of the poverty line, unable to qualify for government subsidies (falling below the criteria for low to middle-income household assistance). FamilyMart Convenience Stores aims to unite the public's compassion through the "Village Safe Box" initiative. With the Care Supplies Packages, we provide assistance to those in urgent need, offering a helping hand to those on the edge without perpetuating dependency. To provide assistance to these vulnerable families, they can visit our stores and use the FamiPort kiosk to print and fill out application forms.



Utilizing our procurement advantages, FamilyMart offers the "Village Safe Box" through a charitable subscription of NT\$350 per box. Every two subscriptions amount to a total of NT\$700 for a Village Safe Box (with a market value of NT\$790). Each box contains rice, noodles, rice noodles, canned goods, oil, and other food items, ensuring that marginalized households can access ample food supplies (both vegetarian and non-vegetarian options available). Furthermore, leveraging our extensive retail network, all 4,138 FamilyMart stores across Taiwan become compassionate platforms within local neighborhoods. This allows marginalized households to conveniently apply for the Village Safe Box at nearby FamilyMart stores and enables the public to contribute to charity by subscribing at their local FamilyMart, bridging the gap between the community's enthusiasm and the needs of marginalized households.

Moreover, to enhance the transparency of charitable contributions, we have collaborated with the social enterprise partner "Cherish Technologies" to develop the Love Footprint Tracking System. By inputting the invoice number of the Village Safe Box subscription, individuals can track where their charitable contributions have been distributed. This initiative leverages technology to bring transparency to the realm of charity.

From 2019 to 2022, a total of over 117,000 boxes were raised, providing food and essential supplies to assist 27,936 households in need.



### 3.1.2 Commitment for Sustainable Development: Empowering Future Generations

To demonstrate our support for future generations, through the assistance and empowerment for children, adolescents, and elderly people, we enforce local commitment and the wish for sustainable development.

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

In Taiwan, over 1,000 children encountered traffic accidents when they were walking on the road. Traffic safety improvement is never a one-sided responsibility. Instead, it needs the collaboration of all people. Besides drivers, caregivers, and parents who need to take the responsibility to protect children, children also need to learn how to avoid accidents and the correct response to different traffic situations.

##### FamilyMart x Jing Chuan for zero traffic accident on children!

Through collaboration with Jing Chuan Child Safety Foundation in the "Little Yellow Cap Traffic Safety Plan", we invested the charity donation to child traffic safety education to ingrain traffic safety in children. In 2022, a total of NT\$19.7 million was raised through small change donations. These funds were used to develop traffic safety teaching materials, train volunteer instructors for in-class teaching, create traffic safety educational kits for primary schools and kindergartens, and organize experiential courses and lectures. Our aim is to establish a solid foundation for traffic safety education. Throughout the year, 680 seed instructors were trained, visiting 58 primary schools to conduct traffic safety campaigns and delivering a total of 3,227 traffic safety lessons, benefitting 86,001 individuals.

Additionally, we integrated traffic safety education with our signature event, "Little Store Manager," enabling children to enhance their traffic safety knowledge while having fun. Over 150 stores participated, reaching over 3,000 children. On the eve of the National Children's Safety Day (May 15th), we invited 22 mayors from various counties and cities to join forces, donning yellow hats as the "Traffic Safety Special Forces," in support of the "Yellow Hat Traffic Safety Education Program." Through practical actions, we demonstrated that all 22 counties and cities are committed to children's traffic safety and will not be absent in their efforts.

To raise awareness of children's traffic safety issues, FamilyMart, in collaboration with the Jing Chuan Foundation, invited Uni-President Enterprises Corp. to support the "Yellow Hat Traffic Safety Education Program." Together, we launched the "Baokaka Yellow Hat Charity Pack," featuring four-panel traffic safety comics and delightful illustrations. During the campaign, for every pack of "Baokaka Yellow Hat Charity Pack" sold, Uni-President Enterprises Corp. donated NT\$5 to the Jing Chuan Foundation. In total, we sold 72,000 packs, resulting in a donation of NT\$360,000 from Uni-President Enterprises Corp.



FamilyMart collaborates with the Jing Chuan Foundation in the Yellow Hat Traffic Safety Program, caring for children's traffic safety together.



## FamilyMart x Adolescents

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

### Support for vulnerable adolescents: Find the calling of life and dare to dream

FamilyMart and the Taiwan Alliance for Children's Rights and Welfare Promotion (referred to as "Taiwan Alliance") have been collaborating since 2009 on the "Youth Striding Against the Wind - Youth Employability Training and Educational Assistance Program." Over the past 13 years, we have raised more than NT\$200 million in charitable funds, benefiting over 60,000 Taiwanese youth in improving their employability and learning abilities, establishing stable career plans, and fostering career development. Furthermore, nearly 60% of the funds raised were allocated to support the development of employment counseling programs in local youth service organizations.

In 2022, through small change donations, we successfully raised a total of NT\$13.1 million, which was entirely dedicated to the "Youth Striding Against the Wind" program. The funds were utilized to provide employment counseling and training, facilitate workplace internships, and serve a total of approximately 3,874 students throughout the year.

The program aims to enhance employability and learning abilities, stabilize career plans, and support youth service organizations in providing employment guidance. Thus, the "Youth Striding Against the Wind" program not only acts as a philanthropic platform but also holds significant societal influence in terms of "human resources enhancement, platform synergy, educational equality, unemployment prevention, and sustainable social development."

### "FamilyMart Cuisine King" Witnesses the Birth of Green Chefs, Creating a Dream Platform for Food Education for Young Students

To fulfill our corporate social responsibility in the realms of "agricultural education" and "food education," FamilyMart has been organizing the "FamilyMart Cuisine King" event since 2018. It is the first competition in Taiwan that combines culinary skills among high school students and the Sustainable Development Goals (SDGs).

In 2022, the "FamilyMart Cuisine King" competition centered around the core values of sustainable development, with a focus on "youth dreams," "food and agriculture education," and "promoting local Taiwanese ingredients." The championship was awarded to the team from Nan Ying Commercial and Industrial Vocational School for their creation of "Lemon-Lime Chicken Breast with Quinoa Noodles and Coconut Sauce." Participating students not only received competition prizes and the opportunity to have their dishes sold in convenience stores but they also embarked on educational trips to outlying islands after the competition. These journeys allowed young chefs to learn about the production stories of local Taiwanese ingredients, expand their imagination and skills in using ingredients, and acquire comprehensive food education through teamwork and creative thinking. By fostering the development of the next generation of environmentally conscious green chefs, we aim to cultivate individuals who are committed to solving social problems and are attentive to environmental issues.



Since 2018, FamilyMart has been organizing the "Family Cooking King" event, which is the first competition in Taiwan that combines high school students' cooking skills and the Sustainable Development Goals (SDGs).



In 2022, the "2022 Family Cooking King - Finding Tomorrow's Green Chefs" event was held, and the team from Nan Ying Commercial and Industrial Vocational High School in Tainan City received the gold medal award. The three young chefs received a prize of NT\$100,000 and the opportunity to have their creations sold in FamilyMart stores.

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## FamilyMart x Elderly People Food Education

Elderly health: An inevitable eminent, Imminent social issue of Taiwan. Although the Health Promotion Administration and related units have many projects on elderly health and frailty reduction, insufficient or unbalanced nutrition intake is often found in elderly people. However, it is often misconceived as the result of dental and taste degeneration, low activity level, digestion and absorbency reduction, or the misconception that a light or bland diet is necessary.

### Improving elderly food education for better elderly health

In response to the aging society, since 2020, FamilyMart has been collaborating with the John Tung Foundation (JTF) on the "Enhancing Silver Hair Food Education" public project. By accumulating donations from spare change, a total of NT\$9.53 million has been raised in 2022. This project aims to help the elderly and caregivers develop proper dietary habits, prevent disability and death in old age, improve the quality and dignity of life for the elderly, and reduce the physical and mental stress on caregivers as well as the socio-economic burden.

Aiming to "improve elderly health through dietary habits", besides providing healthy diet education for elderly people and caregivers to change their misconceptions, the "Elderly Health Education Improvement" program also attracted public attention through media activities to increase social support for elderly people in Taiwan to achieve the goals of to be able to eat, eat enough, eat correctly, eat happily, and exercise enough. The program also included various accompaniment and care methods.

- |               |                                           |                                                                                       |
|---------------|-------------------------------------------|---------------------------------------------------------------------------------------|
| 共餐陪伴活動        | 一起吃飯是重要的情感交流，讓陪伴成為飯菜最香的調味料                |                                                                                       |
| 銀髮健身小教室       | 透過分析調查了解爺奶們的健康現況、觀念認知、飲食與生活習慣等，讓設計更貼近長者需求 |    |
| 建立銀髮生活習慣簡易評估表 | 長者也可以輕鬆運用，評估自己的飲食與生活習慣                    |  |
| 辦理銀髮照顧者培力工作坊  | 培養未來推廣銀髮食育力的種子部隊                          |  |
| 銀髮食育推廣資源      | 設計實用、生活化的傳單和影音資源，供各界索取使用，幫爺奶和自己的健康加分      |  |
| 各項倡議          | 破解、澄清諸多健康迷思和謠傳，並提倡各界重視及關心健康老化之議題          |                                                                                       |



### 3.1.3 Care for Local Communities

As a convenience store chain, we have 4,138 stores in different communities across Taiwan. As a community member, with community residents as the service recipients, we promote various store activities to connect with local communities and maintain care about three major vulnerable community groups: children, the disabled, and stray animals in the community. We hope that each group can access the most thoughtful services, helping to promote neighborhood relations, and build strong bonds, thereby promoting community sustainable development.

#### FamilyMart is your home: Better relationship with community activities

Through the "Little Store Manager Camp" community activity, we develop better relationships with local communities and enhance parent-child interaction. We also organized community care activities, such as donations, to help the vulnerable families in the community. Due to the dedicated and passionate involvement of our store managers, neighborhood relationships have improved. The dedicated and enthusiastic store managers have fostered better neighborhood relationships. FamilyMart organizes the "Little Store Manager" workplace experience activities every month, aiming to cultivate empathy in children through service and improve their attention to detail and focus through merchandise organization. Through these carefully planned activities, children learn to respect various professions and industries.



It has been 15 years now since the first "Little Store Manager Camp" was held, and over 10,000 sessions were organized to foster nearly 150,000 little FamilyMart store managers.

To inculcate cherishing food education in the daily life, the "Little Store Manager Camp", the "Cherish Food SE" to match environmental education with cherishing food education for children to learn the importance of cherishing food while experiencing the little store manager role. In 2022, the headquarters held 152 "Little Store Manager" events, with approximately 3,000 participants, helping children learn through play!

#### FamilyMart store managers take the initiative to care for stray dogs and help local dog shelters

"The Dog Sanctuary Founded by Dr. Lee Zhen-yi in Taitung" was established by Dr. Lee Zhen-yi, a physician at the Taipei Veterans General Hospital Taitung Branch. When the doctor arrived in Taitung years ago, he discovered a serious problem of abandoned stray dogs in the area. Along with the presence of traps and snares in many places, this often led to injuries and even loss of life for many cats and dogs. As a result, a dog sanctuary was established to provide medical treatment and care for injured and abandoned dogs. To date, more than 200 dogs have been rescued and cared for. When the store manager of FamilyMart Taitung Jingua Store saw a post shared by a local community online, he personally visited the dog sanctuary to understand its needs. He took the initiative to launch a charitable event in the store, inviting the people of Taitung to participate and personally delivering the collected food and supplies to the dog sanctuary, ensuring the furry friends are well-fed during the winter.





### 3.1.4 FamilyMart Corporate Volunteers - Passionate River Cleanup, Love for the Earth

In 2020, FamilyMart and the "Seeing Berlin Foundation" jointly launched the "FamilyMart Together Seeing Taiwan" five-year environmental care charity project. In addition to utilizing our retail advantages to gather public donations, we are continuing the spirit of director Berlin, hoping to cultivate environmental education through the power of visual media and enable the next generation to continue seeing Taiwan. In 2022, we rallied forty corporate volunteers to participate in the "I Clean the River, I am Proud" FamilyMart x Berlin Foundation River Cleanup Volunteer Activity, where we showed our genuine care for the environment through practical actions. Within a short period, we collected 241 kilograms of marine waste.



In addition to the river cleanup, the event also arranged for the volunteers to visit the "River Reflection Exhibition" at the Berlin Space, hoping to raise awareness among corporate volunteers about the importance of environmental protection through Berlin's documentary showcasing Taiwan's beauty and challenges. In addition to the river cleanup, the event also arranged for the volunteers to visit the "River Reflection Exhibition" at the Berlin Space, hoping to raise awareness among corporate volunteers about the importance of environmental protection through Berlin's documentary showcasing Taiwan's beauty and challenges.

After the event, we hope that everyone can carry the inspiration from that day and become small seeds in the "FamilyMart x Seeing Berlin Foundation" five-year plan, implementing environmental actions in their daily lives and making our living environment better!



## 3.2 Trusted Stores for Customer

Believing that complete service training is the only way to provide services with stable quality, training and education are the first thing first for the frontline service providers of FamilyMart. In management, through the weekly internal self-inspection mechanism of store managers and staff, we examine the service (S), quality (Q), and cleanliness (C) of the store, reach a consensus, and correct defects. Additionally, we also hire external rating agencies to observe stores from the consumer's point of view to prevent the blind spots of internal inspectors in order to keep services closer to the need of consumers.

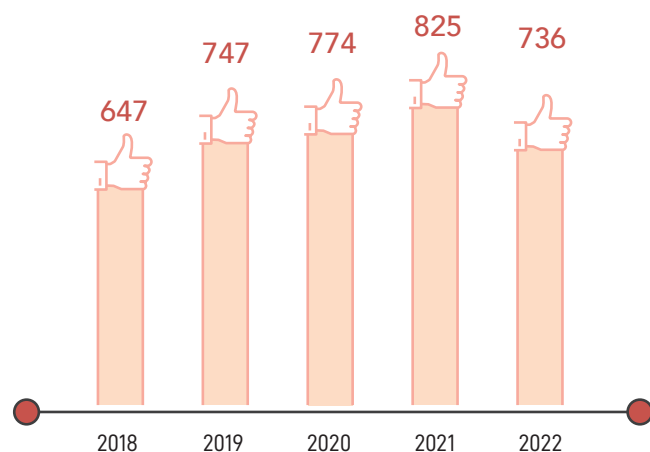
### Protection of Consumer Rights and Interests

Listening to the voice of consumers is one of the important channels for us to communicate with them. In response to the 24-hour operation of stores and to provide consumers with a channel for immediate feedback, we created the 24-hour consumer service hotline ahead of competitors to provide round-the-clock inquiry service and accept real-time complaints. We also set the deadline for closing a customer complaint within 3 days to facilitate real-time, effective improvement of service quality.

In 2022 we expanded the service workforce in response to the consumer service needs. The consumer service hotline provided services for 108% more consumers, with a monthly average of 19,072 customers. We also earned praise from a total of 222,868 consumers. Every valuable voice contributes to the improvement and progress of FamilyMart. We regularly gather feedback and communicate with various departments to provide suggestions from the perspective of customer experience and adjust our direction accordingly.

In 2022, we received 736 instances of praise and compliments from customers regarding our store personnel. In addition to providing appropriate rewards based on the level of service, we commend outstanding store employees and share examples of excellent service with them to facilitate learning and sharing among our staff. Through continuous learning and growth, we aim to provide customers with an even better shopping experience.

The number of compliments in the past 5 years



### 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.

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The dedicated unit responsible for promoting the personal data protection and management system within FamilyMart is the Legal Compliance Office - Intellectual Property and Innovation Department. Its objectives include strengthening internal control and auditing capabilities for organizational management processes, enhancing personal data education and training, and achieving compliance through midterm assessments. In the future, we will continue to strive for the rights and interests of consumers, maintaining and operating the personal data protection and management system. We aim to create a robust environment for protecting personal data in the digital economy, establish a comprehensive network for safeguarding member data, and consistently update our verification processes.

In 2022, no sanction for noncompliance with the consumer rights and interests was reported (Consumer Protection Act, Personal Data Protection Act, Fair Trade Act), and no complaint about damage of customer privacy or customer data loss was received.

## Customer Relationship Management

FamilyMart is committed to leveraging the power of digital technology to connect online and offline channels, creating an integrated consumer experience that fulfills the various needs of our customers. As of 2022, the FamilyMart membership has exceeded 15 million members, spanning different age groups, professions, and lifestyles. To fully meet the diverse needs of our members, FamilyMart adheres to the brand proposition of innovation, connectivity, and experience. We continuously optimize our service experience, placing consumers at the core, and aim to become an omnipresent, cross-industry convenience and lifestyle service platform.

### Membership Management Strategy



#### Enhancing Digital Consumer Experience

Through consumer market research and in-depth understanding of consumer app usage habits, the app usage experience is upgraded with the consumer at the core, ensuring that both tech-savvy users and first-time users can quickly adapt.



#### Integration of Virtual and Physical Services

The FamilyMart app integrates the most frequently used online shopping and service features by consumers, such as "Cross-Store Pickup," "Reservation Pickup," "Point Redemption Fun," "Map Fun," etc. It also incorporates a members-only e-commerce platform called "FamilyMart Plus One Mall," allowing consumers to fulfill various needs within a single app.



#### Personalized Recommendations

Based on the FamilyMart member database, member attributes, consumption patterns, and service preferences are analyzed, and personalized recommendations are provided on the app, achieving a personalized experience for each individual. By leveraging big data operations, the aim is to continuously improve membership management, expand the number of FamilyMart members, and strengthen member connections and loyalty.



## 3.3 Upgraded Store Services

We keep optimizing our frontline service power and set “put oneself in someone's shoes: finding inconvenient pain points from the consumer's point of view and proposing solutions with technology” as the direction for improvement. Combining technology with the goal of reducing store labor and freeing up time, employees can focus on providing warm customer service, which is a key strategy for FamilyMart to continuously enhance its service capabilities. We believe that only good training and education and encouragement for frontline service personnel can provide consumers with good services from the heart. In 2022, frontline employees also earned the recognition of consumers and various evaluations.

### Outstanding Store Management Selection

In 2022, we participated in the [TCFA National Outstanding Store Manager Selection], known as the Oscar's of the chain store and franchise industry. 7 outstanding store managers were selected from the daily necessity retailer category, and 4 of them were from FamilyMart, accounting for 57%. We also won 4 individual prizes. The TCFA National Outstanding Store Manager Selection is held during July-November every year. Contesting items include interviews, mystery guest visits, and innovative operational ideas. FamilyMart selects outstanding store managers from each business department, and after the initial selection, secondary selection, and final selection by the headquarters, the selected managers are recognized as the top-performing store managers nationwide for that year and represent the company in the selection of outstanding store managers.

Despite the impact of the pandemic over the past three years, our frontline partners have remained resilient and committed to providing customers with passionate and friendly service. The glory behind this achievement also represents the collective effort and collaboration of all FamilyMart group partners to deliver the best products and services to customers. We firmly believe that enhancing service capabilities and store manager competitiveness is a necessary and long-term investment for the FamilyMart headquarters.



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## Gold Medal in Convenience Stores at The Best Service in Taiwan Evaluation

It was the 10th annual Best Service in Taiwan evaluation organized by the *Commercial Times*. In the evaluation, Conan International conducted the anonymous rating by its SGS-certified mystery guest team to select enterprises offering quality service and outstanding employees. In 2022, we won the gold medal in the "Convenience Stores" for 4 consecutive years. Additionally, we were awarded the gold medal 7 times over the last decade, with a winning ratio of over 50% in conquering Taiwan's convenience store industry with service power.

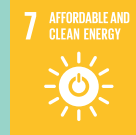
In 2022, the selection scope covered 30 industries and nearly 500 stores, making it the largest domestic evaluation of its kind. In addition to selecting outstanding gold medal operators as industry benchmarks, the evaluation also strives to innovate and align with the overall environment and industry development trends, helping businesses gain advantages by staying ahead of the trends. This year, advanced deployment of epidemic control measures, process simplification with technology and innovation, respect for the choice of customers, and how to find the key to success as the highlight to demonstrate enterprise service power for co-existence with COVID-19 were the focus.



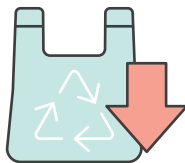


# 4

## Love Earth with FamilyMart



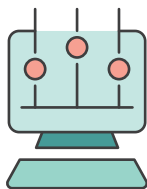
### 2022 Sustainable Key Performance



Reduced plastic packaging  
materials for fresh food products  
by **7.3%** over 2020



Compared to 2018, the fresh  
food scrap rate has decreased  
by **29.6%**



Installation rate of store energy  
management system and  
equipment IoT monitoring and  
management system: up to  
**94.2%**



### Recovered

**71,861** abandoned power banks (2019-2022)  
**42,655** abandoned power tablets (2018-2022)  
**32,303** abandoned power laptops (2010-2022)  
**331,787** abandoned mobiles (2010-2022)  
**571MT** of abandoned discs (2010-2022)  
**2,755MT** of abandoned batteries (2009-2022)

## Material Topics

Food waste management,  
packaging materials  
management

## Stakeholder

Suppliers and Contractors,  
Charity groups

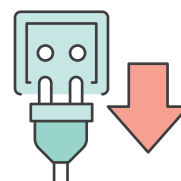
## 2023 Top 5 Targets



Compared to 2018, the  
fresh food scrap rate has  
decreased by **30%**



The "Friendly Shiguang  
Program" has accumulated  
a total of **2.79 million**  
members



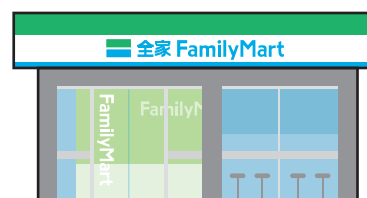
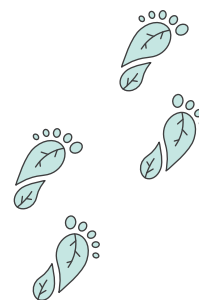
The intensity of store  
electricity consumption  
reduces by **2%**  
over 2022



Low TWP coolant use rate:  
**40%**



HQ paper consumption  
reduces by **2%** of the  
average in the last 2 years



# 4.1 Environmental Management Policy

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

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



## Equipment

1. Through the use of IoT devices and edge computing mechanisms, we implement micro-internet connectivity in our stores to control the electricity consumption of specific devices, ensuring that the demand does not exceed the target value.
2. Use of low global warming potential (GWP) eco-friendly coolant to reduce GHG and pollution emissions to mitigate damage on the environment.
3. Promotion of LED for all store lighting fixtures to effectively reduce store electricity consumption.
4. We test and plan the application of energy storage systems for energy consumption, mainly focusing on peak load shifting to achieve power balance.



## Logistics (Note)

1. We are developing green logistics with the goal of achieving net-zero carbon emissions.
2. We promote energy-saving practices to enhance environmental awareness.
3. We contribute to the economic development by providing employment opportunities for socially disadvantaged individuals.

Note: Please refer to 4.3 Green logistics for the related information of logistics.

### Highlight Project (1)

## The Only Carbon Negative Convenience Store in Taiwan

Accumulate personal carbon credits while shopping and receive cashback.

Beginning in 2019, FamilyMart was the first convenience store in Taiwan to introduce the concept of carbon credits. We collaborated with National Taipei University to establish six carbon-negative stores. Starting with the "Sanxia Beiyuan Store" and "Sanxia Xinhua Store" on campus, we expanded in 2022 to include nearby communities with carbon-negative consumption areas such as "Sanxia University Store," "Sanxia Guanning Store," "Sanxia Guancheng Store," and "Sanxia Xuesheng Store," gradually realizing the spirit of FamilyMart's "sustainable innovation." Through the setup of "Carbon Negative Product Zones" within these stores, we guide consumers to recognize their carbon footprint and accumulate carbon assets through daily consumption, promoting a low-carbon lifestyle.



Products (goods) released in the "carbon negative section" must first be approved using the Carbon Footprint Label or CarbonLabel or Carbon Emission Label issued by the Environmental Protection Administration (EPA). Then, to offset the carbon emissions of a product, a professional service must be used to convert the carbon footprint into an internationally recognized carbon credit. Next, an exclusive carbon negative barcode sticker is attached to the product for consumers to accumulate the carbon asset points by scanning the product after the purchase. Since the opening of FamilyMart's carbon-negative stores in 2019, through continuous communication with consumers regarding the concept of carbon-negative consumption, the total accumulated carbon assets of FamilyMart members reached 1.23 tons by the end of 2022 (Note). FamilyMart actively expands the promotion areas and has also obtained carbon footprint label certifications for various private brand tea and carbonated water series. When entering FamilyMart, consumers only need to find carbon-negative products, join the "Low Carbon Lifestyle Network" and become a "FamilyMart member" to establish a personal carbon asset account and accumulate carbon credits, which can be exchanged for cash vouchers.

**Note:** Total accumulative carbon assets refer to the total quantity of valid carbon assets accumulated, including total quantity of carbon assets registered in the member's "carbon asset" account and the system "carbon neutrality" account.

### Highlight Project (2)

## Creating a 24-hour "Charging Lifestyle Circle"

In response to International Day for the Preservation of the Ozone Layer and to reduce the impact of air pollution on the environment, FamilyMart actively promotes green transportation and the sharing economy through the deployment of the "Charging Lifestyle Circle." According to internal data, FamilyMart's motorcycle battery exchange stations have assisted 13.39 million riders in energy-saving and carbon reduction efforts by the end of 2022. The cumulative carbon emissions reduction is equivalent to the carbon sequestration capacity of 149.4 Daan Forest Parks. As of the end of 2022, FamilyMart has installed motorcycle battery exchange stations in 188 stores, making it the leading convenience store chain in terms of accessibility.

Additionally, FamilyMart has launched the first fast-charging stations for various major brands of CCS electric vehicles in Taiwan. The first station will be implemented at the Tianliao Store in Miaoli Tongfen, and there are plans to expand to 20 stores by 2023. Considering the indispensability of mobile phones in modern life, FamilyMart has set up 24-hour shared mobile power rental stations. As of the end of 2022, these stations have been deployed in 1,566 stores, alleviating concerns about insufficient phone battery life while on the go. In the fourth quarter of 2022, FamilyMart will also be the first in the industry to launch a test store for electric bicycle rentals in Tianwei, Changhua, providing a low-carbon mobility option. Furthermore, the commercial complex managed by FamilyMart, the "Hsinchu Science Park Technology Living Hall," is the first existing building in Taiwan to obtain a Diamond-level green building certification. With an investment of up to NT\$15.4 million in energy-saving improvements, including lighting upgrades, energy-efficient systems, and air-conditioning system updates, it is estimated to save 320,000 kWh of electricity annually. Based on Taiwan Power Company's average monthly household electricity consumption of 352 kWh in 2021, this can provide electricity for nearly a thousand households for a whole month. In addition to the existing Tesla Supercharger station, the Hsinchu Science Park Technology Living Hall will collaborate with Zhongxing Dianzong to set up large outdoor universal charging stations.



全家旗下商場「竹科科技生活館」已有特斯拉超級充電站

## 4.2 Climate Change Response

### Climate Change Mitigation and Adaptation

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

#### 1. Climate Governance

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



Furthermore, in 2022, the company specially arranged climate change-related topics in its corporate governance executive training program, including "Net Zero Emissions, Carbon Neutrality, and Compliance with Corporate Regulations" and "Conceptual Analysis of ISSB S1 Criteria on Disclosure of Sustainability-Related Financial Information." These initiatives aim to deepen the awareness of environmental sustainability governance within the organization.

#### FamilyMart Climate Governance Framework



## 2. Climate Risk and Opportunity Management and Assessment Process

1

### 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.

2

### 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.

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### Identification of Major Risks and Opportunities

- Evaluate risk values based on the analysis, considering impact likelihood (L) and impact magnitude (M), and summarize major climate risks and opportunities for the company, including three risks and two opportunities.
- Inventory of Information and Management Strategies for Climate-related Risks and Opportunities

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### Confirmation by Senior Management

- Finally, the results identified through the review by senior management are confirmed, and relevant climate risks and opportunities are integrated into the overall risk management of the company for control, enabling FamilyMart to reduce harm and seize opportunities when facing the impact of climate change.

## 3. Climate Risk and Opportunity Matrix and Identification of Significance

FamilyMart creates assessment questionnaires based on potential climate risks and opportunities, conducting research on domestic and international peers and engaging external consultants to provide objective opinions. By distributing the questionnaires to department managers for completion and conducting interviews, relevant quantitative data and departmental perspectives are integrated to further generate the climate risk and opportunity matrix and related insights for identification of significance.

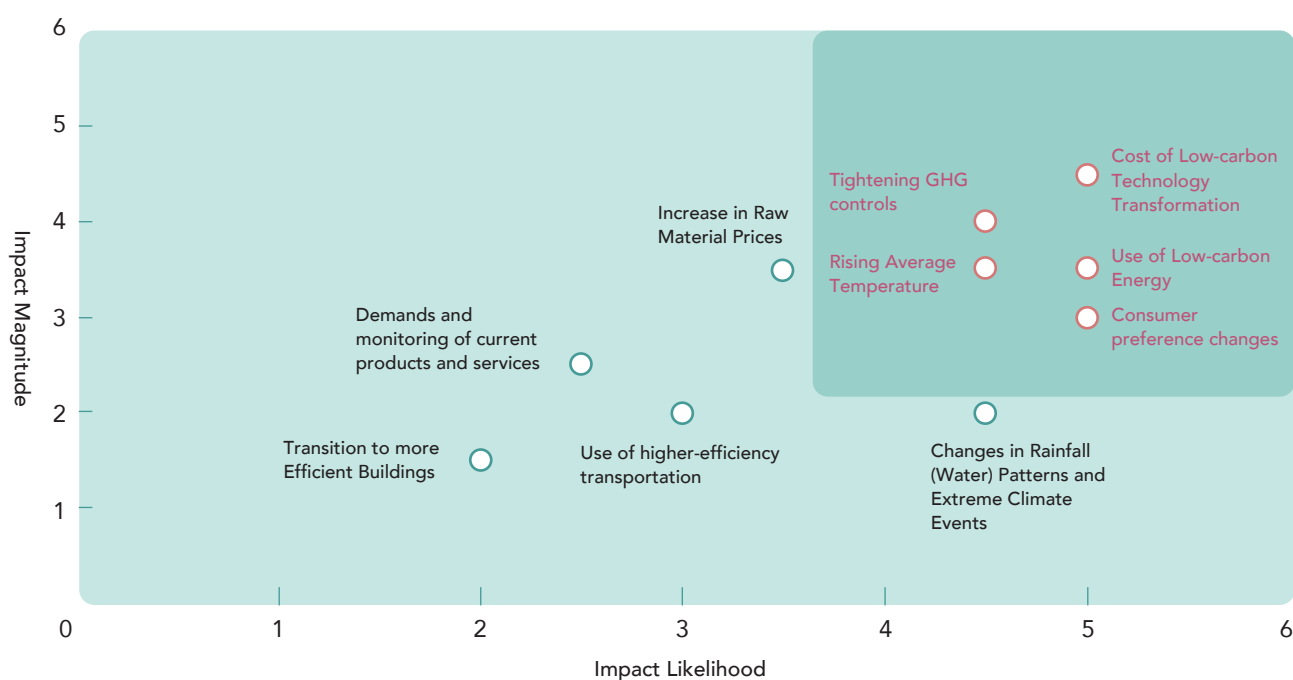
According to the analysis of the significance matrix, there are five significant risks and opportunities that have a notable impact on FamilyMart. Among them, the three climate risks are "Cost of Low-carbon Technology Transformation," "Tightening Greenhouse Gas Regulations," and "Rising Average Temperature." The two climate opportunities are "Use of Low-carbon Energy" and "Shift in Consumer Preferences."







## FamilyMart Climate Risk Matrix



| Climate-related Risks and Opportunities |                                                                 | Impact Likelihood | Impact | Significance (Impact Likelihood * Impact Magnitude) |
|-----------------------------------------|-----------------------------------------------------------------|-------------------|--------|-----------------------------------------------------|
| Technology risk                         | Cost of Low-carbon Technology Transformation                    | 5                 | 4.5    | 22.5                                                |
| Policy and Legal Risks                  | Tightening GHG controls                                         | 4.5               | 4      | 18                                                  |
| Energy Sources                          | Use of Low-carbon Energy                                        | 5                 | 3.5    | 17.5                                                |
| Chronic Risk                            | Rising Average Temperature                                      | 4.5               | 3.5    | 15.75                                               |
| Products and Services                   | Consumer preference changes                                     | 5                 | 3      | 15                                                  |
| Market risk                             | Increase in Raw Material Prices                                 | 3.5               | 3.5    | 12.25                                               |
| Acute Risk                              | Changes in Rainfall (Water) Patterns and Extreme Climate Events | 4.5               | 2      | 9                                                   |
| Policy and Legal Risks                  | Demands and monitoring of current products and services         | 2.5               | 2.5    | 6.25                                                |
| Resource efficiency                     | Use of higher-efficiency transportation.                        | 3                 | 2      | 6                                                   |
| Resource efficiency                     | Transition to more Efficient Buildings                          | 2                 | 1.5    | 3                                                   |

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## 4. Impact Analysis and Response Measures

FamilyMart will conduct further analysis based on the results of the significance matrix. This analysis will involve gathering insights from department managers, market dynamics, international trends, external research reports, etc., to formulate scenario assumptions for each climate risk and opportunity. By examining the potential impacts of climate risks and opportunities through scenario assumptions, FamilyMart will evaluate its own resources and future business development and propose relevant response strategies.



### Scenario Assumptions and Impact Timeline for Climate Potential Risks and Opportunities

| Climate Risks and Opportunities |                                              | Relevant Scenario Assumptions                                                                                                                                                                                                                            | Impact Timeline         |
|---------------------------------|----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Climate Risks                   | Cost of Low-carbon Technology Transformation | Government implements regulations on greenhouse gas emissions, requiring both domestic and industrial sectors to implement reduction measures. Excessive emissions may incur additional carbon fees.                                                     | Medium term (3-5 years) |
|                                 | Tightening GHG controls                      |                                                                                                                                                                                                                                                          | Medium term (3-5 years) |
|                                 | Rising Average Temperature                   | Under the SSP5-8.5 scenario, the duration of summer in Taiwan is projected to increase from the current approximately 130 days to 155-210 days, with an increase in the number of days with temperatures above 36°C in various regions <sup>(Note)</sup> | Long-term (5-10 years)  |
| Climate Opportunity             | Use of Low-carbon Energy                     | Renewable energy-related technologies gradually mature and costs significantly decrease.                                                                                                                                                                 | Medium term (3-5 years) |
|                                 | Consumer preference changes                  | Consumers' preference for green products increases, leading to participation in climate change actions through green consumption.                                                                                                                        | Short-term (0-3 years)  |

Note: Data source referenced from the "Taiwan Climate Change Projection and Information Platform (TCCIP)" report.



### Impact and Response Strategies for Climate Potential Risks and Opportunities

| Climate Risks and Opportunities                               | Impact on FamilyMart (including potential financial impacts)                                                                                                                                                                                                                                                                                                                                                       | Relevant response strategies                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Climate Risks<br>Cost of Low-carbon Technology Transformation | <ol style="list-style-type: none"> <li>Difficulties or increased capital investment required for the implementation of low-carbon or smart energy regulation-related technologies.</li> <li>Replacing high-energy or high-emission equipment will lead to increased capital expenditure.</li> <li>Franchisees are unwilling to participate in low-carbon transformation due to higher associated costs.</li> </ol> | <ol style="list-style-type: none"> <li>Collaborate with other companies on low-carbon technology implementation, such as solar panel installation, energy storage system establishment, and automated power control.</li> <li>Seek government subsidies, tax incentives, and low-interest loans.</li> <li>Communicate with franchisees and provide partial subsidies.</li> </ol> |

| Climate Risks and Opportunities | Impact on FamilyMart<br>(including potential financial impacts) | Relevant response strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------------------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Climate Risks                   | Tightening GHG controls                                         | <ol style="list-style-type: none"> <li>1. Conduct carbon audits and confirm carbon footprints at logistics centers, with assistance from third-party certification organizations.</li> <li>2. Introduction of low global warming potential (GWP) coolants to reduce GHG emissions.</li> <li>3. Replace outdated refrigeration equipment and implement energy-saving equipment testing and implementation plans.</li> <li>4. Continuously promote high-efficiency LED lighting and automate control through IoT systems.</li> <li>5. Replace old vehicles from the third and fourth phases with environmentally friendly fifth and sixth-phase vehicles, while also encouraging delivery personnel to practice engine shut-off during unloading to reduce fuel consumption and carbon emissions.</li> </ol>                                                                     |
|                                 | Rising Average Temperature                                      | <ol style="list-style-type: none"> <li>1. Increased electricity costs during the summer leading to higher operating costs.</li> <li>2. Additional cooling facilities need to be installed in stores, resulting in increased capital expenditure.</li> </ol> <ol style="list-style-type: none"> <li>1. Install windbreak rooms to prevent air conditioning leakage.</li> <li>2. Install a roof on the back area after erecting a metal roof.</li> <li>3. Purchase more energy-efficient air conditioning equipment.</li> </ol>                                                                                                                                                                                                                                                                                                                                                  |
|                                 | Use of Low-carbon Energy                                        | <ol style="list-style-type: none"> <li>1. Reduce greenhouse gas emissions to avoid restrictions or fines imposed by government regulations.</li> <li>2. Reduce electricity expenses.</li> <li>3. Increase revenue from green energy sources.</li> <li>4. Gain a positive corporate image, indirectly leading to increased demand for products/services.</li> </ol> <ol style="list-style-type: none"> <li>1. Install solar panels.</li> <li>2. Set up electric vehicle charging stations in external spaces.</li> <li>3. Test microgrid systems in select stores, allowing remote locations to generate and use their own electricity.</li> </ol>                                                                                                                                                                                                                              |
| Climate Opportunity             | Consumer preference changes                                     | <ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Increase lower-emission products, such as vegetarian food and plant meat to meet the health and low-carbon dietary trends of consumers.</li> <li>3. Promotion of the use of reusable tableware and reusable coffee cups.</li> <li>4. Reduction of the packaging size for fresh food and replacement with paper for some packages.</li> <li>5. Promotion of package optimization to reduce unnecessary packaging space.</li> </ol> <p>Consumers are more willing to purchase environmentally friendly products, leading to an increased demand for green products and services.</p> |

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## 5. Metrics and Targets

The Environmental Team conducts regular annual inventory of quantitative indicators related to climate and the environment, including total electricity consumption, electricity intensity, total greenhouse gas emissions for Scope 1, 2, and 3, greenhouse gas emission intensity, food waste ratio, plastic packaging usage, headquarters' paper consumption, logistics' oil and water intensity, installation of energy management systems and equipment management systems, renewable energy usage, and refrigerant usage. These quantitative indicators are crucial for assessing environmental performance. Please refer to the respective sections in this chapter for the annual quantified performance of each indicator. For the key indicators relevant to climate-related risks and opportunities, we also set medium-long term reduction targets as tabulated below to effectively implement risk control and ensure target accomplishment.

| Key indicators                                                                                 | Goals            | Project year of accomplishment | Base year | 2022 Progress       | Specific planning for target accomplishment                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------|------------------|--------------------------------|-----------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scope 2<br>Proportion of reduction of electricity intensity (kWh/NT\$1 million revenue)        | Reduction by 30% | 2025                           | 2015      | Reduction by 1.81%  | <ul style="list-style-type: none"> <li>◆ Building an intelligent energy management system</li> <li>◆ Promoting store IoT monitoring and energy-efficient equipment</li> </ul>                                                                                                                                                                            |
| Scope 3<br>Proportion of reduction of GHG intensity (tCO <sub>2</sub> e/million NTD revenue)   | Reduction by 15% | 2025                           | 2020      | Reduction by 8.4%   | <ul style="list-style-type: none"> <li>◆ Building an intelligent energy management system</li> <li>◆ New matching system platform for logistics to enhance loading and delivery efficiency</li> </ul>                                                                                                                                                    |
| Fresh food scrap rate (scrap quantity/purchased quantity)                                      | Reduction by 30% | 2025                           | 2018      | Reduction by 29.63% | <ul style="list-style-type: none"> <li>◆ Develop an intelligent supply system to quickly address the leftover food reduction system to effectively reduce food leftover quantity.</li> <li>◆ Implement a recommended ordering system to accurately predict demand and reduce waste generation.</li> </ul>                                                |
| Proportion of reduction of plastic packaging materials for fresh food (MT/million NTD revenue) | Reduction by 10% | 2025                           | 2020      | Reduction by 7.27%  | <ul style="list-style-type: none"> <li>◆ Promote the use of friendly packaging materials through the packaging material reduction and recycling business model</li> <li>◆ Promote the source plastics reduction policy for private-brand (PB) product design. The design path should involve substitution, reduction, and design adjustments.</li> </ul> |

## Energy Conservation and Carbon Reduction Management Measures

Stores across Taiwan are our major source of energy consumption. We deeply realize that besides revenue growth, it is necessary for enterprises to take corporate responsibility for environmental protection, sustainable development, and reduction of environmental impacts on Earth. Therefore, as early as 2005, FamilyMart collaborated with the Industrial Technology Research Institute's Environmental and Energy Research Center, combining Taiwanese academia, industry, and research teams, to develop the "Networked Distributed Energy Management System Design Technology." This system enables dynamic adjustment of various devices within convenience stores, reducing energy consumption through computer system-controlled operations. In recent years, our energy-saving strategies have focused on three aspects: operational energy-saving measures, equipment improvements, and system controls. We have implemented energy-saving policies from stores to headquarters, ensuring a continuous and gradual reduction in electricity usage. Ultimately, this approach leads to significant cost savings and contributes to carbon reduction and environmental conservation. In recent years we have progressively introduced the [Energy Management System] featuring electricity demand inhibition and energy conservation failure prediction. Recognizing that IoT is the world's mainstream technology, to further effectively manage store electricity efficiency and equipment availability, we progressively introduced the [Equipment IoT Monitoring and Management System] in 2019 to reduce the workload of store employees, achieve automated equipment control, and provide a better call for repair model with IoT to achieve scientific store operations. This is also the our target of smart store development.

By the end of 2022 we implemented the [Energy Management System] in 2,395 stores and the [Equipment IoT Monitoring and Management System] in 1,501 stores. Estimates show that the Equipment IoT Monitoring and Management System can help save electricity by about 760,093 kWh, i.e., about 386.89 tCO<sub>2</sub>e in 2022. A total of 3,896 stores already installed the [Energy Management System] and [Equipment IoT Monitoring and Management System], with an installation rate of up to 94.2%. In the future, we will constantly promote the [Equipment IoT Monitoring and Management System] to FamilyMart stores to expand the management of store electricity-using equipment to enhance the efficiency of energy conservation and carbon reduction.



### The Number of Stores and Rate of Installation of the Store Energy Management System and Equipment IoT Monitoring and Management System

| Year                                                               | 2020  | 2021  | 2022  |
|--------------------------------------------------------------------|-------|-------|-------|
| Energy Management System.<br>Number of Stores Installed            | 2,858 | 2,610 | 2,395 |
| IoT Monitoring and Management<br>System Number of Stores Installed | 530   | 1,024 | 1,501 |
| Total quantity of installation                                     | 3,388 | 3,634 | 3,896 |
| Combined rate of installation                                      | 90.0% | 91.2% | 94.2% |

Besides the [Energy Management System] and [Equipment IoT Monitoring and Management System], we also actively guide stores across Taiwan to use energy-efficient LED for signs and store and arcade lighting. The estimated energy conservation effectiveness for 2022 was 699,511kWh, equivalent to reducing carbon by 356.05 tCO<sub>2</sub>e.

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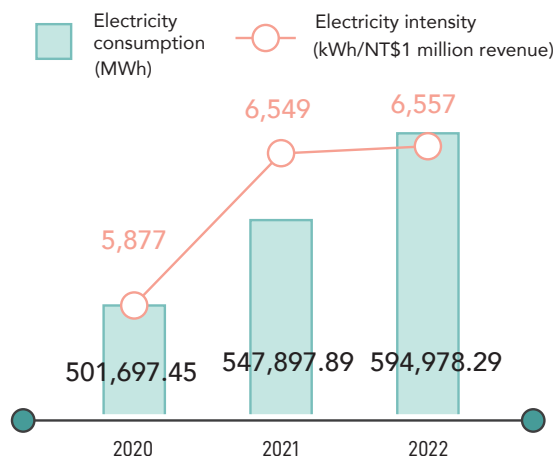
## Store Energy Conservation Action Plans and Effectiveness in 2022

| Store energy conservation action plans                                                                                                                    | Energy saved in 2022 |             | GHG emissions reduced<br>(tCO <sub>2</sub> e) (Note 2) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-------------|--------------------------------------------------------|
|                                                                                                                                                           | kWh                  | GJ (Note 1) |                                                        |
| Energy conservation with equipment IoT monitoring                                                                                                         | 760,093              | 2,736       | 386.89                                                 |
| Use of LED for signs                                                                                                                                      | 594,601              | 2,141       | 302.65                                                 |
| Use of LED lighting for new stores                                                                                                                        | 87,425               | 315         | 44.5                                                   |
| Use of LED arcade lighting for new stores                                                                                                                 | 17,485               | 63          | 8.9                                                    |
| Note 1: This conversion factor is based on 3.6MJ/kWh.                                                                                                     |                      |             |                                                        |
| Note 2: The electricity emission conversion factors of 2022 at 0.509 kgCO <sub>2</sub> e/kWh was applied because the 2021 factors have not been announced |                      |             |                                                        |

## GHG Emissions

According to statistics, the Scope 1 greenhouse gas emissions in 2022, which include emissions from headquarters' official vehicles, emergency generators at shopping malls, and refrigerants from air conditioning and refrigeration equipment, amounted to 25,043 metric tons of CO<sub>2</sub>e. This represents a significant decrease of 37.5% compared to the previous year's emissions of 40,053 metric tons of CO<sub>2</sub>e. The main reason for this substantial reduction is the extensive replacement of environmentally friendly refrigerants. The total electricity consumption in 2022 was 594,978,288 kWh, equivalent to 2,141,922 gigajoules (GJ) (Note 1). As all the electricity used was purchased externally, the converted Scope 2 greenhouse gas emissions amounted to 302,844 metric tons of CO<sub>2</sub>e (Note 2). Regarding electricity intensity, the electricity intensity in 2022 was 6,557 kWh per million New Taiwan Dollars of revenue. It showed a slight increase of less than 0.1% compared to the electricity intensity in 2021. Although FamilyMart added 45 soft-serve ice cream machines and 399 coffee machines in 2022, the company also improved energy efficiency through IoT monitoring systems. As a result, the electricity intensity remained relatively stable. The combined GHG (Scopes 1 and 2) emissions in 2022 were 327,887 tCO<sub>2</sub>e.

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



## 2022 Coolant GHG Emissions

| Coolant Type (Note 3) | Filling volume (kg) | GHG Emissions (tCO <sub>2</sub> e) (Note 4) |
|-----------------------|---------------------|---------------------------------------------|
| R32                   | 2,132.66            | 1,644.28                                    |
| R134A                 | 18.00               | 27.54                                       |
| R290                  | 106.80              | 0                                           |
| R404A                 | 4,665.00            | 22,056.12                                   |
| R410A                 | 6.00                | 13.54                                       |
| Total                 |                     | 23,741.48                                   |

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

Note 2: The electricity emission conversion factors of 2022 at 0.509 kgCO<sub>2</sub>e/kWh was applied because the 2021 factors have not been announced.

Note 3: The proportion of refrigerants that deplete the ozone layer is 100%, and it is not included in the calculations.

Note 4: The value of the IPCC AR6 (2001) was applied to calculate the global warming potential (GWP) of coolant GHG emissions. All values were rounded to one decimal.



As global climate change becomes increasingly severe, countries around the world are taking measures to reduce carbon and greenhouse gas emissions. The retail industry, which involves product transportation and logistics, plays a significant role in these efforts as the emissions generated from transportation and logistics have a substantial impact on the environment. Therefore, reducing transportation emissions in the retail industry has become an urgent issue that needs to be addressed. FamilyMart has been optimizing delivery frequency, routes, and transportation methods to reduce carbon emissions from logistics. In 2022, the total diesel fuel consumption for logistics across Taiwan was 1,430,013 liters (approximately 50,295 GJ), resulting in approximately 3,786 metric tons of CO<sub>2</sub>e in Scope 3 greenhouse gas emissions (Note). Although the emissions decreased by only 1.6% compared to 2021, the fuel intensity was 15.76, indicating a significant decrease of approximately 9.1% in fuel intensity compared to 2021. This demonstrates FamilyMart's initial achievements in reducing transportation carbon emissions.

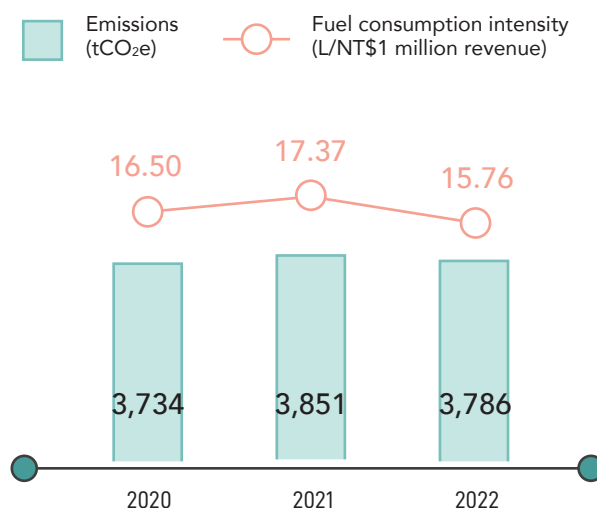
**Note:** Diesel carbon emissions are calculated with the version 6.04 emission factors announced by Taiwan EPA, and the GWP of GHG emissions was assessed with the values in the IPCC AR6 (2021).

In addition to actively implementing energy management systems and other environmental conservation measures, we also recognize the potential of developing green energy. By installing renewable energy generation systems on the rooftops of our logistics facilities, we contribute to the development of renewable energy in Taiwan. In recent years, through collaborations with companies such as AUO Corporation and PlusPV, FamilyMart has completed the installation of solar photovoltaic systems on the rooftops of four logistics centers (Yunlin, Kaohsiung, Taoyuan Daxi, and Taichung Dadu logistics centers) since 2016. The total area covered is equivalent to approximately 3.5 football fields. In 2022, a total of approximately 4,495,655 kWh of solar power was generated, which is equivalent to providing electricity for 1,227 households for the entire year (Note 1) and helping to reduce CO<sub>2</sub> emissions by 2,288 metric tons (Note 2).

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

**Note 2:** The electricity emission conversion factors of 2021 at 0.509 kgCO<sub>2</sub>e/kWh was applied because the 2022 factors have not yet been announced.

### GHG Emissions in Last 3 Years



Daxi Logistics Center



Dadu Logistics Center

## Water Resources Protection

In terms of resource conservation, water resources have always been a crucial aspect, especially as Taiwan has been greatly affected by climate change in recent years, frequently facing water shortages or extreme rainfall, leading to limited available water resources. While our business is closely linked with the use of water resources, optimizing water resources management and preventing unnecessary waste have become issues that concern us. To address water resource issues, FamilyMart has implemented the following two methods: (1) installing water-saving and sensor-activated faucets for water usage hotspots, and (2) providing education and training on water conservation to store personnel to promote a culture of water-saving. Based on data statistics and estimates for individual stores, the total water consumption for all stores in Taiwan is approximately 3,587.65 kilocubic meters (Note 1), with a water intensity of 0.04 kilocubic meters per million NTD in revenue. The relationship between individual store water consumption and Per Store Per Day (PSD) (Note 2) revenue intensity is 1.54% (Note 3). In addition to focusing on store water consumption data, FamilyMart also pays great attention to its own water consumption. To gain a better understanding of the main sources of water consumption, FamilyMart began tracking water consumption data for ready-to-drink beverages (coffee and tea) in 2022. The estimated total water consumption for these beverages is 44.14 kilocubic meters (equivalent to 44,140 "degrees" (Note 5)). In the future, we will continue to trace the correlation between water consumption and PSD for the reference of water management and target setting.

In addition to stores, facing the severe pandemic, to protect the health and safety of employees and customers and save environmental resources, besides advocating washing hands frequency, headquarters also outreached the water conservation concept to employees. The total water consumption at headquarters in 2022 was 5.63 kilocubic meters (equivalent to 5,629 "degrees" (Note 5)), with an average water consumption of 0.00642 kilocubic meters per person (Note 4), representing a 7.9% increase compared to 2021. This increase is mainly due to the implementation of work-from-home measures during the Level 3 alert period in 2021 and continued enhancements in office environment disinfection and cleaning measures in 2022, leading to increased average water consumption. We will continue to promote various actions to protect water resources.

**Note 1:** In 2022, the actual water consumption data was collected from 917 stores, with a total water usage of 796.018 kilocubic meters (equivalent to 796,018 "degrees" (Note 5)). Using the average water consumption per store, the estimated water consumption for 4,138 stores is 3,587.65 kilocubic meters (equivalent to 3,587,646 "degrees" (Note 5)).

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

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

**Note 4:** In 2022, the total number of employees at headquarters was 877.

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

## Green Procurement

Green procurement has gained increasing attention in today's economic system. Traditional procurement methods often focus solely on factors such as price, quality, and delivery time, while overlooking the environmental impact of products. With the growing awareness of environmental protection, green procurement has become a trend, and more and more companies are paying attention to this issue. Guided by the principles of serving customers and giving back to society, FamilyMart continuously pays attention to social and environmental issues while providing convenient living solutions. Internally, FamilyMart conducts employee training on green procurement to raise awareness of its importance and methods. This ensures that environmental factors are prioritized during procurement, and actual procurement expenses are used to support the development of industries related to green products. When executing procurement, priority is given to products with environmental certifications, energy efficiency labels, and water-saving features. On the other hand, FamilyMart collaborates with external suppliers to request products or services that meet environmental requirements and supervise their production and manufacturing processes to ensure compliance with environmental standards.

In 2022, the total amount of environmentally friendly and energy-saving products purchased by FamilyMart amounted to approximately 77 million NT dollars. Among them, the expenditure on energy-saving equipment and environmentally friendly refrigerant air conditioning for stores accounted for approximately 75 million NT dollars,

representing about 97.4% of the total. This is mainly due to the higher global warming potential (GWP) of older refrigerants, which have a greater impact on the environment, and other older equipment also leads to energy waste due to higher energy consumption. For headquarters renovation and procurement, the expenditure on items with environmental certifications (such as FSC, green building materials, and recyclable materials) was 2 million NT dollars, accounting for approximately 2.6% of the total. This helps reduce the environmental impact after disposal in the future.

In addition to promoting green procurement, FamilyMart also promotes the effective reuse of idle equipment, which helps reduce the generation of large waste items. In comparison to purchasing new equipment, in 2022, approximately 53 million NT dollars in procurement costs were saved through the reuse of idle equipment. In the future, FamilyMart will continue to expand green procurement projects. It is not only a manifestation of corporate social responsibility but also an important means of promoting sustainable development.

## 4.3 Green Logistics

With stores across all townships in Taiwan, our trucks deliver room-temperature, frozen, and refrigerated products across Taiwan every day. However, the fuel used by these trucks and the GHG produced will cause environmental impacts. Hence, we are committed to reducing the number of delivery missions by adopting the multi-temperature joint distribution to reduce energy consumption by delivery missions and enable earlier delivery of products for customers to access fresher products. In 2018, we began to optimize the transport management system (TMS). Besides enhancing transport efficiency, TMS can effectively reduce transportation distance to further reduce energy consumption, fuel consumption, and carbon emissions.

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

|                                    | 2022                                                                                                                                                                                                                   | 2023 Goals                                                                                                                                                                                                                                                                                                  |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Taiwan Distribution Center Co.,Ltd | According to statistics, 83 self-owned vehicles of Phase 5 or below were replaced, and a total of 22 eco-friendly vehicles of Phase 6 were introduced. Eco-friendly vehicles now account for 20% of the current fleet. | FamilyMart plans to replace 25 logistics vehicles of Phase 5 or below and collaborate with outsourced delivery providers to implement green logistics concepts in order to achieve environmental awareness.                                                                                                 |
| RE-YI Distribution Service Co.,Ltd | Due to increased cargo volume, the total number of vehicles in the region increased from 418 to 447, with 29 additional vehicles to help clear any backlog.                                                            | To improve vehicle load capacity, vehicle adjustment operations will be carried out in two phases.<br>The first phase will reduce 29 vehicles in January 2023.<br>The second phase, scheduled for March 2023, will reduce an additional 20 vehicles, bringing the total number of vehicles from 447 to 398. |





## Logistics efficiency management history

### 2020

Directly combined TMS with the truck dispatch system to increase truck loading rate and thereby reduce truck missions to reduce carbon emissions.

### 2021

#### Taiwan Distribution Center

Promoted truck loading rate enhancement and control truck management. Controlled loading rate below 85% based on the existing data to effectively control fuel consumption and CO<sub>2</sub> emissions. Set loading rate at over 80% to effectively reduce unnecessary dispatch to cause unnecessary fuel consumption due to delivery.

#### RE-YI Distribution Service

In 2021 the online shopping goods collection rate increased by 115% over the previous year. RE-YI provided home pick-up service. Besides reducing labor and fuel consumption of sellers, integrating store pick-up service also reduced energy consumption from additional truck dispatch.

### 2022

Through big data analysis, we optimize the number of delivery trips and routes to reduce empty vehicle rates. We also replace single-temperature refrigerated vehicles with dual-temperature vehicles for cold chain transportation to increase transportation efficiency.

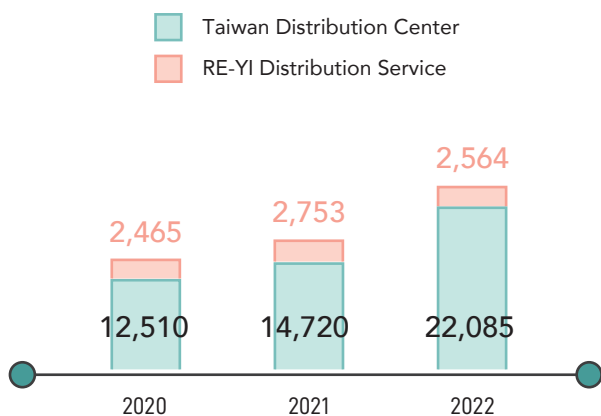
In 2022, the total electricity consumption of Taiwan Logistics Co., Ltd. (Note 1) was 22,085,492 kWh, equivalent to 79,507 gigajoules (GJ) (Note 2), an increase of 7,365,187 kWh or 26,514 GJ (Note 2) compared to the previous year. The water consumption was approximately 46,386 units, an increase of 6,727 units compared to 2021. The increase in water and electricity consumption is primarily due to the operation of the newly added Ruifang Logistics Center this year. Additionally, adjustments in the refrigeration section and increased usage of cold chain facilities due to e-commerce activities have also contributed to the increase in consumption.

In 2022, the electricity consumption of RE-YI Distribution Service Co., Ltd. was approximately 2,563,840 kWh, equivalent to 9,229 GJ (Note 2), a decrease of 6.8% compared to the previous year. The water consumption was approximately 9,158 units, an increase of 4,212 units compared to 2021. This increase was mainly due to the enhanced cleanliness and disinfection frequency in response to the pandemic (changed from weekly to daily), resulting in increased water usage.

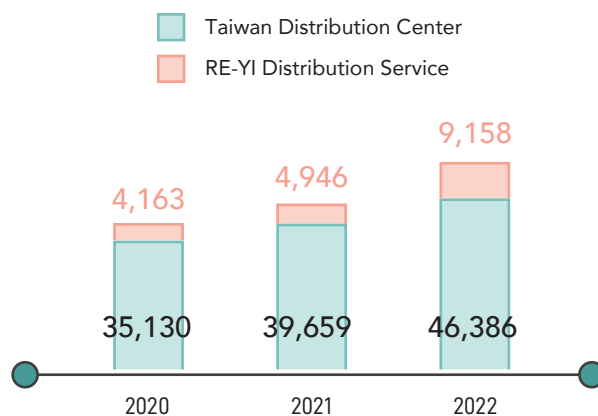
Note 1: Logistics centers included Ruifang, Linkou, Daxi/Bade, Taichung, Yunlin, Kaohsiung, and Hualien centers.

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

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



Total Electricity Consumption of Logistics Centers and RE-YI Distribution



## 4.4 Waste Reduction from Love for Earth

Besides providing thoughtful services, our innovation DNA also ingrained in each part of business operations. We introduced many innovative waste reduction programs to make environmental protection more a slogan and to actually enforce it in business operations, such as scrapping resources for sales discounts and related plastics reduction actions, allowing FamilyMart to combine the power of citizens to promote sustainability through green consumption. These initiatives allow FamilyMart to harness the power of the public and promote sustainability through green consumption.

### Scrap Resources for Sales Discounts

Realizing the depletion of resources, we made lots of efforts, hoping to reduce the waste of resources and the ecological footprint (EFP) of human activities on Earth together with citizens.

In 2009, FamilyMart collaborated with Catalytic Environmental Co., Ltd. to launch the "Recycling Batteries for Snacks" campaign, leading the way in encouraging the public to bring their used batteries to any FamilyMart store across Taiwan for recycling. This initiative aimed to prevent the improper disposal of waste batteries, which could potentially harm and pollute the environment. In 2010 we expanded the recovery platform and added the paid recovery items, including scrap discs, scrap mobiles, and scrap laptops. Recycled waste resources are transformed into grass bricks, pathway bricks, drainage covers, etc., giving discarded electronic products a new lease of life and maximizing the efficient utilization of resources.

In 2022, in collaboration with the Environmental Protection Administration, a bonus recycling campaign for used batteries was launched. The redemption of recycled waste resources was adjusted to be exchangeable for consumer discounts, aiming to enhance consumers' willingness to participate in waste resource recycling. In October of the same year, in response to the Environmental Protection Administration's initiative, each recycled mobile phone could be redeemed for double the discount amount. A total of 18,238 mobile phones were collected during the campaign period.

As of 2022, through the discount-for-recycling program, FamilyMart has collected approximately 2,755 metric tons of used batteries, 571 metric tons of discarded CDs, 331,787 discarded mobile phones, 32,303 discarded laptops, 42,655 discarded tablets, and 71,861 discarded power banks. The scrap resource recovery plan has gained positive benefits and created a win-win situation to consumers, suppliers, and FamilyMart.

## Waste Management

We enforce waste management and actively advocate refuse reduction and recycling. Store personnel implement waste sorting before hiring qualified contractors for proper disposal to reduce the environmental impact of waste.

In 2022, it is estimated that the outsourced waste disposal volume for all stores in Taiwan was 24,112 metric tons <sup>(Note)</sup>. Despite an increase in the number of stores compared to 2021, the waste generation per store remained relatively constant due to the implementation of waste classification measures.

**Note:** According to statistics, the actual number of waste-producing stores in 2022 was 1,942 stores, with a total weight for outsourced disposal of 11,316MT. Based on the single-store weight for outsourced disposal, the total weight of waste for outsourced disposal of 4,138 stores was 24,112MT.

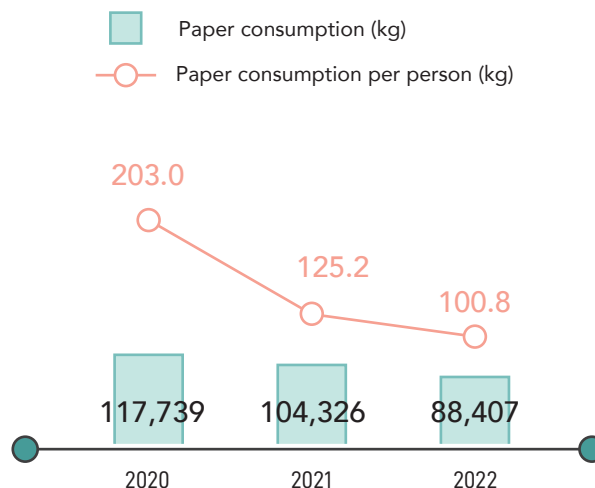
## Paperless Measures

In 2022, FamilyMart's headquarters consumed a total of 88,407 kilograms of paper, with an average paper consumption per person of 100.8 kilograms <sup>(Note 1)</sup>. This represents a decrease of 15,919 kilograms in total paper usage compared to 2021, with a reduction of 19.5% in per capita paper consumption. These figures demonstrate the significant impact of proactive efforts in reducing paper consumption and achieving paper-saving goals. In the future, FamilyMart will continue to promote paperless initiatives such as digital marketing, aiming to gradually reduce paper usage and achieve energy conservation and waste reduction in line with environmental sustainability objectives.

**Note 1:** Paper consumption per person was calculated based on the total number (877 persons) of office employees at HQ.

**Note 2:** Data errors in the 2020 and 2021 CSR report has been revised in this year.

### Statistics of Paper Consumption at FamilyMart HQ <sup>(Note 2)</sup>





# 5

## FamilyMart, A Happy Enterprise



### 2022 Sustainable Key Performance



In 2022 we hired 87 persons with disabilities, higher than the statutory quota by **71%**



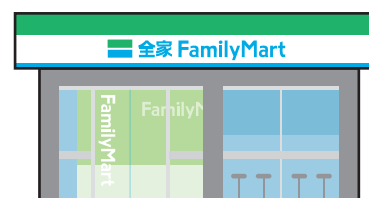
In 2022 the total hours of education and training for store employees was

**169,252** hours



In 2022 the total amount of subsidies for employee health checkups was

NT\$ **6.59** million



### Material Topics

Occupational Health and Safety, Talent Development and Cultivation

### Stakeholder

Government agencies, Employees, Franchisees, Charity groups

### 2023 Top 4 Targets



Obtained external verification for  
**ISO 45001**



The frequency severity indicator (FSI) was lower than the average at **0.37** in Taiwan's retailing industry in the last 3 years (2020-2022)



Number of high-consequence work-related accidents each year: **0**



Education and training expenses (including franchisee stores):  
NT\$ **39.91 million**

## 5.1 A Great Partner with FamilyMart

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

In 2022, the total number of employees at FamilyMart was 5,112 (Note 1), and the total number of personnel in franchise stores was approximately 15,000 (Note 2). Among our personnel, there are 2,547 male employees (Note 3) and 2,565 female employees (Note 3), resulting in a roughly 1:1 gender ratio. Additionally, all FamilyMart supervisors and higher-level executives are Taiwanese.

In terms of recruitment, FamilyMart emphasizes diversity and implements a fair, just, and transparent selection process that does not discriminate based on employees' nationality, religion, race, gender, or any other criteria. We strictly adhere to the regulations of the Labor Standards Act and ensure that salaries are never lower than the legally required minimum wage. We do not employ individuals under the age of 15. We also uphold the core spirit of supportive employment by providing job opportunities for middle-aged and older individuals, those seeking secondary employment, vocational high school students engaged in cooperative education programs, and part-time workers who are still studying. We also employ indigenous people and foreign workers and exceed the legally required number of employees with disabilities, aiming to create a diverse, inclusive, friendly, and lively work environment. In 2022, the headquarters and directly operated stores employed a total of 87 employees with disabilities, accounting for 1.70% of the total workforce, surpassing the legally required minimum of 71%. We also employed 38 indigenous employees and 42 foreign workers. In response to declining birth rates and an aging population in Taiwan, the directly operated stores employed a total of 200 individuals aged 45 to 54, accounting for 3.91% of the total workforce, including 166 full-time and 34 part-time employees. We also employed 49 individuals aged 54 and above, accounting for 0.96% of the total workforce, including 43 full-time and 6 part-time employees.

In the future, we will continue to expand the recruitment of middle-aged and older individuals, as well as foreign talents, and optimize our training mechanisms, create appropriate welfare systems, provide a friendly working environment, and enhance the willingness of middle-aged and older individuals and foreign workers to contribute to store workplaces.

**Note 1:** Includes headquarters 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, 2022.

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

### Numbers of Employees in 2022

(statistics by 2022/12/31)

| Gender   | Full-time<br>(Irregular contract) |                   |                    | Temporary, Contract-based<br>(Fixed-term contract) |                   |                    | Total |
|----------|-----------------------------------|-------------------|--------------------|----------------------------------------------------|-------------------|--------------------|-------|
|          | Northern<br>Taiwan                | Central<br>Taiwan | Southern<br>Taiwan | Northern<br>Taiwan                                 | Central<br>Taiwan | Southern<br>Taiwan |       |
| Male     | 1,593                             | 366               | 588                | ---                                                | ---               | ---                | 2,547 |
| Female   | 1,605                             | 379               | 581                | ---                                                | ---               | ---                | 2,565 |
| Subtotal | 3,198                             | 745               | 1,169              | ---                                                | ---               | ---                | 5,112 |

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(statistics by 2022/12/31)

| Gender   | Full-time       |                |                 | Part-time       |                |                 | Total |
|----------|-----------------|----------------|-----------------|-----------------|----------------|-----------------|-------|
|          | Northern Taiwan | Central Taiwan | Southern Taiwan | Northern Taiwan | Central Taiwan | Southern Taiwan |       |
| Male     | 1,082           | 254            | 407             | 511             | 112            | 181             | 2,547 |
| Female   | 1,057           | 210            | 362             | 548             | 169            | 219             | 2,565 |
| Subtotal | 2,139           | 464            | 769             | 1,059           | 281            | 400             | 5,112 |

(statistics by 2022/12/31)

| Gender   | HQ administrative personnel |                | Store Personnel   |                | Total |
|----------|-----------------------------|----------------|-------------------|----------------|-------|
|          | Supervisor (Note)           | Non-supervisor | Supervisor (Note) | Non-supervisor |       |
| Male     | 88                          | 746            | 142               | 1,571          | 2,547 |
| Female   | 22                          | 770            | 160               | 1,613          | 2,565 |
| Subtotal | 110                         | 1,516          | 302               | 3,184          | 5,112 |

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

In 2022, there were a total of 1,364 newly hired employees, an increase of 202 compared to the previous year. There were 1,099 employees who left the company, an increase of 160 compared to the previous year. The increase in newly hired employees is primarily due to the effectiveness of our diversified recruitment strategies. However, because there is a higher proportion of middle-aged and older employees seeking secondary employment, the turnover rate has also increased. We will continue to optimize relevant systems to reduce the number of employees leaving the company.



## New and Resigned Personnel in 2022

(statistics by 2022/12/31)

| Gender   | Age      | New employee training |                |                 |       |
|----------|----------|-----------------------|----------------|-----------------|-------|
|          |          | Northern Taiwan       | Central Taiwan | Southern Taiwan | Total |
| Male     | Under 30 | 185                   | 92             | 108             | 385   |
|          | 30-50    | 163                   | 41             | 59              | 263   |
|          | Over 50  | 20                    | 5              | 3               | 28    |
| Female   | Under 30 | 184                   | 61             | 90              | 335   |
|          | 30-50    | 190                   | 43             | 41              | 274   |
|          | Over 50  | 53                    | 15             | 11              | 79    |
| Subtotal |          | 795                   | 257            | 312             | 1,364 |

(statistics by 2022/12/31)

| Gender   | Age      | Resigned employee |                |                 |       |
|----------|----------|-------------------|----------------|-----------------|-------|
|          |          | Northern Taiwan   | Central Taiwan | Southern Taiwan | Total |
| Male     | Under 30 | 153               | 83             | 72              | 308   |
|          | 30-50    | 173               | 44             | 37              | 254   |
|          | Over 50  | 33                | 1              | 4               | 38    |
| Female   | Under 30 | 139               | 36             | 63              | 238   |
|          | 30-50    | 155               | 33             | 34              | 222   |
|          | Over 50  | 26                | 7              | 6               | 39    |
| Subtotal |          | 679               | 204            | 216             | 1,099 |

## "FamilyMart x Victory: Overcoming Barriers, Creating an Inclusive DEI Workplace"

The "FamilyMart x Victory: Overcoming Barriers, Creating an Inclusive DEI Workplace" project is a collaboration between FamilyMart, Victory Foundation, and Victory Development Center for Persons with Disabilities. It aims to create the first 24-hour convenience store in Taiwan operated by individuals with mixed disabilities. The project was initiated in 2011, starting with the Taidaer Store inside National Taiwan University as the first location and gradually expanding to reach seven stores in the Taipei and New Taipei City areas by 2022. These stores include the Taidaer Store, Song's Medical Store, Dunzhong Store, Xizhi Fuquan Store, Xindian Baihe Store, Linkou Public Housing Store, and Xiaowan Public Housing Store, with the Xiaowan Public Housing Store being newly opened in June 2022.

Most of the partners working in these stores are individuals with disabilities, including those with hearing and speech impairments, autism, intellectual disabilities, mental health conditions, and physical impairments. By utilizing the expertise of both FamilyMart and Victory, the project has redesigned the standardized operations of the convenience store chain to create work processes suitable for different team members, promoting diversity, equality, and inclusion in the workplace with a DEI (Diversity, Equity, and Inclusion) spirit. This is achieved through the replication of store operations SOPs, the integration of diverse work abilities, and the provision of training and guidance from professionals such as social workers who serve as store managers.

Additionally, FamilyMart has transformed the store signage, utilized KOL (Key Opinion Leader) video marketing, and allocated media promotion resources to invite public support for partners with disabilities, breaking stereotypes and biases regarding the work capabilities of individuals with disabilities.

Since the introduction of Victory stores, over 300 individuals with disabilities have been employed and trained, and a new model of "community employment" has been developed. This model helps individuals with disabilities transition from these working in these convenience stores into mainstream workplaces, aligning with two of the United Nations Sustainable Development Goals (SDGs), specifically #10, reducing inequalities and #8, promoting decent work and economic growth.

### Distinctive Features of Victory Stores

- **Mixed disabilities working team:** Allow persons with different disabilities to support one another to demonstrate the power of teamwork.
- **SOP reproduction and transformation:** Further split the SOP of convenience stores to lower the learning and adaptation thresholds for persons with disabilities allowing them to pick up work through a proper training system.
- **Assigning a mentor and also manager for each store:** Mentors with mentoring training transform and reproduce standard workflows suitable for use by persons with disabilities, accompany them, and give them a good support system.

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## Creating Social Impact

There are over one million individuals with disabilities in Taiwan, and they face numerous challenges throughout their lives. Regarding employment, the labor force participation rate among individuals with disabilities is significantly lower than that of the general population. Even if they have jobs, many are employed on temporary or contract terms, and the unemployment rate for individuals with disabilities is three times higher than that of the general population.

### Quantifying the Impact

Since the collaboration between FamilyMart and Victory began in 2011, over the course of 10 years, a total of seven FamilyMart x Victory convenience stores have been opened. The project has also developed a new model of "community employment," continuously assisting individuals with disabilities in transitioning from these convenience stores back to their communities, aligning with SDG #10, reducing inequalities.

This project model also helps social enterprise organizations achieve self-sustainability by establishing viable business models and effective operational mechanisms. The estimated annual revenue from the seven stores reaches 150 million New Taiwan Dollars, corresponding to SDG #8, promoting decent work and economic growth.

### Qualitative and Long-Term Impact

By transforming the signage of convenience stores managed by teams of individuals with disabilities to "FamilyMart ♥ Victory Foundation" and highlighting the distinctive features of their operation, negative labels are reversed, and positive recognition from customers is sought. At the same time, various designs such as identification armbands and name tags are used in the store to let customers know about the differences of our partners, breaking the stereotypical impressions of employment for people with disabilities. With estimated monthly foot traffic of 20,000 customers per store, the seven stores have a total of 1.7 million customer interactions in a year, which can greatly contribute to publicity and communication, aligning with SDG #10, reduce inequality.





## 5.2 Human Rights and Healthy and Safe Workplace

### Human Rights Maintenance

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

At FamilyMart, employees are entitled to the freedom of association, and we also encourage employees to form and participate in different types of employee clubs. We have Employee Welfare Committee (EWC) established the "Employee Club Organization and Management Regulations" and subsidize employee clubs. The headquarters provides an annual subsidy of NT\$20,000 to each club, and for clubs with more than ten members, an additional NT\$500 per person, with a maximum subsidy of NT\$30,000. In addition, we encourage FamilyMart convenience stores in various regions to establish clubs that offer various activities. Business units at the headquarters level can apply for subsidies, with a maximum subsidy of NT\$60,000. As of the end of 2022, FamilyMart has eight clubs, with subsidies totaling NT\$300,000, providing a platform for employee gatherings and activities. Additionally, employees are entitled to form a labor union. However, no labor union has been formed so far. In 2022, no noncompliance with human rights was reported.

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

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



### Employee Clubs



Hiking Club



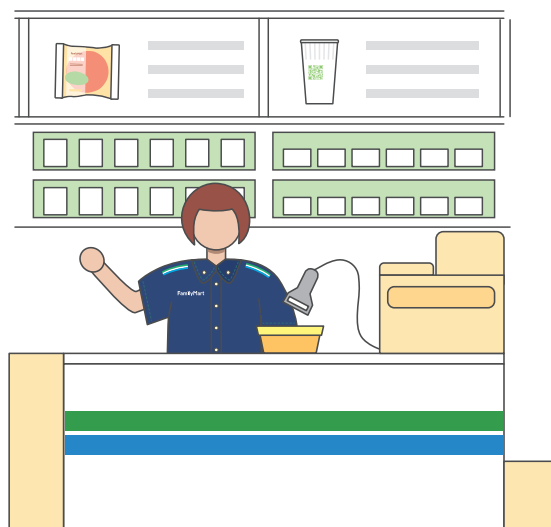
TRX Suspension Training Club

## A Safe and Secure Workplace

FamilyMart adheres to the concept of providing employees with a "safe and secure" working environment and has established the "Occupational Safety and Health Work Guidelines." The guidelines mainly cover labor safety and health management and division of responsibilities, maintenance and inspection of equipment, work safety and health standards, education and training, health guidance and management, first aid and rescue, and preparation, maintenance, and use of protective facilities.

These guidelines have been approved for inspection by the Taipei City Labor Inspection Office. We have established labor-management meetings and occupational safety and health committees in accordance with the Labor Standards Act and the Occupational Safety and Health Act. The labor-management meetings consist of elected representatives from the labor and management

sides, with 8 representatives each. The occupational safety and health committee consists of the general manager as the chairman, 4 members from the management side, and 8 worker representatives, and regular meetings are held to discuss labor rights, welfare, occupational safety and health management system review operations, environmental safety, and health matters. Decisions made during the meetings are implemented accordingly. The president is the top responsible officer of OH&S matters. We have also formed the Occupational Safety and Health Committee to establish HSE policies and approaches for the OH&S team to promote and implement.



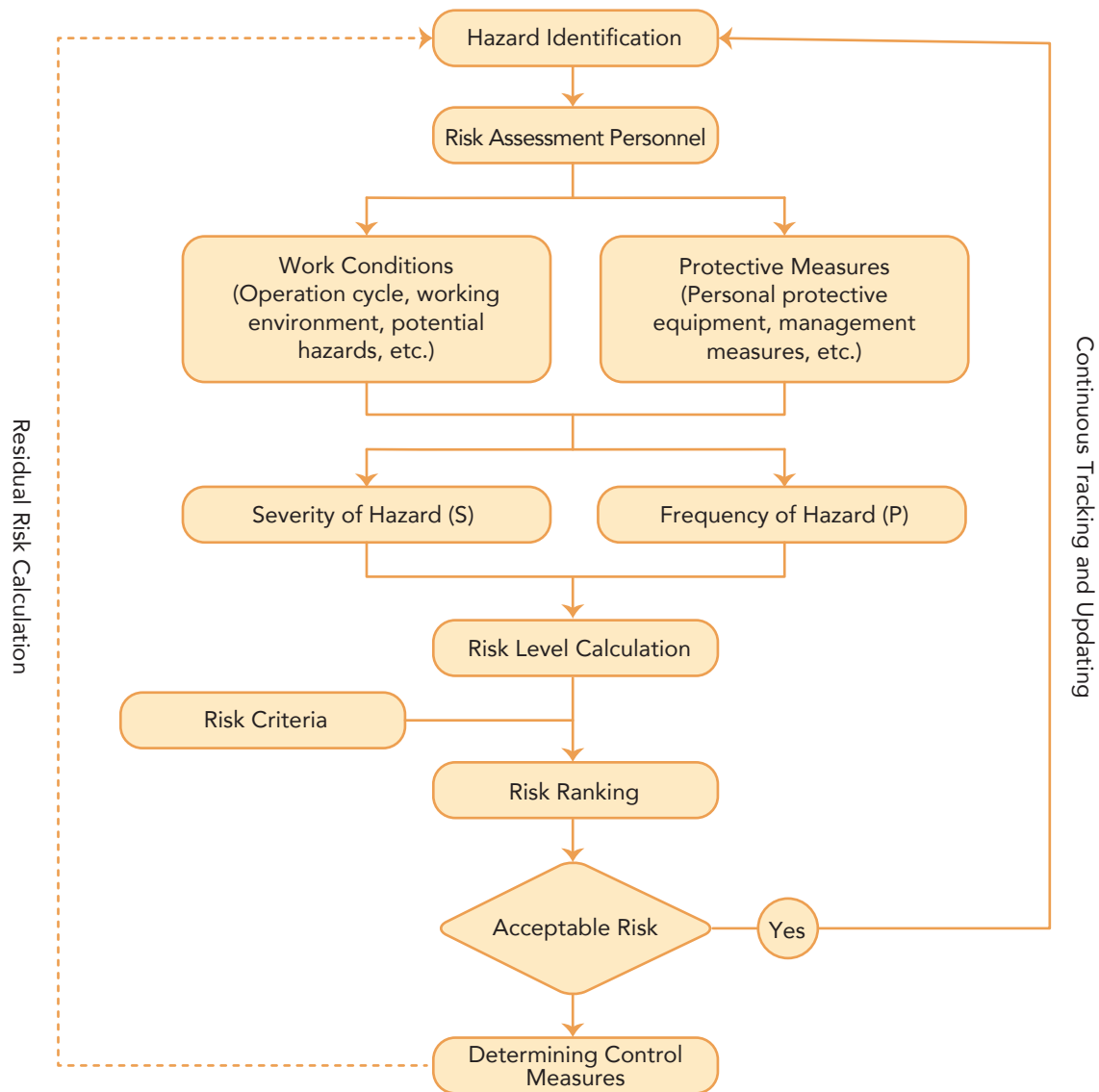
## Management of Labor Safety and Health

### ● Occupational Safety and Health Management System

We have established and implemented the FamilyMart "TOSHMS Occupational Safety and Health Management System" based on CNS 45001 Occupational Safety and Health Management System to ensure effective implementation of occupational safety and health management operations and continuous improvement. The management system covers all employees of our company. Our management system covers all employees of our company.

### ● Hazard identification, risk assessment, and incident investigation

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



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

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

- (1) **Accident reporting:** When any of the following disasters occur in the workplace (stores or headquarters) involving all employees, supervisors, and contractors of our company, the Occupational Safety and Health Committee should report to the labor inspection authority of each jurisdiction within 8 hours:
  - a. Fatal accidents
  - b. Accidents with three or more injured persons
  - c. Accidents with one or more injured persons requiring hospitalization (hospitalization for more than 24 hours)
  - d. Other disasters specified in the announcements designated by the central competent authority

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

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

#### ● Worker participation, consultation, and communication on occupational health and safety

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

#### ● Occupational health and safety management system

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

### Occupational Safety Training provided by FamilyMart in 2022

| Item                                                                      | Target Audience                                                                                             | Performance in 2022                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Digitization of occupational safety courses                               | New employee training                                                                                       | Remote training for new employees                                                                                                                                                                                                      |
| Workplace prevention education and training against illegal infringements | Business Supervisors                                                                                        | Reinforced awareness of prevention against illegal infringements in safety and health management training courses, in collaboration with the Police Administration's reporting app initiative.                                         |
| Digital course education training on health topics.                       | All Employees                                                                                               | Conducted 12 digital courses with a total of 4,932 readers and a reading rate of 95.6%.                                                                                                                                                |
| Fire drill                                                                | seed members                                                                                                | Conducted one fire drill with assistance and guidance from the local fire department to instruct on fire scenarios and earthquake-related safety measures.                                                                             |
| Category C Safety and Health Business Supervisors                         | Designated company-owned store employees and franchise store employees are required to sign up individually | Conducted a total of 7 training courses (4 of which were remote courses) for Category C Safety and Health Business Supervisors, with a total of 228 participants. 114 individuals obtained certification upon passing the examination. |

| Item                                                                          | Target Audience                                                                                             | Performance in 2022                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| First Aid Personnel                                                           | Designated company-owned store employees and franchise store employees are required to sign up individually | Conducted a total of 150 training sessions, with a total of 6,664 participants. The cumulative number of individuals who obtained certification was 6,507.                                                                                             |
| In-service education and training for Safety and Health Business Supervisors: | Designated company-owned store employees and franchise store employees are required to sign up individually | Conducted 6 training sessions for first aid personnel, with a total of 194 participants. The cumulative number of training sessions conducted was 60, with a total of 2,240 trained individuals.                                                       |
| In-service education and training for first aid personnel                     | Designated company-owned store employees and franchise store employees are required to sign up individually | Conducted 19 training sessions for Safety and Health Business Supervisors (9 of which were remote courses), with a total of 519 participants. The cumulative number of training sessions conducted was 199, with a total of 3,322 individuals trained. |

In response to the recent incidents of violence in convenience stores and common occupational injuries at FamilyMart, we have established the following assistance program for store employees:

- 1 Since 2021, the company has added regulations for the management of safety in the back areas of stores. Additionally, the job agreement has been modified to strengthen related promotion, reminding company employees and franchise partners to prioritize their own safety and emphasizing the concept that they have the right to retreat without compensation for store losses in the event of a violent incident, enabling employees to have a safe and secure working environment.



- 2 Updated Warning Stickers for Refrigerators in 2022. We have added warning stickers to store refrigerators to provide employees with self-rescue measures in case they become trapped inside the freezer. We also require stores to conduct safety education regarding this issue.



- 3 Traffic Safety Promotion Program: Based on the recent cases of traffic accidents, we have developed a traffic safety promotion program to enhance employees' awareness of traffic safety.

### Statistics of Work-Related Injuries in 2022

|                                                              |           |                                                             |           |
|--------------------------------------------------------------|-----------|-------------------------------------------------------------|-----------|
| Total number of days worked                                  | 1,153,989 | Total number of hours worked                                | 9,220,088 |
| Types of disability injury (number of persons)               |           |                                                             |           |
| Fatality                                                     | 0         | Permanent disability                                        | 0         |
|                                                              |           | Permanent partial disability                                | 0         |
|                                                              |           | Temporary total disability                                  | 7         |
| Disabling injury frequency rate (FR) <small>(Note 1)</small> | 0.75      | Disabling injury severity rate (SR) <small>(Note 2)</small> | 15        |
|                                                              |           | Frequency severity indicator (FSI) <small>(Note 3)</small>  | 0.10      |

Note 1: FR (rate of recordable work-related injuries) = The total number of recordable work-related injuries x 10<sup>6</sup>/total number of hours worked

Note 2: (Lost workday rate) = Total number of lost workdays x 10<sup>6</sup>/total number of hours worked

Note 3: FSI = [(FR x SR) ÷ 1000]<sup>1/2</sup>



## Statistics of Absenteeism in 2022

| Leave Type                   | Male     | Female  | Total     |
|------------------------------|----------|---------|-----------|
| Sick leave                   | 2,748.50 | 2,891   | 5,639.50  |
| Menstrual leave              | -        | 319     | 319       |
| Job-related sick leave       | 650.25   | 619     | 1,269.25  |
| Total (A)                    | 3,398.75 | 3,829   | 7,227.75  |
| Total number of workdays (B) | 634,203  | 638,685 | 1,272,888 |
| Absentee rate (=A/B*100%)    | 0.536%   | 0.600%  | 0.568%    |

According to the statistics of the 2022 data reported to "Occupational Accident Statistics Online Report System Data" of the Occupational Safety and Health Administration, MOL, there were 7 work-related injuries in 2022, with FR=0.75 and FSI=0.1. Every year we identify hazards and assess risks to proactively discover workplace hazards and risks and make improvement and reduce risks through the occupational safety management system. Traffic accidents are the most commonly occurring type of major accident. Besides reporting accidents and providing awareness education every month, to strengthen the traffic safety awareness of employees, besides providing periodic education on traffic safety for new and in-service employees and arranging training with various e-learning courses, videos, and case study.

## Healthy Workplace

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

| Item                                        | Target audience for service provision                                                        | Management practices                                                                                                                                                                                                                                                         | Performance in 2022                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Prevention of human-induced hazards program | All Employees                                                                                | Employees Health Management                                                                                                                                                                                                                                                  | <ul style="list-style-type: none"> <li>◆ Musculoskeletal Injury and Hazard Investigation: Occupational health personnel analyze the health examination data, attendance records, injury and illness cases, suspected cases, and medical records of employees to conduct a preliminary analysis and prioritize improvement measures.</li> <li>◆ Musculoskeletal Symptoms Questionnaire Survey: Employees fill out the "Musculoskeletal Symptoms Questionnaire Survey" form, and the data is analyzed and recorded.</li> </ul> |
| Maternal Worker Health Protection Program   | Applies to female employees from the first day of pregnancy until one year after childbirth. | Refers to measures taken for female employees engaged in work with potential maternal health hazards, and includes hazard assessment and control, physician counseling and guidance, risk classification management, suitable work arrangements, and other related measures. | <ul style="list-style-type: none"> <li>◆ A total of 38 pregnant employees were monitored, with on-site assessments conducted by doctors or nurses to manage individual cases and evaluate the suitability of job duties.</li> </ul>                                                                                                                                                                                                                                                                                          |



| Item                                                         | Target audience for service provision | Management practices                                                                                                                                                                                                                      | Performance in 2022                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Prevention of diseases caused by excessive workloads program | All Employees                         | Employees Health Management                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>On-site medical services: Diagnosis and necessary referrals to outpatient services</li> <li>Case follow-up: Nursing consultation and ongoing monitoring</li> </ul>                                                                                                                      |
| Prevention of workplace violence program                     | All Employees                         | Prevention - Reporting and prevention testing of workplace violence (in collaboration with the Ministry of Labor's intelligent monitoring technology)<br>Reconstruction - Promoting Employee Assistance Programs and Counseling Resources | <ul style="list-style-type: none"> <li>EAP (Employee Assistance Program): Psychological counseling services provided by psychologists</li> <li>On-site medical services: Individual overload assessment and health guidance, job suitability evaluation</li> <li>Health lectures: Providing stress relief workshops</li> </ul> |

**1 Health check-ups:** In addition to the legally required occupational health examination items, FamilyMart provides additional items such as ultrasound, autonomic nervous system stress tests, cancer screening blood tests, cervical spine X-ray examinations, and metabolic syndrome-related tests. By combining physiological and psychological examinations with self-perceived stress scales, muscle and joint pain surveys, and comprehensive cardiovascular risk assessments, employees can understand their current physical and mental health status.



**2 Psychological counseling:** One-on-one counseling services provided by psychologists on-site or through video calls, offering psychological counseling, stress adjustment, relaxation techniques, self-awareness, parent-child relationship management, and interpersonal relationship management. Referral services are available when necessary.

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



In 2022, the health checkup rate of employees was up to **86.3%**



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



In 2022 the total amount of subsidies for employee health checkups was NT\$**6.59 million**.

## 5.3 Employee Communication and Grievance

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

According to that SOP, we have set up a confidential employee feedback hotline and email:

In 2022 we received a total of 86 feedback and inquiry cases from the employee feedback hotline and email. For each case, we assigned HR staff to confidentially communicate and coordinate with the complainants and take proper action.

In addition to the proposal and grievance channels, we have also established the sexual harassment prevention, grievance, and discipline regulations and report hotline and email:

In 2022, FamilyMart received a total of 1 complaint regarding sexual harassment. The complaint involved an employee who experienced harassment from a staff member at a franchise store during their assignment. Upon receiving the report, we immediately conducted an investigation and referred the case to the Sexual Harassment Complaint Handling Committee. In addition to terminating the franchise agreement with the party involved, we actively assisted the employee in pursuing legal action and provided counseling support.

### employee feedback hotline and email

- **Hotline:** 02-25239588 ext. 6885
- **Email:** complain@family.com.tw
- **Official Website - Employee Section:** [https://www.family.com.tw/web\\_enterprise/page/contact\\_us.aspx](https://www.family.com.tw/web_enterprise/page/contact_us.aspx)

### report hotline and email

- **Hotline:** 02-25239588 ext. 6885
- **Email:** equal@family.com.tw

## Employee Satisfaction Survey

Since 2021, FamilyMart has collaborated with professors from National Taiwan Normal University to conduct an annual employee satisfaction survey. In 2022, a total of 1,438 questionnaires were collected.

The survey covered five dimensions: employee satisfaction, awareness of performance evaluation system, employee dedication, perception of corporate social responsibility, and readiness for digital transformation. In addition to employee satisfaction, we also aim to evaluate and improve the awareness of the performance evaluation system, corporate social responsibility, and organizational change. This helps ensure that employees' perceptions align with the goals of FamilyMart.

Overall, the survey score was 4 out of 6 marks in all aspects, reaching the cognitive compliance.

- ① **Employee satisfaction score was 4.73:** Employees were generally satisfied with overall work environment.
- ② **The score for the awareness of the performance evaluation system was 4.35:** It was found that the understanding of the system's ability to effectively differentiate individual performance among employees was relatively low. Therefore, FamilyMart will promote changes to the performance evaluation system, including the implementation of Individual Development Plans (IDPs). This will allow employees to have a better understanding of their individual performance through discussions and identify their developmental direction, thereby making the performance evaluation system fairer and more differentiating.

- ③ The score of employee job loyalty and contribution was 4.28: The score for bringing work home is lower. Considering the workplace limits of some work, we introduced the e-document policy for employees to work anywhere and enhance work efficiency.
- ④ The score of CSR awareness was 5.06: This suggests that employees generally agree with the CSR-related activities promoted by the Company.
- ⑤ The score of the preparedness for digital transformation was 4.83: This suggests that employees generally agree with the digital transformation promoted by the Company.



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In 2022, FamilyMart received a total of 1 complaint regarding sexual harassment. The complaint involved an employee who experienced harassment from a staff member at a franchise store during their assignment. Upon receiving the report, we immediately conducted an investigation and referred the case to the Sexual Harassment Complaint Handling Committee. In addition to terminating the franchise agreement with the party involved, we actively assisted the employee in pursuing legal action and provided counseling support.

## 5.4 Talent Development

"People" is the key competitiveness of enterprises. Insisting on developing talents of and on our own, through the Franchise College, the only enterprise university in the logistics sector, and the relevant training for store workers, we arrange solid fundamental training in all aspects for employees, franchisees, and store workers to develop excellent talents. The scores for each dimension of employee satisfaction in 2022 showed significant improvement compared to 2021. Moving forward, FamilyMart will continue to conduct annual employee satisfaction surveys and analyze the questionnaire results to identify any other influencing factors. This will enable us to address and improve areas of concern, enhancing satisfaction and employees' awareness of the performance evaluation system, organizational change, and corporate social responsibility. In recent years we have developed the expert training physical course to stringently develop interdisciplinary key talents in areas including fresh food development, e-commerce, Industry 4.0, and data analysis to encourage employees to improve their expertise and optimize our key talent pool.

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## Career Training Blueprint

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FamilyMart provides on-the-job training (OJT) and off-the-job training (OFFJT) for various positions, offering diverse learning channels to help employees at all levels enhance their required skills. To develop the competencies of colleagues in various departments to meet their job requirements, a total of 137 training maps have been completed for all positions from 2018 to 2022. These training maps enable new hires, rotated employees, and current employees to systematically learn job-related knowledge and applications within the framework of their respective positions. Additionally, competency assessments are conducted to assist supervisors in understanding the overall competency status of colleagues in their units. This allows colleagues to identify gaps in their own competencies and focus on strengthening their corresponding abilities. The overall training plan evaluates whether the majority of colleagues lack certain competencies and adjusts the educational training methods accordingly to maximize the utilization of the training budget. In 2022, performance evaluations were conducted for 156 probationary employees and 190 employees in the adjustment period after rotation.

Each year, we will revise the competencies based on the company's development strategy to improve training quality and provide personalized training resources. We will integrate full position competencies, as well as physical and online training resources, to develop learning guides for each unit. Through the PDCA management cycle, we aim to continuously improve training quality and enhance employee capabilities. Online competency assessments are conducted to evaluate employees' abilities and behavioral performance as a reference for performance evaluations. We also review job descriptions and the organizational context of each unit to ensure alignment. Furthermore, the talent pool system is utilized to identify employees' competency gaps and career development paths, helping employees better understand their positions within the organization and promoting their self-growth motivation.

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

## Job and Competence Training

### 1. Employee Basic Training

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

1

Course on employee labor regulations, grievances, and benefit

1 hour

2

Course related to sexual harassment prevention

0.5 hours

3

Course on the Personal Data Protection Act

1 hour

4

Labor safety course

3 hours

5

Promotion of Ethical Integrity and Prevention of Insider Trading

0.1 hours

6

Human Rights Policy Advocacy

0.1 hours

In the future, we plan to extend the breadth of human rights policy advocacy courses to enhance employees' understanding of the company's commitment to employee rights and related regulations. This will enable them to adhere to these guidelines in their business operations, strengthen good corporate governance, and establish a solid foundation for the company's sustainable development.

## 2. Store Worker Training

Due to the impact of the pandemic, distance learning has been added as a new course delivery method, and the course content has been adjusted accordingly. However, there has been a decline in the number of registrations, resulting in a decrease in training hours. To address this issue, we have implemented pre-course notifications and reminders through communication software such as Teams, Line, and email to increase attendance rates. During the courses, we continuously reinforce participants' identification with FamilyMart and convey the vision of digital transformation and effective execution. In the future, we hope to cultivate store personnel as trainers and adjust introductory courses to be conducted on-site at store locations. We will transform training personnel into instructors who provide teaching materials, allowing new employees to learn effectively and quickly. Intermediate and advanced courses will be adjusted according to different roles and their corresponding teaching materials. The teaching methods will also transition from static visuals to dynamic audiovisual formats to capture the attention of today's generation, who are accustomed to mobile devices. This will enable the integration of digital transformation into training. The training mode will shift to a combination of on-site instruction, physical classrooms, and digital audiovisual materials, all running in parallel.

In 2022, the total training hours for FamilyMart store employees (excluding headquarters logistics personnel) amounted to 169,252 hours. This included 52,680 hours for regular employees, 42,446 hours for part-time employees, and 74,126 hours for franchisees. The training covered 5,617 regular employees, 18,116 part-time employees, and 3,689 franchisees, with an average training duration per participant of 9.38 hours, 2.34 hours, and 20.09 hours, respectively. The total expenditure on education and training amounted to approximately NT\$15.85 million.

### Permanent employees (RC staff)

| Course title                                    | Total number of courses in 2022<br>(1) | Number of hours each course<br>(2) | Total number of trainees in 2022<br>(3) | Total hours of training in 2022<br>(2)*(3) |
|-------------------------------------------------|----------------------------------------|------------------------------------|-----------------------------------------|--------------------------------------------|
| New Employees-Probationary Courses              | 37                                     | 40                                 | 188                                     | 7,520                                      |
| New Employees-Classroom Courses                 | 37                                     | 40                                 | 189                                     | 7,560                                      |
| New Employees-Hands-on Courses                  | 37                                     | 24                                 | 188                                     | 4,512                                      |
| Store Education - New Employee Training Courses | 52                                     | 40                                 | 290                                     | 11,600                                     |
| Store Education - T Courses                     | 18                                     | 8                                  | 206                                     | 1,648                                      |
| Store Education - L Courses                     | 6                                      | 24                                 | 275                                     | 6,600                                      |
| Store Education - Supervisor Prep Courses       | 6                                      | 24                                 | 118                                     | 2,832                                      |
| Sales Assistant Routine Training                | 291                                    | 2.5                                | 4,163                                   | 10,408                                     |
| <b>Total</b>                                    | <b>484</b>                             | <b>200</b>                         | <b>5,617</b>                            | <b>52,680</b>                              |



## Temporary Employees (part-time)

| Course title                    | Total number of courses in 2022<br>(1) | Number of hours each course<br>(2) | Total number of trainees in 2022<br>(3) | Total hours of training in 2022<br>(2)*(3) |
|---------------------------------|----------------------------------------|------------------------------------|-----------------------------------------|--------------------------------------------|
| Worker Education - Elementary   | 13,666                                 | 1                                  | 13,666                                  | 13,666                                     |
| Worker Education - Intermediate | 716                                    | 4                                  | 2,459                                   | 9,836                                      |
| Worker Education - Advanced     | 512                                    | 4                                  | 1,076                                   | 4,304                                      |
| Worker Education - PT training  | 915                                    | 16                                 | 915                                     | 14,640                                     |
| Total                           | 15,809                                 | 25                                 | 18,116                                  | 42,446                                     |



## Franchisees (FC personnel)

| Course title                                       | Total number of courses in 2022<br>(1) | Number of hours each course<br>(2) | Total number of trainees in 2022<br>(3) | Total hours of training in 2022<br>(2)*(3) |
|----------------------------------------------------|----------------------------------------|------------------------------------|-----------------------------------------|--------------------------------------------|
| New Franchisees-Probationary Courses               | 37                                     | 40                                 | 388                                     | 15,520                                     |
| New Franchisees-Classroom Courses                  | 37                                     | 40                                 | 399                                     | 15,960                                     |
| New Franchisees-Hands-on Courses                   | 37                                     | 48                                 | 388                                     | 18,624                                     |
| New Franchisees-Operational Courses                | 21                                     | 40                                 | 173                                     | 6,920                                      |
| New Franchisees-Storage and Transportation Courses | 87                                     | 24                                 | 604                                     | 14,496                                     |
| FC College                                         | 8                                      | 1.5                                | 1,737                                   | 2,606                                      |
| Total                                              | 227                                    | 194                                | 3,689                                   | 74,126                                     |

### 3. FC College

Franchisees are the best partners in building an excellent chain business. To meet the epidemic prevention standards and maintain a competitive advantage, we have conducted online live streaming courses for two consecutive years. These courses combine external digital transformation information with successful store cases to guide store managers' business thinking. Through feedback data analysis from learners, we can adjust the courses and understand details such as the on-site atmosphere to make them more aligned with the main policy direction. We hope to transmit the company's transformation strategy from top to bottom, enhance brand identity, and accelerate the grasp of digital transformation opportunities.

To better meet the different needs of the market and consumers, we will collect information from online sources such as social media marketing and mobile tools. We will refine and incorporate higher-quality information into the courses, allowing frontline partners to apply what they have learned in practice and provide service value beyond expectations. Through advanced operation training planning and guiding operators towards new thinking and knowledge, we aim to strengthen store management capabilities and fulfill individuals' career blueprints.



## 4. Employee Personal Development and Career Planning

To implement performance management and enhance employee capabilities, FamilyMart launched the Individual Development Plan (IDP) in 2022. Before implementation, we held four briefing sessions for supervisors at the level of department managers and above to fully understand the connection and importance of IDP to performance evaluation. In its first year of implementation in 2022, we targeted 586 colleagues at the headquarters. After setting the key performance indicators (KPIs), supervisors and employees conducted biannual interviews to discuss work goals. We utilized internal and external learning channels and resources and provided regular advice and feedback to employees to assist in strengthening their abilities and improving performance.

In the future, we will continue to enhance the Employee Development Plan with a focus on the following directions:

### (1) Optimization of the Individual Development Plan (IDP) system

Based on the previous year's implementation status, we will optimize and adjust the system. We will present employee performance data through visualized dashboards to help supervisors better understand their employees and conduct more precise interviews. We will also optimize and adjust relevant operational forms. In addition to existing work goals, we will use the job descriptions and required competencies at each level as standards for supervisors and employees to develop training plans for areas of improvement.

### (2) Talent inventory and assessment promotion

Through talent inventory meetings, we aim to understand employees' capabilities and uncover their potential, allowing them to be placed in suitable positions and improve the company's productivity and efficiency. Furthermore, through the inventory, we identify talents with leadership or professional abilities and include them in the company's talent pool. We discuss their promotion and career planning to realize the concept of continuous talent growth and development.

In addition to the above, in 2022, we established internal community channels to disclose internal and external training resources and promote interaction among members. This allows us to respond promptly to development needs, recommend and track IDP competency levels on the learning platform, and directly apply employees' actual needs to their work. In the future, we plan to conduct live streaming in the community to collect immediate feedback from colleagues. We will then summarize key knowledge and share it on various platforms to achieve knowledge dissemination. Additionally, we will extend the course design based on interactive questions raised during the live streaming.

## Elite Management Trainee Training

### 1. Developing Key Talents Through the Enterprise University

To develop talents that could take on more responsibility, we became the first in the industry to establish an enterprise university, hoping to cultivate management level talent. The FamilyMart Corporate University offers a 2-3 year program primarily focused on cultivating managerial talents. It includes management courses, case discussions, and action-based learning, where learning is integrated into practice and practice informs learning. The benchmarking academy within the Corporate University invites managers from different industries and experts in various fields to share their experiences and success stories. Participants learn from benchmarking corporate professionals and apply what they have learned to enhance their job skills, bringing new perspectives.



**Total of 726 Graduates**

From 2003 to 2022, FamilyMart Corporate University has held 20 sessions, with a total of 726 graduates. Over 90% of internal supervisors and assistants have participated in the program.

## 2. Key Technical Staff Training

In response to the group development trends of FamilyMart, we develop key talents in areas including fresh food development, e-commerce and membership management, data analysis, and construction.

### (1) Fresh Food Expert

To enrich the knowledge in different aspects required for product development, through practical courses we enable trainees to learn by doing to become professional fresh food developers.



### (2) E-Commerce and Membership Management Expert

Through effective membership management, we can understand consumer behavior and propose targeted marketing methods to enhance the customer stickiness to FamilyMart.

### (3) Data Analysis Expert

The courses include statistical analysis and data mining supported with project practice for trainees to combine theory to practice, hoping that they can find new business value through the trends show in data analysis.



### (4) Construction Expert

Learn how to quickly address market demands through effective design and engineering planning to build a shopping environment that satisfies consumers.



To cultivate key talents from foundational to specialized skills and support their career development, we have implemented a talent development system that encourages employees to enhance their expertise. This system aims to optimize the key talent pool at FamilyMart while motivating employees to elevate their professionalism.

## 5.5 Remuneration and Benefits

We offer competitive pay and comprehensive benefits to thank the efforts and encourage employees. Our pay and benefits include 8 categories: salary, bonuses, insurance, leave, leisure, subsidy, facility, and education resources. Due to the pandemic situation, employee massages were not organized in 2022. However, with the easing of the situation, it is expected to resume in 2023. We have established the EWC to take charge of various employee benefit affairs. In 2022 we contributed NT\$57 million to EWC, and the total amount of contribution increases every year, showing our intention to provide employees with a pleasant and healthy workplace environment. An "Employee Welfare Platform" has also been established internally, providing employees with information on various benefits and discounts.



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## Proportion of Salary and Base Salary in 2022

| Gender | Employee Type                      | Northern Taiwan | Central Taiwan | Southern Taiwan |
|--------|------------------------------------|-----------------|----------------|-----------------|
| Male   | Officers above assistant managers  | 6.08            | 5.21           | 4.74            |
|        | Personnel below assistant managers | 2.09            | 2.02           | 1.95            |
| Female | Officers above assistant managers  | 4.90            | ---            | ---             |
|        | Personnel below assistant managers | 2.00            | 1.88           | 1.78            |

Note: The scope of statistics covers the permanent employees of the sales department and branches in the HQ region.

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## Parental Leave of Absence

We abide by the Labor Standards Act and allow employees to apply for the parental leave of absence. No improper treatment or discrimination will be imposed on employees applying for parental leave of absence. In 2022, the return to work and retention rates after the parental leave were 69.06% and 58.06% respectively. After interviewing employees who did not return to work after parental leave, none of them resigned due to discrimination or unfair treatment but because of personal career planning.

| Item                                                                                                               | 2022   |        |       |
|--------------------------------------------------------------------------------------------------------------------|--------|--------|-------|
|                                                                                                                    | Male   | Female | Total |
| [Current reporting period] Employees entitled to parental leave                                                    | 1,762  | 1,671  | 3,433 |
| [Current reporting period] Employees actually applied for parental leave                                           | 19     | 71     | 90    |
| [Current reporting period] employees planned to return to work in after parental leave ended.                      | 11     | 44     | 55    |
| [Current reporting period] employees that took parental leave.                                                     | 8      | 30     | 38    |
| [Prior reporting period] employees that returned to work after parental leave ended.                               | 7      | 24     | 31    |
| [Prior reporting period] employees retained 12 months after returning to work following a period of parental leave | 8      | 10     | 18    |
| Return to work rate (Note 1)                                                                                       | 69.09% |        |       |
| Retention rate (Note 2)                                                                                            | 58.06% |        |       |

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

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

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## 5.6 Franchise Partners Support FamilyMart

Franchisees are the strongest support and partners of the FamilyMart family. Through the franchise relationship, we are able to bring the culture and spirit of FamilyMart to every corner of Taiwan. The success rate of FamilyMart franchises is 90%, making it a relatively stable choice compared to many other business formats. In addition to being personable, successful franchisees also need to possess execution skills and be able to fully implement the management methods and marketing strategies of the headquarters. This can help increase the likelihood of success.

We have established a "360-degree Personal Strengths Exploration System." This system categorizes each franchise applicant into five different behavioral patterns: leadership and management, creative thinking, responsibility and caution, interpersonal affinity, and maturity and professionalism. These five behavioral patterns not only serve as reference criteria for FamilyMart to determine suitability as a franchisee but also provide guidance for future coaching of franchisees in store operations.

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

### 1. Monthly Area Management Meetings

Every month, we invite area managers to hold meetings with store managers in their respective regions. These meetings, organized by the area manager responsible for approximately 8-10 stores, allows direct communication with store managers regarding local feedback and policies.

### 2. Monthly Store Manager Meetings

We hold monthly meetings for store managers to discuss marketing strategies for the next two weeks, review special cases, introduce new features and services, brainstorm operational ideas, and recognize outstanding stores.



### 3. Biannual Spring/Summer and Fall/Winter Exhibitions

FamilyMart organizes spring/summer and fall/winter exhibitions each year in the northern and central-southern regions respectively. Due to the COVID-19 pandemic, the physical exhibitions were canceled and replaced with online events from 2021 to 2022. As the situation gradually improves, we will resume physical exhibitions starting from 2023. In addition to promoting future new products and services, the exhibition content will also be integrated into the internal digital learning platform for business executives and store managers to access and enhance the implementation of store and headquarters policies.



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#### 4. Annual Store Review Meetings

Chaired by the Sales Department Director and attended by business executives and store managers, the annual store review meeting evaluates the performance of stores over the year and provides an opportunity to express the support needs from the headquarters to improve store operational performance. It serves as a primary communication channel for enhancing store operations.

#### 5. Annual Policy Briefing Meetings

Held at the end of each year or the beginning of the following year, the policy briefing meetings feature speeches by top-level executives, including the Chairman and General Manager of FamilyMart. The meetings are conducted in a presentation and banquet format, allowing the executives to share the company's business performance for the year and the plans for policy implementation in the upcoming year with store managers.





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|                                                | 403-2 Hazard identification, risk assessment, and incident investigation                                            | 102~104 | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace |
|                                                | 403-3 Occupational health services                                                                                  | 106~107 | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace |
|                                                | 403-4 Worker participation, consultation, and communication on occupational health and safety                       | 104     | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace |
|                                                | 403-5 Worker training on occupational health and safety                                                             | 104~105 | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace |
|                                                | 403-6 Promotion of worker health                                                                                    | 106~107 | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace |
|                                                | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 102~105 | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace |
|                                                | 403-9 Work-related injuries                                                                                         | 105     | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace |

| Topics                                     | Disclosure Item                                                                      | Page    | Corresponding Section and Special Description                      |
|--------------------------------------------|--------------------------------------------------------------------------------------|---------|--------------------------------------------------------------------|
| Talent Development and Cultivation         |                                                                                      |         |                                                                    |
| GRI 3<br>Material Topics 2021              | 3-1 Process to determine material topics                                             | 24      | Stakeholder Communication and Material Topics                      |
|                                            | 3-2 List of material topics                                                          | 25      | Stakeholder Communication and Material Topics                      |
|                                            | 3-3 Management of material topics                                                    | 27      | Stakeholder Communication and Material Topics                      |
| GRI 404:<br>Training and Education<br>2016 | 404-1 Average hours of training per year per employee                                | 110~111 | Part 5 FamilyMart, A Happy Enterprise<br>5.4 Talent Development    |
|                                            | 404-2 Programs for upgrading employee skills and transition assistance programs      | 109~114 | Part 5 FamilyMart, A Happy Enterprise<br>5.4 Talent Development    |
| Risk Management                            |                                                                                      |         |                                                                    |
| GRI 3<br>Material Topics 2021              | 3-1 Process to determine material topics                                             | 24      | Stakeholder Communication and Material Topics                      |
|                                            | 3-2 List of material topics                                                          | 25      | Stakeholder Communication and Material Topics                      |
|                                            | 3-3 Management of material topics                                                    | 28      | Stakeholder Communication and Material Topics                      |
| Legal compliance                           |                                                                                      |         |                                                                    |
| GRI 3<br>Material Topics 2021              | 3-1 Process to determine material topics                                             | 24      | Stakeholder Communication and Material Topics                      |
|                                            | 3-2 List of material topics                                                          | 25      | Stakeholder Communication and Material Topics                      |
|                                            | 3-3 Management of material topics                                                    | 28      | Stakeholder Communication and Material Topics                      |
| GRI 2 General<br>Disclosures 2021          | 2-27 Compliance with laws and regulations                                            | 42~43   | Part 1 FamilyMart Convenience Store<br>1.4 Legal Compliance        |
| Operating performance                      |                                                                                      |         |                                                                    |
| GRI 3<br>Material Topics 2021              | 3-1 Process to determine material topics                                             | 24      | Stakeholder Communication and Material Topics                      |
|                                            | 3-2 List of material topics                                                          | 25      | Stakeholder Communication and Material Topics                      |
|                                            | 3-3 Management of material topics                                                    | 28      | Stakeholder Communication and Material Topics                      |
| GRI 201:<br>Economic Performance<br>2016   | 201-1 Direct economic value generated and distributed                                | 34      | Part 1 FamilyMart Convenience Store<br>1.1 About FamilyMart Taiwan |
|                                            | 201-2 Financial implications and other risks and opportunities due to climate change | 83~85   | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response   |
| Food hygiene and safety                    |                                                                                      |         |                                                                    |
| GRI 3<br>Material Topics 2021              | 3-1 Process to determine material topics                                             | 24      | Stakeholder Communication and Material Topics                      |
|                                            | 3-2 List of material topics                                                          | 25      | Stakeholder Communication and Material Topics                      |
|                                            | 3-3 Management of material topics                                                    | 29      | Stakeholder Communication and Material Topics                      |

| Topics                                             | Disclosure Item                                                                                     | Page  | Corresponding Section and Special Description                                    |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------|-------|----------------------------------------------------------------------------------|
| GRI 416:<br>Customer Health and Safety 2016        | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services | 43    | Part 1 FamilyMart Convenience Store<br>1.4 Legal Compliance                      |
| Products and Services Innovation                   |                                                                                                     |       |                                                                                  |
| GRI 3<br>Material Topics 2021                      | 3-1 Process to determine material topics                                                            | 24    | Stakeholder Communication and Material Topics                                    |
|                                                    | 3-2 List of material topics                                                                         | 25    | Stakeholder Communication and Material Topics                                    |
|                                                    | 3-3 Management of material topics                                                                   | 29    | Stakeholder Communication and Material Topics                                    |
| SCM                                                |                                                                                                     |       |                                                                                  |
| GRI 3<br>Material Topics 2021                      | 3-1 Process to determine material topics                                                            | 24    | Stakeholder Communication and Material Topics                                    |
|                                                    | 3-2 List of material topics                                                                         | 25    | Stakeholder Communication and Material Topics                                    |
|                                                    | 3-3 Management of material topics                                                                   | 29    | Stakeholder Communication and Material Topics                                    |
| GRI 308:<br>Supplier Environmental Assessment 2016 | 308-2 Negative environmental impacts in the supply chain and actions taken                          | 48    | Part 2 FamilyMart, Your Trusted Store<br>2.2 Sustainable Supply Chain Management |
| GRI 414<br>Supplier Environmental Assessment 2016  | 414-2 Negative social impacts in the supply chain and actions taken                                 | 48    | Part 2 FamilyMart, Your Trusted Store<br>2.2 Sustainable Supply Chain Management |
| Customer rights and interests                      |                                                                                                     |       |                                                                                  |
| GRI 3<br>Material Topics 2021                      | 3-1 Process to determine material topics                                                            | 24    | Stakeholder Communication and Material Topics                                    |
|                                                    | 3-2 List of material topics                                                                         | 25    | Stakeholder Communication and Material Topics                                    |
|                                                    | 3-3 Management of material topics                                                                   | 29    | Stakeholder Communication and Material Topics                                    |
| GRI 418<br>Customer Privacy 2016                   | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data  | 73~74 | Part 3 Care from FamilyMart<br>3.2 Trusted Stores for Customer                   |

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Appendix

## Topic-Specific Disclosures – General Topics

| Topics                                                                    | Disclosure Item                                                                                                      | Page             | Corresponding Section and Special Description                                                                                                   |
|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| GRI 302<br>Energy 2016                                                    | 302-1 Energy consumption within the organization.                                                                    | 88~89            | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                                                                |
|                                                                           | 302-2 Energy consumption outside of the organization                                                                 | 91~92            | Part 4 Love Earth with FamilyMart<br>4.3. Green Logistics                                                                                       |
|                                                                           | 302-3 Energy intensity                                                                                               | 88~89            | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                                                                |
|                                                                           | 302-4 Reduction of energy consumption                                                                                | 87~88            | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                                                                |
|                                                                           | 302-5 Reductions in energy requirements of products and services                                                     | 87~88            | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                                                                |
| GRI 305<br>Emissions 2016                                                 | 305-1 Direct (Scope 1) GHG emissions                                                                                 | 88               | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                                                                |
|                                                                           | 305-2 Energy indirect (Scope 2) GHG emissions                                                                        | 88               | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                                                                |
|                                                                           | 305-3 Other indirect (Scope 3) GHG emissions                                                                         | 89               | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                                                                |
|                                                                           | 305-4 GHG emissions intensity                                                                                        | 88~89            | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                                                                |
|                                                                           | 305-5 Reduction of GHG emissions                                                                                     | 88~89 、<br>92~93 | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response<br>4.3. Green Logistics                                                        |
| GRI 306<br>Waste 2020                                                     | 306-3 Waste generated                                                                                                | 94               | Part 4 Love Earth with FamilyMart<br>4.4 Waste Reduction from Love for Earth                                                                    |
| GRI 401<br>Employment 2016                                                | 401-1 New employee hires and employee turnover                                                                       | 98~99            | Part 5 FamilyMart, A Happy Enterprise<br>5.1 A Great Partner with FamilyMart                                                                    |
|                                                                           | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees             | 116              | Part 5 FamilyMart, A Happy Enterprise<br>5.5 Remuneration and Benefits                                                                          |
|                                                                           | 401-3 Parental leave                                                                                                 | 117              | Part 5 FamilyMart, A Happy Enterprise<br>5.5 Remuneration and Benefits                                                                          |
| GRI 402 Labor/<br>Management<br>Relations 2016                            | 402-1 Minimum notice periods regarding operational changes                                                           | 101              | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace                                                        |
| GRI 405<br>Diversity and Equal<br>Opportunity 2016                        | 405-1 Diversity of governance bodies and employees                                                                   | 36, 97           | Part 1 FamilyMart Convenience Store<br>1.2 Corporate Governance<br>Part 5 FamilyMart, A Happy Enterprise<br>5.1 A Great Partner with FamilyMart |
| GRI 406<br>Non-Discrimination<br>2016                                     | 406-1 Incidents of discrimination and corrective actions taken                                                       | 101              | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace                                                        |
| GRI 407<br>Freedom of<br>Association and<br>Collective Bargaining<br>2016 | 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | 101              | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace                                                        |



| Topics                                     | Disclosure Item                                                                                | Page  | Corresponding Section and Special Description                                                                                                                                                  |
|--------------------------------------------|------------------------------------------------------------------------------------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GRI 408<br>Child Labor 2016                | 408-1 Operations and suppliers at significant risk for incidents of child labor                | 101   | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace                                                                                                       |
| GRI 409<br>Forced or Compulsory Labor 2016 | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | 101   | Part 5 FamilyMart, A Happy Enterprise<br>5.2 Human Rights and Healthy and Safe Workplace                                                                                                       |
| GRI 417<br>Marketing and Labeling 2016     | 417-1 Requirements for product and service information and labeling                            | 46~61 | Part 2 FamilyMart, Your Trusted Store<br>2.1 "Safe, Worry-free, Healthy" Foods<br>2.2 Sustainable Supply Chain Management<br>2.3 Food Safety System<br>2.4 Innovative Products and Clean Label |
|                                            | 417-2 Incidents of non-compliance concerning product and service information and labeling      | 43    | Part 1 FamilyMart Convenience Store<br>1.4 Legal Compliance                                                                                                                                    |
|                                            | 417-3 Incidents of non-compliance concerning marketing communications                          | 43    | Part 1 FamilyMart Convenience Store<br>1.4 Legal Compliance                                                                                                                                    |

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Appendix

## Table of enhanced disclosure items\* and Sustainability Accounting Standards Board (SASB) Indicator

\*according to Article 4, Paragraph 1 of Taipei Exchange Rules Governing the Preparation and Filing of Sustainability Reports by TPEX Listed Companies

| Governing Rules | Disclosure Item                                                                                                                                                                                                                                                                                                                                       | Page                                                                                                                                                                                                                                                                                                           | Corresponding Section and Special Description                                                                                                                 |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Subparagraph 1  | Item 1<br>To improve food hygiene, safety, and quality, evaluations and improvements were conducted on the following aspects: employees, operational premises, facility hygiene management, and quality assurance systems. The assessment and improvements had an impact on the main product and service categories and their respective percentages. |                                                                                                                                                                                                                                                                                                                | Part 2 FamilyMart, Your Trusted Store<br>2.3 Food Safety System                                                                                               |
|                 | Item 2<br>The incidents of non-compliance with health and safety regulations related to products and services, as well as violations of information and labeling regulations, were categorized by type, frequency, number of product recalls, and total weight of recalled products.                                                                  |                                                                                                                                                                                                                                                                                                                | Part 1 FamilyMart Convenience Store<br>1.4 Legal Compliance                                                                                                   |
|                 | Item 3<br>The percentage of procurement that met internationally recognized product responsibility standards was calculated and categorized according to the standards.                                                                                                                                                                               | Please refer to Appendix 4: List of the particulars required for enhanced disclosure in accordance with Article 4, paragraph 1, Taipei Exchange Rules Governing the Preparation and Filing of Sustainability Reports by TPEX Listed Companies (hereinafter called the "Governing Rules" and verification items | Not applicable. Private brand (FMC) products do not include the procurement of internationally recognized items                                               |
|                 | Item 4<br>The percentage of products produced in facilities that were independently verified to comply with internationally recognized food safety management system standards was determined.                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                | Not applicable, as the company does not have self-operated factories                                                                                          |
|                 | Item 5<br>The number and percentage of suppliers audited, along with the audit items and results, were recorded.                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                | Part 2 FamilyMart, Your Trusted Store<br>2.2 Sustainable Supply Chain Management<br>Appendix - Supplier Audit Management Evaluation Items and Weighting Table |
|                 | Item 6<br>The percentage of products subject to product traceability and tracking management, either as required by regulations or voluntary practices, was determined in relation to the total product range.                                                                                                                                        |                                                                                                                                                                                                                                                                                                                | Not applicable. No traceability system has been required to be established by law                                                                             |
|                 | Item 7<br>The presence of a food safety laboratory, as required by regulations or voluntarily established, was assessed based on testing items, results, related expenses, and the percentage of such expenses in net operating income.                                                                                                               |                                                                                                                                                                                                                                                                                                                | Part 2 FamilyMart, Your Trusted Store<br>2.3 Food Safety System                                                                                               |
|                 | Item 8<br>Total energy consumption, percentage of purchased electricity, and the utilization rate of renewable energy were calculated                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                                                                              |
|                 | Item 9<br>Total water intake and total water consumption.                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                                                                              |
|                 | Item 10<br>The weight of products sold and the number of production facility premises were recorded.                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                | Part 2 FamilyMart, your trusted store<br>2.1 "Safe, Worry-free, Healthy" Foods                                                                                |

| Disclosure Topics              | Indicator Code | Nature      | Disclosure Indicators                                                                                                                                      | Page  | Corresponding Section and Special Description                                                                 |
|--------------------------------|----------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------------------------------------------------------------------------------------------------|
| Fleet Fuel Management          | FB-FR-110a.1   | qualitative | Fleet fuel consumption (GJ) and the percentage of renewable energy usage (%).                                                                              | 89    | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                              |
| Refrigerant Gas Emissions      | FB-FR-110b.1   | qualitative | Global Scope 1 Refrigerant Emissions (t-CO <sub>2</sub> -e)                                                                                                | 88    | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                              |
|                                | FB-FR-110b.2   | qualitative | Percentage of non-ozone-depleting refrigerants used (%)                                                                                                    | 88    | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                              |
|                                | FB-FR-110b.3   | qualitative | Average refrigerant emissions rate (%)                                                                                                                     | ---   | No data available for 2022                                                                                    |
| Energy Management              | FB-FR-130a.1   | qualitative | (1) Operational energy consumption (GJ)<br>(2) Percentage of electricity sourced from the grid (%)<br>(3) Percentage of renewable energy usage (%)         | 88    | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response                                              |
| Food waste management          | FB-FR-150a.1   | qualitative | Amount of food waste generated and the percentage of food waste diverted for alternative use.                                                              | ---   | No data available for 2022                                                                                    |
| Information Security           | FB-FR-230a.1   | qualitative | (1) Number of information leaks<br>(2) Percentage of leaked information containing personally identifiable information<br>(3) Number of affected customers | ---   | No data breach incidents occurred in 2022                                                                     |
|                                | FB-FR-230a.2   | qualitative | Identification and Resolution of Information Security Risks                                                                                                | 40~41 | Part 1 FamilyMart Convenience Store<br>1.3 Risk Management                                                    |
| Food safety                    | FB-FR-250a.1   | qualitative | Violation Rate of Significant Food Safety Risks                                                                                                            | 43    | In 2022, there were no violations of significant food safety regulations and no incidents of product recalls. |
|                                | FB-FR-250a.2   | qualitative | (1) Number of recalls<br>(2) Number of recalled products<br>(3) Percentage of recalled products that are self-manufactured                                 | ---   |                                                                                                               |
| Product Health and Nutrition   | FB-FR-260a.1   | qualitative | Revenue from products labeled to promote health and nutrition                                                                                              | ---   | No data available for 2022                                                                                    |
|                                | FB-FR-260a.2   | qualitative | Methods for identifying and managing consumer demands for nutrition and health-oriented products                                                           | 55~61 | Part 2 FamilyMart, Your Trusted Store<br>2.3 Food Safety System<br>2.4 Innovative Products and Clean Label    |
| Product labeling and Marketing | FB-FR-270a.1   | qualitative | Number of violations of product labeling or marketing regulation                                                                                           | 43    | No violations of product labeling or marketing regulations occurred in 2022.                                  |
|                                | FB-FR-270a.2   | qualitative | Financial losses resulting from legal disputes related to marketing or labeling                                                                            | ---   |                                                                                                               |
|                                | FB-FR-270a.3   | qualitative | (1) Revenue from products labeled as genetically modified<br>(2) Revenue from products labeled as non-genetically modified                                 | ---   | No data available for 2022                                                                                    |

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| Disclosure Topics                                                  | Indicator Code | Nature       | Disclosure Indicators                                                                                                                                        | Page  | Corresponding Section and Special Description                                                                                    |
|--------------------------------------------------------------------|----------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------------------------------------------------------------------------------------------------------------------------------|
| Labor Practices                                                    | FB-FR-310a.1   | qualitative  | For Store and Distribution Center Employees by Region<br>(1) Average hourly wage<br>(2) Percentage of employees receiving minimum wage                       | ---   | No data available for 2022                                                                                                       |
|                                                                    | FB-FR-310a.2   | qualitative  | Percentage of in-service employees covered by labor agreements                                                                                               | ---   | No data available for 2022                                                                                                       |
|                                                                    | FB-FR-310a.3   | qualitative  | (1) Number of work stoppages<br>(2) Number of idle days due to work stoppages                                                                                | ---   | No strikes or work stoppages occurred in 2022.                                                                                   |
|                                                                    | FB-FR-310a.4   | qualitative  | Financial losses resulting from violations of labor laws or discrimination-related legal incidents involving employees                                       | 43    | Part 1 FamilyMart Convenience Store<br>1.4 Legal Compliance                                                                      |
| Management of Environmental and Social Impacts in the Supply Chain | FB-FR-430a.1   | Quantitative | Revenue from products certified by third parties for sustainable procurement                                                                                 | ---   | No data available for 2022                                                                                                       |
|                                                                    | FB-FR-430a.2   | Quantitative | (1) Percentage of revenue from eggs produced by non-cage-raised chickens<br>(2) Percentage of revenue from pork produced without the use of gestation crates | ---   | Our company does not sell eggs produced by non-cage-raised chickens and does not sell pork from pigs raised in gestation crates. |
|                                                                    | FB-FR-430a.3   | qualitative  | Managing environmental and social risks related to the supply chain, including animal welfare                                                                | 48~55 | Part 2 FamilyMart, Your Trusted Store<br>2.2 Sustainable Supply Chain Management                                                 |
|                                                                    | FB-FR-430a.4   | qualitative  | Strategies to reduce the environmental impact of packaging materials                                                                                         | 6~8   | Special Chapter on Plastic Reduction                                                                                             |
| Operational Indicators                                             | FB-FR-000.A    | Quantitative | Number of stores                                                                                                                                             | 46    | 4,138                                                                                                                            |
|                                                                    | FB-FR-000.B    | Quantitative | Total store floor area                                                                                                                                       | 46    | 190,916.22 Ping                                                                                                                  |

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

| TCFD Suggested Disclosure Items |                                                                                                                                                                   | Climate-related Information for Listed and OTC Companies                                                                                                                                                    | Corresponding Section (Pages)                                            | Supplementary Explanation |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------|
| Governance                      |                                                                                                                                                                   |                                                                                                                                                                                                             |                                                                          |                           |
| TCFD 1(a)                       | Describe the oversight by the Board of Directors regarding climate-related risks and opportunities.                                                               | 1. Clearly state the Board of Directors' supervision and governance of climate-related risks and opportunities.                                                                                             | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response (81)    | --                        |
| TCFD 1(b)                       | Describe the role of management in assessing and managing climate-related risks and opportunities.                                                                |                                                                                                                                                                                                             |                                                                          |                           |
| Strategy                        |                                                                                                                                                                   |                                                                                                                                                                                                             |                                                                          |                           |
| TCFD 2(a)                       | Describe the short-term, medium-term, and long-term climate-related risks and opportunities identified by the organization.                                       | 2. Explain how the identified climate risks and opportunities affect the company's operations, strategies, and finances (short-term, medium-term, and long-term).                                           | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response (84~85) | --                        |
| TCFD 2(b)                       | Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning.                                  | 3. Explain the financial implications of extreme climate events and transition actions.                                                                                                                     | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response (84~85) | --                        |
| TCFD 2(c)                       | Describe the organization's strategic resilience and consideration of different climate-related scenarios (including a 2° C or more stringent scenario).          | 5. If resilience to climate change risks is assessed using scenario analysis, explain the scenarios, parameters, assumptions, analysis factors, and major financial impacts employed.                       | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response (84)    | --                        |
| Risk Management                 |                                                                                                                                                                   |                                                                                                                                                                                                             |                                                                          |                           |
| TCFD 3(a)                       | Describe the organization's process for identifying and assessing climate-related risks.                                                                          | 4. Explain how the process of identifying, assessing, and managing climate risks is integrated into the overall risk management system.                                                                     | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response (82~83) | --                        |
| TCFD 3(b)                       | Describe the organization's process for managing climate-related risks.                                                                                           |                                                                                                                                                                                                             |                                                                          |                           |
| TCFD 3(c)                       | Describe how the process of identifying, assessing, and managing climate-related risks is integrated into the organization's overall risk management system.      |                                                                                                                                                                                                             |                                                                          |                           |
| Indicators and Targets          |                                                                                                                                                                   |                                                                                                                                                                                                             |                                                                          |                           |
| TCFD 4(a)                       | Disclose the indicators used by the organization to assess climate-related risks and opportunities in accordance with its strategy and risk management processes. | 6. If there are transformation plans to manage climate-related risks, explain the contents of such plans and the indicators and objectives used to identify and manage physical risks and transition risks. | Part 4 Love Earth with FamilyMart<br>4.2 Climate Change Response (86)    | --                        |

| TCFD Suggested Disclosure Items |                                                                                                                                                           | Climate-related Information for Listed and OTC Companies                                                                                                                                                                                                                                                                              | Corresponding Section (Pages) | Supplementary Explanation                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| TCFD 4(b)                       | Disclosure Scope 1, Scope 2, and Scope 3 (if applicable) greenhouse gas emissions and related risks.                                                      | 9. Inventory of greenhouse gas emissions and certainty                                                                                                                                                                                                                                                                                | --                            | <ul style="list-style-type: none"> <li>Please refer to the attached table: Inventory of greenhouse gas emissions and certainty.</li> </ul>                                                                                                                                                                                                                                                      |
| TCFD 4(c)                       | Describe the targets used by the organization in managing climate-related risks and opportunities, as well as the performance in achieving those targets. | 8. If climate-related targets are set, provide information on the activities covered, scope of greenhouse gas emissions, planning timeline, annual progress, etc. If carbon offsets or Renewable Energy Certificates (RECs) are used to achieve the targets, explain the source and quantity of carbon offsets or the number of RECs. | --                            | <ul style="list-style-type: none"> <li>The company plans to complete the inventory and verification of greenhouse gas emissions in 2024, and climate-related targets will be developed based on the company's greenhouse gas emissions.</li> <li>Carbon offsets or RECs have not been used in the current year. Internal discussions and evaluations are ongoing within the company.</li> </ul> |
| --                              | --                                                                                                                                                        | 7. If internal carbon pricing is used as a planning tool, explain the basis for price determination.                                                                                                                                                                                                                                  | --                            | <ul style="list-style-type: none"> <li>Internal carbon pricing has not been used as a planning tool in the current year. Internal discussions and evaluations are ongoing within the company.</li> </ul>                                                                                                                                                                                        |

### attached table: Inventory of greenhouse gas emissions and certainty

| Company Information                                                                                                                                                                                                                                                                                          | According to the requirements of the Sustainable Development Roadmap for Listed and OTC Companies, at least the following should be disclosed                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Companies with a capital of over NT\$10 billion, steel industry, cement industry<br><input type="checkbox"/> Companies with a capital of over NT\$5 billion but less than NT\$10 billion<br><input checked="" type="checkbox"/> Companies with a capital of less than NT\$5 billion | <input checked="" type="checkbox"/> Individual inventory of the parent company<br><input type="checkbox"/> Inventory of subsidiaries in consolidated financial statements<br><input type="checkbox"/> Individual inventory of the parent company<br><input type="checkbox"/> Inventory of subsidiaries in consolidated financial statements |



| Scope 1                        | Total Emissions (metric tons CO <sub>2</sub> e) | Intensity (metric tons CO <sub>2</sub> e/ thousand NTD) | Verification Institution | Description of Verification Status                                                                                                                                                                                                                                                         |
|--------------------------------|-------------------------------------------------|---------------------------------------------------------|--------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Parent Company                 | 25,043                                          | 2.76e-3                                                 | NA                       | The company plans to complete the individual inventory and certification of the parent company in the year 2024. The verification process is currently being planned. Please refer to the Sustainability Report and the company's official website for subsequent verification statements. |
| Scope 2                        | Total Emissions (metric tons CO <sub>2</sub> e) | Intensity (metric tons CO <sub>2</sub> e/ thousand NTD) | Verification Institution | Description of Verification Status                                                                                                                                                                                                                                                         |
| Parent Company                 | 302,844                                         | 3.34e-3                                                 | NA                       | The company plans to complete the individual inventory and certification of the parent company in the year 2024. The verification process is currently being planned. Please refer to the Sustainability Report and the company's official website for subsequent verification statements. |
| Scope 3 (Voluntary Disclosure) | Total Emissions (metric tons CO <sub>2</sub> e) | Intensity (metric tons CO <sub>2</sub> e/ thousand NTD) | Verification Institution | Description of Verification Status                                                                                                                                                                                                                                                         |
| Parent Company                 | 3,786                                           | 4.17e-5                                                 | NA                       | The company plans to complete the individual inventory and certification of the parent company in the year 2024. The verification process is currently being planned. Please refer to the Sustainability Report and the company's official website for subsequent verification statements. |

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Appendix

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

| No. | Target Information for Verification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Page | Reporting Standard                                                                                                                                                                                                                            | Governing Rules        |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 1   | We have hired external organizations to perform store checks. Each month, external organizations audit each of the following five categories: QA log and document management, cleaning agent management, focused machine management, facility/equipment management, product management and observation items. The mark deduction system is adopted for scoring. The audit includes 37 items in six categories. Except for expired items that are serious defects with a single-item score of 100, the score for each of the other items is 1-5 marks, and the passing score is 80 or more points. In 2022 a total of 12,000 stores were spot-checked, with a failure count of 290 and a passing rate 97.6%. | 58   | Number and percentage of store checks implemented by the third-party certification body in accordance with the QA log required items in 2022.                                                                                                 | Subparagraph 1, item 1 |
| 2   | FamilyMart strictly complies with environmental protection regulations announced by government agencies, as well as laws and regulations such as the Act Governing Food Safety and Sanitation. In 2022, a total of 3 violations of the Food Safety and Sanitation Management Act occurred in FamilyMart's headquarters and stores, resulting in penalties totaling NT\$210,000 imposed by regulatory authorities. However, there were no incidents requiring product removal notified by the regulatory authorities.                                                                                                                                                                                        | 43   | Penalties, Frequency, Amount, Number of Product Withdrawals, and Total Weight of Withdrawn Products in 2022 due to Violations of the "Act Governing Food Safety and Sanitation" and its Relevant Enforcement Rules, Measures, and Guidelines. | Subparagraph 1, item 2 |
| 3   | Not applicable. Private brand (FMC) products do not include the procurement of internationally recognized items.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |      |                                                                                                                                                                                                                                               | Subparagraph 1, item 3 |
| 4   | Not applicable. We do not have self-operated factories.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |      |                                                                                                                                                                                                                                               | Subparagraph 1, item 4 |
| 5   | Additionally, for factory internal sanitation and management, one second-party audit by external certification bodies was conducted each in H1 and H2 on a total of five factories (Ping Roun Food Daxi Plant, Ping Roun Food Xinfeng Plant, Jin Shin Food, Fast Food, and FOPi Bakery). The audit accomplishment rate was 100%. Eight audits were conducted in 2022, all passing, with a rate of 100%.                                                                                                                                                                                                                                                                                                     | 51   | Number and percentage of self-owned fresh food factories audited and the number and results of onsite audits with reference to the check and inspection items in the Sanitation Standard for Microorganisms in Foods.                         | Subparagraph 1, item 5 |
| 6   | In 2022 there were 53 outsourced fresh food factories (including OEM factories and egg suppliers) having business with us, with an audit accomplishment rate of 100%. A total of 75 second-party audits (Note 3) were implemented on these 53 outsourced fresh food factories, and all passed the audit.<br><i>Note 3: 75 audits included super A (61 times) and A (14 times).</i>                                                                                                                                                                                                                                                                                                                          | 52   | Number and percentage of outsourced fresh food factories audited and the number and results of onsite audits with reference to audit items of the Sanitation Standard for Microorganisms in Foods.                                            | Subparagraph 1, item 5 |
| 7   | In 2022, there were a total of 26 food-related suppliers in collaboration with FamilyMart's own brand products. The audit completion rate for these suppliers was 100%. A total of 44 audits were conducted for these 26 suppliers, and all audits resulted in a qualified rating (Note 2).<br><i>Note 2: 44 audits included super A (27 times) and A (17 times).</i>                                                                                                                                                                                                                                                                                                                                       | 53   | Number and percentage of suppliers related to private-brand (FMC) foods audited and the number and results of onsite audits with reference to the audit items in the Sanitation Standard for Microorganisms in Foods.                         | Subparagraph 1, item 5 |

| No. | Target Information for Verification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Page  | Reporting Standard                                                                                                                                                                                                           | Governing Rules         |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| 8   | In 2022, FamilyMart had a total of 64 collaborating raw material suppliers. Among these suppliers, 54 were subjected to a dual audit. The completion rate of the audits was 84.4%, with a total of 55 dual audits conducted. The audit results for all 55 audits were qualified.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 53    | Number and percentage of raw materials suppliers audited and the number and results of onsite audits with reference to the audit items in the <i>Sanitation Standard for Microorganisms in Foods</i> .                       | Subparagraph 1, item 5  |
| 9   | Not applicable. No traceability system has been required to be established by law.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |       |                                                                                                                                                                                                                              | Subparagraph 1, item 6  |
| 10  | We passed the certification for accredited microorganism laboratory by TFDA and TAF respectively.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 59    | Accredited laboratory by the Taiwan Food and Drug Administration (TFDA), Ministry of Health and Welfare, and the Taiwan Accreditation Foundation (TAD).                                                                      | Subparagraph 1, item 7  |
| 11  | At the beginning, we applied for accreditation of 3 items only: food hygiene indicators including <i>Escherichia coli</i> , <i>E. Coliform</i> , and total plate count. The "FamilyMart Food Laboratory" actively pursues additional certifications and has gradually obtained accreditation from the Foundation for Accreditation of National Certification (TAF) for six testing items: Enterobacteriaceae, Staphylococcus aureus, Salmonella, Listeria monocytogenes, preservatives, and propionic acid, in order to meet the requirements of general food testing. The laboratory has also successfully completed certification renewal (once every three years).                                                                                                                                                                                                        | 59~60 | Accredited laboratory by the Taiwan Food and Drug Administration (TFDA), Ministry of Health and Welfare, and the Taiwan Accreditation Foundation (TAD).                                                                      | Subparagraph 1, item 7  |
| 12  | The total investment in the food laboratory in 2022 amounted to NT\$9.096 million (Note), accounting for 0.01059% of individual operating income.<br><small>Note: The food laboratory expenses included instrument and apparatus, examinations, remuneration, and miscellaneous purchases.</small>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 60    | The related expenditure of the laboratory and its percentage in the net income in the parent company only financial statement.                                                                                               | Subparagraph 1, item 7  |
| 13  | The total electricity consumption in 2022 was 594,978,288 kWh, equivalent to 2,141,922 gigajoules (GJ) (Note 1). As all the electricity used was purchased externally.<br><small>Note 1: This conversion factor is based on 3.6MJ/kWh.</small>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 88    | The total electricity consumption (kWh) based on Taiwan Power Company's electricity bills for the year 2022.                                                                                                                 | Subparagraph 1, item 8  |
| 14  | The total water consumption at headquarters in 2022 was 5.63 kilocubic meters (equivalent to 5,629 "degrees" (Note 5)).<br><small>Note 5: 1 thousand cubic meter of water = 1,000 water units</small>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 90    | The total water consumption (in water units) based on the water bills from the local water supply company for the year 2022.                                                                                                 | Subparagraph 1, item 9  |
| 15  | Based on data statistics and estimates for individual stores, the total water consumption for all stores in Taiwan is approximately 3,587.65 kilocubic meters (Note 1). FamilyMart began tracking water consumption data for ready-to-drink beverages (coffee and tea) in 2022. The estimated total water consumption for these beverages is 44.14 kilocubic meters (equivalent to 44,140 "degrees" (Note 5)).<br><small>Note 1: In 2022, the actual water consumption data was collected from 917 stores, with a total water usage of 796.018 kilocubic meters (equivalent to 796,018 "degrees" (Note 5)). Using the average water consumption per store, the estimated water consumption for 4,138 stores is 3,587.65 kilocubic meters (equivalent to 3,587,646 "degrees" (Note 5)).</small><br><small>Note 5: 1 thousand cubic meter of water = 1,000 water units</small> | 90    | The total water consumption (in water units) based on the water bills from the local water supply company for the year 2022, as well as the total water consumption (in water units) for ready-to-drink beverages in stores. | Subparagraph 1, item 9  |
| 16  | As of December 31, 2022, there were a total of 4,138 stores in Taiwan with a total floor area of 190,916.22 ping.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 46    | As of December 31, 2022, the number of stores and their total floor area in ping.                                                                                                                                            | Subparagraph 1, item 10 |

| No. | Target Information for Verification                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Page | Reporting Standard                                                                                                                                                                                              | Governing Rules           |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 17  | As of December 31, 2022, there were a total of 15 logistics centers in Taiwan with a total floor area of 65,285.68 ping.                                                                                                                                                                                                                                                                                                                                                                           | 46   | As of December 31, 2022, the number of logistics centers and their total floor area in ping.                                                                                                                    | Subparagraph 1, item 10   |
| 18  | By December 31, 2022, we had four self-owned fresh food factories (Ping Roun Food Daxi Plant, Ping Roun Food Xinfeng Plant, Jin Shin Food, and FOPi Bakery). All have passed the ISO 22000 certification. The detailed summary can be found on pages 52-53 of the ISO 22000 International Certification Summary.                                                                                                                                                                                   | 50   | Number of ISO 22000 certificates and the percentage of self-owned fresh food factories certified with ISO 22000 for the year 2022.                                                                              | Voluntary assurance items |
| 19  | In 2022, the fees for the inspection of food and container and packaging materials having contacts with food was NT\$11.544 million.                                                                                                                                                                                                                                                                                                                                                               | 55   | Fees for food safety inspection by third-party certification bodies in 2022.                                                                                                                                    | Voluntary assurance items |
| 20  | In 2022, a total of 621 samples of fresh food products produced by our in-house factories were randomly tested. The results showed that 3 items did not meet the specified criteria, resulting in a pass rate of 99.5%.                                                                                                                                                                                                                                                                            | 51   | Number and results of onsite inspection of the fresh food produced by self-owned fresh food factories with reference to the items in the <i>Sanitation Standards for General Foods</i> .                        | Voluntary assurance items |
| 21  | By December 31, 2022, 8 stores obtained the ISO 22000 certificate.                                                                                                                                                                                                                                                                                                                                                                                                                                 | 47   | Number of stores passing ISO 22000 certification and obtaining the certificate from a third-party certification body.                                                                                           | Voluntary assurance items |
| 22  | As of December 31, 2022, FamilyMart has completed the internal promotion of ISO 22000 in 10,192 store instances, year by year.                                                                                                                                                                                                                                                                                                                                                                     | 47   | Number of internal sanitation outreaches and inspections with reference to the methods in ISO 22000.                                                                                                            | Voluntary assurance items |
| 23  | In 2022, the materials inspection, dissolution test, and heat resistance test were conducted on 20 packaging materials used in the store. The results show that all tested materials comply with the <i>Sanitation Standard for Food Utensils, Containers and Packages</i> of the MOHW.                                                                                                                                                                                                            | 54   | In 2022, number of inspections and results of packaging materials inspections by third-party certification bodies according to the regulations governing food utensils and food containers or package labeling. | Voluntary assurance items |
| 24  | In 2022, local health authorities from various regions conducted a total of 173 inspections on fresh food-related products and checked the origin labeling at FamilyMart stores nationwide. FamilyMart also arranged for certified inspection companies or units to conduct simultaneous inspections on the same batch of products at the same store or in the same region. The inspection results were all in compliance with the food hygiene regulations established by the health authorities. | 47   | In 2022, number and results of onsite inspection of products sold in stores by third-party certification bodies with reference to the items in the <i>Sanitation Standards for General Foods</i> .              | Voluntary assurance items |
| 25  | In 2022, a total of 3 training sessions were conducted for internal audits, cleanliness of production facilities and equipment, with a participation of 90 individuals.                                                                                                                                                                                                                                                                                                                            | 57   | Number of sessions and total number of participants of QA training organized in compliance with the internal education and training regulations in 2022.                                                        | Voluntary assurance items |
| 26  | In 2022 a total of 12 "Food Safety Targeted Management Meetings" were held.                                                                                                                                                                                                                                                                                                                                                                                                                        | 58   | Number of Food Safety Targeted Management Meetings held by food safety management section in 2022.                                                                                                              | Voluntary assurance items |
| 27  | As of the end of December 2022, a total of 1,099 raw materials, 849 fresh food items <sup>(Note 2)</sup> , and 127 private brand products have obtained Clean Label certification.<br><sup>Note2:</sup> Included 228 released items and 621 unreleased items.                                                                                                                                                                                                                                      | 61   | Number of passed evaluations of the "Tse-Yue International Clean Label Accreditation" conducted by China Grain Products Research & Development Institute and Tse-Yue International Co., Ltd. by 2022.           | Voluntary assurance items |

# Supplier Audit Management Evaluation Items and Weighting Table

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

| (1) General Food Factories |                                                           |             |
|----------------------------|-----------------------------------------------------------|-------------|
| Item                       | Audit Items                                               | Allocations |
| 1                          | Environmental and Sanitation Management/Facility Hardware | 19.1%       |
| 2                          | Production Facilities and Equipment                       | 6.4%        |
| 3                          | Quality Management                                        | 35.5%       |
| 4                          | Production Processes                                      | 8.2%        |
| 5                          | Foreign Object Management                                 | 7.3%        |
| 6                          | Storage Temperature                                       | 3.6%        |
| 7                          | Personnel Management                                      | 9.1%        |
| 8                          | Sampling Inspection                                       | 5.5%        |
| 9                          | Emergency Event Handling                                  | 2.7%        |
| 10                         | Corporate Social Responsibility Behavior Management       | 2.7%        |
| 11                         | Major Deficiencies                                        | Note 1      |
| 12                         | Legal Announcements                                       | Note 2      |
| 13                         | Key Articles                                              | Note 3      |

| (2) Distillery |                                                           |             |
|----------------|-----------------------------------------------------------|-------------|
| Item           | Audit Items                                               | Allocations |
| 1              | Environmental and Sanitation Management/Facility Hardware | 19.1%       |
| 2              | Production Facilities and Equipment                       | 6.4%        |
| 3              | Quality Management                                        | 35.5%       |
| 4              | Production Processes                                      | 8.2%        |
| 5              | Foreign Object Management                                 | 7.3%        |
| 6              | Storage Temperature                                       | 3.6%        |
| 7              | Personnel Management                                      | 9.1%        |
| 8              | Sampling Inspection                                       | 5.5%        |
| 9              | Emergency Event Handling                                  | 2.7%        |
| 10             | Corporate Social Responsibility Behavior Management       | 2.7%        |
| 11             | Major Deficiencies                                        | Note 1      |
| 12             | Legal Announcements                                       | Note 2      |
| 13             | Key Articles                                              | Note 3      |

| (3) Meat Processing Factory |                                                           |             |
|-----------------------------|-----------------------------------------------------------|-------------|
| Item                        | Audit Items                                               | Allocations |
| 1                           | Environmental and Sanitation Management/Facility Hardware | 19.1%       |
| 2                           | Production Facilities and Equipment                       | 6.4%        |
| 3                           | Quality Management                                        | 35.5%       |
| 4                           | Production Processes                                      | 8.2%        |
| 5                           | Foreign Object Management                                 | 7.3%        |
| 6                           | Storage Temperature                                       | 3.6%        |
| 7                           | Personnel Management                                      | 9.1%        |
| 8                           | Sampling Inspection                                       | 5.5%        |
| 9                           | Emergency Event Handling                                  | 2.7%        |
| 10                          | Corporate Social Responsibility Behavior Management       | 2.7%        |
| 11                          | Major Deficiencies                                        | Note 1      |
| 12                          | Legal Announcements                                       | Note 2      |
| 13                          | Key Articles                                              | Note 3      |

| (4) Frozen Food Factory |                                                           |             |
|-------------------------|-----------------------------------------------------------|-------------|
| Item                    | Audit Items                                               | Allocations |
| 1                       | Environmental and Sanitation Management/Facility Hardware | 19.1%       |
| 2                       | Production Facilities and Equipment                       | 6.4%        |
| 3                       | Quality Management                                        | 37.3%       |
| 4                       | Production Processes                                      | 8.2%        |
| 5                       | Foreign Object Management                                 | 7.3%        |
| 6                       | Storage Temperature                                       | 3.6%        |
| 7                       | Personnel Management                                      | 9.1%        |
| 8                       | Sampling Inspection                                       | 3.6%        |
| 9                       | Emergency Event Handling                                  | 2.7%        |
| 10                      | Corporate Social Responsibility Behavior Management       | 2.7%        |
| 11                      | Major Deficiencies                                        | Note 1      |
| 12                      | Legal Announcements                                       | Note 2      |
| 13                      | Key Articles                                              | Note 3      |

| (5) Refrigerated Prepared Food Factory |                                                           |             |
|----------------------------------------|-----------------------------------------------------------|-------------|
| Item                                   | Audit Items                                               | Allocations |
| 1                                      | Environmental and Sanitation Management/Facility Hardware | 19.1%       |
| 2                                      | Production Facilities and Equipment                       | 6.4%        |
| 3                                      | Quality Management                                        | 37.3%       |
| 4                                      | Production Processes                                      | 8.2%        |
| 5                                      | Foreign Object Management                                 | 7.3%        |
| 6                                      | Storage Temperature                                       | 3.6%        |
| 7                                      | Personnel Management                                      | 9.1%        |
| 8                                      | Sampling Inspection                                       | 3.6%        |
| 9                                      | Emergency Event Handling                                  | 2.7%        |
| 10                                     | Corporate Social Responsibility Behavior Management       | 2.7%        |
| 11                                     | Major Deficiencies                                        | Note 1      |
| 12                                     | Legal Announcements                                       | Note 2      |
| 13                                     | Key Articles                                              | Note 3      |

| (6) Fresh Vegetable+ Frozen Food Factory |                                                           |             |
|------------------------------------------|-----------------------------------------------------------|-------------|
| Item                                     | Audit Items                                               | Allocations |
| 1                                        | Environmental and Sanitation Management/Facility Hardware | 18.8%       |
| 2                                        | Production Facilities and Equipment                       | 6.3%        |
| 3                                        | Quality Management                                        | 36.6%       |
| 4                                        | Production Processes                                      | 8.0%        |
| 5                                        | Foreign Object Management                                 | 7.1%        |
| 6                                        | Storage Temperature                                       | 3.6%        |
| 7                                        | Personnel Management                                      | 8.9%        |
| 8                                        | Sampling Inspection                                       | 5.4%        |
| 9                                        | Emergency Event Handling                                  | 2.7%        |
| 10                                       | Corporate Social Responsibility Behavior Management       | 2.7%        |
| 11                                       | Major Deficiencies                                        | Note 1      |
| 12                                       | Legal Announcements                                       | Note 2      |
| 13                                       | Key Articles                                              | Note 3      |

| (7) Fresh Vegetable Factory |                                                           |             |
|-----------------------------|-----------------------------------------------------------|-------------|
| Item                        | Audit Items                                               | Allocations |
| 1                           | Environmental and Sanitation Management/Facility Hardware | 19.1%       |
| 2                           | Production Facilities and Equipment                       | 6.4%        |
| 3                           | Quality Management                                        | 35.5%       |
| 4                           | Production Processes                                      | 8.2%        |
| 5                           | Foreign Object Management                                 | 7.3%        |
| 6                           | Storage Temperature                                       | 3.6%        |
| 7                           | Personnel Management                                      | 9.1%        |
| 8                           | Sampling Inspection                                       | 5.5%        |
| 9                           | Emergency Event Handling                                  | 2.7%        |
| 10                          | Corporate Social Responsibility Behavior Management       | 2.7%        |
| 11                          | Major Deficiencies                                        | Note 1      |
| 12                          | Legal Announcements                                       | Note 2      |
| 13                          | Key Articles                                              | Note 3      |

| (8) Fresh Cut Fruit and Vegetable Factory |                                                           |             |
|-------------------------------------------|-----------------------------------------------------------|-------------|
| Item                                      | Audit Items                                               | Allocations |
| 1                                         | Environmental and Sanitation Management/Facility Hardware | 19.5%       |
| 2                                         | Production Facilities and Equipment                       | 6.2%        |
| 3                                         | Quality Management                                        | 35.4%       |
| 4                                         | Production Processes                                      | 8.8%        |
| 5                                         | Foreign Object Management                                 | 7.1%        |
| 6                                         | Storage Temperature                                       | 3.5%        |
| 7                                         | Personnel Management                                      | 8.8%        |
| 8                                         | Sampling Inspection                                       | 5.3%        |
| 9                                         | Emergency Event Handling                                  | 2.7%        |
| 10                                        | Corporate Social Responsibility Behavior Management       | 2.7%        |
| 11                                        | Major Deficiencies                                        | Note 1      |
| 12                                        | Legal Announcements                                       | Note 2      |
| 13                                        | Key Articles                                              | Note 3      |



| (9) Packaging Material Factory |                                                           |             |
|--------------------------------|-----------------------------------------------------------|-------------|
| Item                           | Audit Items                                               | Allocations |
| 1                              | Environmental and Sanitation Management/Facility Hardware | 19.6%       |
| 2                              | Production Facilities and Equipment                       | 4.9%        |
| 3                              | Quality Management                                        | 41.2%       |
| 4                              | Production Processes                                      | 9.8%        |
| 5                              | Foreign Object Management                                 | 7.8%        |
| 6                              | Personnel Management                                      | 10.8%       |
| 7                              | Emergency Event Handling                                  | 2.9%        |
| 8                              | Corporate Social Responsibility Behavior Management       | 2.9%        |
| 9                              | Major Deficiencies                                        | Note 1      |
| 10                             | Legal Announcements                                       | Note 2      |
| 11                             | Key Articles                                              | Note 3      |

| (10) Packaging Material and Utensil Cleaning Factory |                                                           |             |
|------------------------------------------------------|-----------------------------------------------------------|-------------|
| Item                                                 | Audit Items                                               | Allocations |
| 1                                                    | Environmental and Sanitation Management/Facility Hardware | 18.9%       |
| 2                                                    | Production Facilities and Equipment                       | 4.7%        |
| 3                                                    | Quality Management                                        | 35.8%       |
| 4                                                    | Production Processes                                      | 9.4%        |
| 5                                                    | Foreign Object Management                                 | 7.5%        |
| 6                                                    | Personnel Management                                      | 10.4%       |
| 7                                                    | Emergency Event Handling                                  | 2.8%        |
| 8                                                    | Utensil Cleaning Operations                               | 10.4%       |
| 9                                                    | Major Deficiencies                                        | Note 1      |
| 10                                                   | Key Articles                                              | Note 2      |

Note 1: The allocation for major deficiencies is 100. If any future products are found, the score for that evaluation will be calculated as zero, and additional penalties will be executed according to the affidavit.

Note 2: According to the latest legal announcements, failure to comply with legal requirements will result in a direct deduction of 3 points after the score proportion is calculated.

Note 3: According to FamilyMart's quality assurance definition, key items that are not achieved will result in a direct deduction of 3 points after the score proportion is calculated.

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

### 1. Audit Items and Allocation Table

| (1) Fresh Food from Own Facilities |                                                           |             |
|------------------------------------|-----------------------------------------------------------|-------------|
| Item                               | Audit Items                                               | Allocations |
| 1                                  | Environmental and Sanitation Management/Facility Hardware | 14.0%       |
| 2                                  | Production Facilities and Equipment                       | 8.7%        |
| 3                                  | Quality Management                                        | 28.0%       |
| 4                                  | Production Processes                                      | 17.3%       |
| 5                                  | Foreign Object Management                                 | 8.7%        |
| 6                                  | Storage Temperature                                       | 2.7%        |
| 7                                  | Personnel Management                                      | 8.0%        |
| 8                                  | Label Management                                          | 2.7%        |
| 9                                  | Inspection                                                | 2.0%        |
| 10                                 | Emergency Event Handling                                  | 2.0%        |
| 11                                 | Corporate Social Responsibility Behavior Management       | 2.0%        |
| 12                                 | Major Deficiencies                                        | Note        |
| 13                                 | Legal Announcements                                       | 2.0%        |
| 14                                 | Key Articles                                              | 2.0%        |

| (2) Bread Factory |                                                           |             |
|-------------------|-----------------------------------------------------------|-------------|
| Item              | Audit Items                                               | Allocations |
| 1                 | Environmental and Sanitation Management/Facility Hardware | 14.5%       |
| 2                 | Production Facilities and Equipment                       | 9.0%        |
| 3                 | Quality Management                                        | 28.3%       |
| 4                 | Production Processes                                      | 15.2%       |
| 5                 | Foreign Object Management                                 | 9.0%        |
| 6                 | Storage Temperature                                       | 2.8%        |
| 7                 | Personnel Management                                      | 8.3%        |
| 8                 | Label Management                                          | 2.8%        |
| 9                 | Inspection                                                | 2.1%        |
| 10                | Emergency Event Handling                                  | 2.1%        |
| 11                | Corporate Social Responsibility Behavior Management       | 2.1%        |
| 12                | Major Deficiencies                                        | Note        |
| 13                | Legal Announcements                                       | 2.1%        |
| 14                | Key Articles                                              | 2.1%        |

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

## 2. Grading Standards and Audit Frequency for Self-Owned Fresh Food Factories and Bakery Factories

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

## 3. Categories of Fresh Food Products Manufactured by Own Facilities and Contracted Facilities

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

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

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

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

### 1. Audit Items and Allocation Table

| (1) Processing Plant |                                  |             | (2) Egg Products Ranch |                                                   |             |
|----------------------|----------------------------------|-------------|------------------------|---------------------------------------------------|-------------|
| Item                 | Audit Items                      | Allocations | Item                   | Quality Management Audit Items                    | Allocations |
| 1                    | Facility Environment             | 1.0%        | 1                      | Vehicle disinfection                              | 15.0%       |
| 2                    | Factory Facilities               | 37.0%       | 2                      | Egg storage area                                  | 41.0%       |
| 3                    | Equipment and Packaging Material | 5.0%        | 3                      | Internal record sheets                            | 44.0%       |
| 4                    | Process Management               | 9.0%        | Item                   | Livestock management evaluation items             | Allocations |
| 5                    | Quality Management               | 32.0%       | 1                      | Equipment disinfection for livestock management   | 6.0%        |
| 6                    | Hygiene Management               | 10.0%       | 2                      | Pest control measures                             | 10.0%       |
| 7                    | Transportation Management        | 3.0%        | 3                      | Site Environment                                  | 13.0%       |
| 8                    | Product Inspection Results       | 3.0%        | 4                      | Access Control of Egg Chicken Farms               | 18.0%       |
| 9                    | Major Deficiencies               | Note        | 5                      | Management of poultry houses in egg chicken farms | 30.0%       |
|                      |                                  |             | 6                      | Feed and Water Quality Management                 | 23.0%       |

| (3) Attached egg sorting facility at the farm |                                            |             |      |                                           |             |
|-----------------------------------------------|--------------------------------------------|-------------|------|-------------------------------------------|-------------|
| Item                                          | Livestock farm management evaluation items | Allocations | Item | Evaluation items for egg sorting facility | Allocations |
| 1                                             | Equipment disinfection                     | 3.0%        | 1    | Facility Environment                      | 1.0%        |
| 2                                             | Pest control                               | 10.0%       | 2    | Factory Facilities                        | 38.0%       |
| 3                                             | Site Environment                           | 13.0%       | 3    | Equipment and Packaging Material          | 7.0%        |
| 4                                             | Access Control of Egg Chicken Farms        | 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 Deficiencies                        | Note        |

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

### 2. Grading standards and audit frequency for chicken egg farms

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

## Audit frequency and grading standards for self-owned suppliers

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

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

### 1. Grading standards for raw material suppliers

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

### 2. Grading standards for packaging material suppliers

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

### 3. Key focus areas for auditing raw material suppliers in 2022

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

### 4. Key focus areas for auditing packaging material suppliers in 2022

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

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

# Limited Assurance Report Issued by the Accountant



## 會計師有限確信報告

文號：資會綜字第22010695號

全家便利商店股份有限公司 公鑒：

本事務所受全家便利商店股份有限公司(以下稱「貴公司」)之委任，對 貴公司選定民國111年度永續報告書所報導之關鍵績效指標（以下稱「所選定之關鍵績效指標」）執行確信程序。本會計師業已確信竣事，並依據結果出具有限確信報告。

### 確信標的資訊與適用基準

本確信案件之標的資訊係 貴公司上開所選定之關鍵績效指標，有關所選定之關鍵績效指標及其適用基準詳列於 貴公司民國111年度永續報告書第140至142頁之「確信項目彙總表」。前述所選定之關鍵績效指標之報導範圍業於永續報告書第1頁之「報告書邊界與範疇」段落述明。

### 管理階層之責任

貴公司管理階層之責任係依照適當基準編製永續報告書所選定之關鍵績效指標，且維持與所選定之關鍵績效指標編製有關之必要內部控制，以確保所選定之關鍵績效指標未存有導因於舞弊或錯誤之重大不實表達。

### 會計師之責任

本會計師係依照確信準則3000號「非屬歷史性財務資訊查核或核閱之確信案件」，對所選定之關鍵績效指標執行確信工作，以發現前述資訊在所有重大方面是否有未依適用基準編製而須作修正之情事，並出具有限確信報告。

本會計師依照上述準則所執行之有限確信工作，包括辨認所選定之關鍵績效指標可能發生重大不實表達之領域，以及針對前述領域設計及執执行程序。因有限確信案件取得之確信程度明顯低於合理確信案件取得者，就有限確信案件所執执行程序之性質及時間與適用於合理確信案件者不同，其範圍亦較小。

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Appendix



本會計師係依據所辨認之風險領域及重大性以決定實際執行確信工作之範圍，並依據本委任案件之特定情況設計及執行下列確信程序：

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

此報告不對民國111年度永續報告書整體及其相關內部控制設計或執行之有效性提供任何確信。

#### 會計師之獨立性及品質管理規範

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

本事務所適用品質管理準則1號「會計師事務所之品質管理」，因此維持完備之品質管理制度，包含與遵循職業道德規範、專業準則及所適用法令相關之書面政策及程序。

#### 先天限制

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

#### 有限確信結論

依據所執行之程序與所獲取之證據，本會計師並未發現所選定之關鍵績效指標在所有重大方面有未依適用基準編製而須作修正之情事。



### 其它事項

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

資誠聯合會計師事務所

會計師 蔣亦豪



中華民國 112 年 6 月 16 日



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