

Bringing Talent Together

President Chain Store Corporation is committed to creating a healthy and safe workplace that is competitive on the market, as well as encouraging the employees to develop in a variety of ways with salary higher than statutory standards to stabilize the workplace. In terms of occupational safety and health, we identify and evaluate high-risk hazards to fully ensure that all employees have a safe and hygienic working environment, as well as guaranteeing equal labor rights.

Sustainable Goal Management Process

Sustainable Development Goals & Management Policies



SDG 3 Good Health and Well-being

- ▶ Passed the annual follow-up of Occupational Safety and Health Management System with “zero defect”
- ▶ The frequency-severity indicator was **0.16**, lower than the retail industry's average rate of 0.37 in the past three years (2023-2025) according to the Occupational Safety and Health Administration, Ministry of Labor



SDG 8 Decent Work and Economic Growth

- ▶ Female managers in revenue-generating functions (including store managers, district consultants, district managers and heads of business operation departments) account for **56.40%**

▶ Corresponding Material Topics

- Labor Rights
- Talent Attraction and Retention
- Employee Diversity and Equality
- Occupational Health and Safety

▶ Policies and Commitment

- President Chain Store Corporation salary policy is based on the principle of equal pay for equal work
- [Occupational Safety and Health Policy](#)
- Four Major Occupational Safety Plans
- [Human Rights Policy](#)

▶ Management Actions

- President Chain Store Corporation promotes programs such as redesigning work responsibilities for middle-aged and elderly employees to create a friendly workplace in the context of declining birthrate and aging population. The Company employs 2,996 people over the age of 45, accounting for 30.8% of all employees.
- This year, the Company successfully completed the annual reassessment, or surveillance audit, for the ISO 45001 Occupational Health and Safety Management System, passing the audit with zero defects and continuing to maintain the effective operation of the management system. In terms of supply chain management, as of the end of the year, all 40 private-label food OEMs previously selected based on the criteria of “transaction amount reaching NT\$30 million and number of employees exceeding 100” had obtained ISO 45001 Occupational Health and Safety Management System certification, achieving a 100% certification rate and demonstrating the Company's emphasis on occupational health and safety management.

Material Topic	Management Metrics	Medium- and long-term Targets	2026 Targets	2025 Targets & Performance	
 Talent Attraction and Retention	Average training hours per employee	15	14	14 21.45	↑
 Labor Rights	(1) Number of shutdowns (2) Number of days idle due to shutdowns	(1) 0 times (2) 0 days	(1) 0 times (2) 0 days	(1) 0 times (2) 0 days (1) 0 times (2) 0 days	✓
 Occupational Health and Safety	Frequency severity indicator (FSI)	Lower than the retail industry's average rate over the past three years according to the Ministry of Labor	Lower than the retail industry's average rate over the past three years according to the Ministry of Labor	Lower than the retail industry's average rate of 0.37 in the past three years according to the Ministry of Labor 0.16	↑
	Lost Time Injury Frequency Rate (LTIFR) (Disabling Injury Frequency Rate, FR) — Employees — Outsourcing companies (employees of contractors, franchisees, and manufacturers)	Lower than the average FR in the retail industry over the past three years according to the Ministry of Labor	Lower than the average FR in the retail industry over the past three years according to the Ministry of Labor	Lower than the average FR in the retail industry over the past three years according to the Ministry of Labor: 3.26 1.18 for employees 0.12 for outsourcing companies	↑
	Disabling Injury Severity Rate (SR) — Employees — Outsourcing companies (employees of contractors, franchisees, and manufacturers)	Lower than the average SR in the retail industry over the past three years according to the Ministry of Labor	Lower than the average SR in the retail industry over the past three years according to the Ministry of Labor	Lower than the average SR in the retail industry over the past three years according to the Ministry of Labor: 44 23 for employees 1.34 for outsourcing companies	↑
 Employee Diversity and Equality	The proportion of middle-aged and senior employees (45 years and older) in the entire company	35%	32%	32% 30.8 ^(Note)	—
	The proportion of women in senior management (E-level)	17%	16%	16% 18.33%	↑

Note: The number of middle-aged and senior employees is still increasing, but due to the large increase in the total number of employees, the target has not been met. A program dedicated to reaching out to middle-aged and senior people has been formulated.

↑ Exceeded ✓ Achieved — Not Achieved

6.1 Human Rights Management

Human Rights Policy

In order to protect human rights, President Chain Store Corporation has formulated a “[Human Rights Policy](#)” with reference to international human rights policies and local labor regulations. The policy covers stakeholders including all employees, affiliated companies, suppliers, contractors and joint ventures. In addition to the commitment to provide a friendly and safe working environment and protect employees’ right to collective bargaining, we also prohibit any illegal discrimination, sexual harassment, workplace harassment and violence in the workplace and intimidation. To this end, we have formulated the “Sexual Harassment Prevention, Complaints and Handling Measures” to actively address such cases, as well as prohibiting forced labor, human trafficking and child labor.

Human Rights and Labor Audits

To protect the labor rights and interests of employees and franchise stores, reduce operational risks, and ensure compliance with labor laws and regulations, President Chain Store Corporation provides education and training on labor laws. In 2025, a total of 277 employees from President Chain Store Corporation and its affiliated enterprises received training. In addition to regularly conducting human rights and labor audits of its Tier-1 suppliers and joint ventures to actively ensure that employee working conditions comply with laws and regulations, President Chain Store Corporation has also formulated daily management procedures for its directly operated stores that exceed labor law requirements. These procedures are used as internal audit criteria to ensure that employee rights and interests are protected through rigorous management. In cases involving outsourced labor services, such as the use of dispatched workers or contracted labor, the Company proactively conducts annual audits of working conditions for dispatched, or stationed, workers to ensure compliance with relevant laws and regulations. During the provision of services by dispatched personnel, the Company also pays attention to how well they adapt and provides support. For audit results, risk mitigation measures, and other human rights risk assessment and mitigation measures, please refer to [President Chain Store Corporation Human Rights Management](#) and [President Chain Store Corporation Human Rights Due Diligence Procedure](#).

Target	President Chain Store Corporation’s Own Operations
Human rights issues	1. Overtime work 2. Salary management
Audit actions and frequencies	1. Monthly attendance record inspection 2. Unscheduled labor audits by competent authorities 3. Annual inspection for labor conditions

Note: Risk requirements are all higher than legal requirements. In the formulation and implementation of its attendance management system, the Company adopts management standards that go beyond legal requirements. For example, monthly attendance details are provided for employees to sign and confirm, ensuring the accuracy. In addition, when employees clock out late, they are required to provide feedback explaining the reason, so that relevant records are clear and both labor and management have no questions regarding attendance details.

Target	Franchises and tier-1 suppliers		Joint venture
	Tier-1 suppliers	Franchises	Mister Donut
Potential human rights issues	1. Overtime work 2. Occupational safety and health 3. Labor rights of foreign workers	1. Overtime work 2. Salary management	1. Overtime work 2. Salary management 3. Occupational safety and health
Audit actions and frequencies	Supplier audit (including occupational safety and health and labor conditions)	Annual inspection of labor conditions at franchise stores	Inspection of occupational safety, health and labor conditions

Note: For detailed human rights risk identification results and mitigation measures, please refer to the Human Rights and Labor Audit section on the [Company’s website](#).

Prevention of Unlawful Infringements and Bullying in the Workplace

The Company has always placed great importance on human rights protection, and is committed to creating a safe, respectful, and friendly workplace. Any form of unlawful infringement or workplace bullying is strictly prohibited, and a zero-tolerance policy has been formulated. To fulfill this commitment, the Company provides clear and diverse grievance channels, allowing employees to raise concerns with confidence and receive timely assistance. It also promotes in-person and online education and training courses to enhance supervisors’ and employees’ awareness of respect, equality, and bullying prevention. In the event of a suspected case, the Company has formulated internal regulations in accordance with the Fourth Edition of Guidelines for the Prevention of Unlawful Infringement in the Performance of Duties issued by the Ministry of Labor. Through institutionalized preventive measures, transparent handling procedures, and ongoing communication, the Company demonstrates its commitment to human rights and its efforts to ensure that every employee can work in an environment with safety, trust, and respect. Through cross-departmental collaboration, the Company reviews each implementation measure, strengthens safety protection mechanisms, and fosters a friendly workplace. Relevant measures are as follows:

Hazard prevention with education and training as top priority	Course content is designed for newcomers, current employees and management. The Company provides a variety of online learning courses through the digital learning platform to enhance hazard risk identification and response capabilities of all employees.
Records and results	Cross-division cooperation is carried out in line with internal and external guidelines and standards, so as to guide the stores to complete all tasks in compliance with the laws and regulations.
Cooperating with external experts	We have established partnerships with several professional law firms to provide external legal support and consultation, assisting the Company in handling disputes promptly and ensuring the fairness and legality of investigations. By bringing in professional legal resources, the Company can more effectively prevent and respond to unlawful workplace conduct, while providing affected employees with necessary legal and psychological support.

Prevention and Handling of Discrimination

President Chain Store Corporation attaches great importance to equality and inclusiveness in the workplace. In addition to its commitment to prohibit any illegal discrimination, sexual harassment, illegal physical and mental abuse, as well as intimidation in the workplace in its Human Rights Policy, it has also formulated “Sexual Harassment Prevention, Complaints and Handling Measures” to properly address relevant violations. In 2025, a total of 5 sexual harassment complaints were received. Of these, 3 cases involved incidents among employees, none of which were substantiated; the remaining 2 cases involved external parties and were reported to external judicial authorities for handling in accordance with the law. For substantiated cases, disciplinary actions or position adjustments are imposed on offenders based on the severity of the violation, and the cases are announced in a manner that appropriately conceals the identities of the parties involved, serving both educational and deterrent purposes.

To prevent unlawful infringement incidents, President Chain Store Corporation not only continues to offer sexual harassment prevention courses each year to strengthen awareness among all employees, but also assigns selected employees to participate in courses organized by government agencies to enhance the professionalism of case investigations.

Sexual Harassment Incident Handling Procedure	
Dedicated unit	Human Resources Department
Complaint channels	Complainants can lodge complaints through channels such as stakeholder mailboxes, the Audit Office, and employee relations mailboxes.
Investigation Process	After accepting the case, a special person is assigned to conduct the case investigation. During the investigation process, the information of both parties will be kept confidential. After the investigation is completed, a sexual harassment complaint handling committee will be convened to review the case. If the case is established as sexual harassment, the content of the case will be sent to the Rewards and Punishment Committee to determine the level of punishment.

6.2 Talent Attraction and Retention

Labor-management Relations

· Overview of Human Resources ·

Besides our head office in Taipei, President Chain Store Corporation has nine business operation departments to meet the needs of stores and consumers in each region. As of December 31, 2025, President Chain Store Corporation has a total of 9,727 employees ^(Note 1). The types of workers who are not employees include the Chairman of the building's Management Committee, a secretary, an electrical and mechanical engineer, 9 cleaners and 6 security guards in the head office building for a total of 18 people. The total number of franchise store staff was 67,477 as of the end of December 2025 ^(Note 2). Female employees account for 58.20% ^(Note 3) of all President Chain Store Corporation employees, while female managers in revenue-generating functions account for 56.40%. The female ratio for department managers in 2025 was 18.33%, with combined 54.49% of females in positions including TEAM managers, store managers, district consultants and department managers. Mid- to long-term targets are being set for aforementioned aspects, namely 17% and 50% by 2028 ^(Note 4), showing that President Chain Store Corporation values gender equality in the work environment and talent recruitment ^(Note 5).

Note 1: Includes back-office staff and directly operated store personnel.

Note 2: Franchise store personnel are the most common type of non-employee workers, with the total number calculated based on the number of people audited for National Health Insurance and labor insurance as of December 2025. Stores that opened less than a month ago were not audited. Therefore, personnel from these stores are excluded.

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

Note 4: The target set for 2028 is a 17% ratio for female department managers, encouraging female managers to achieve success in their careers, and a combined 50% for TEAM managers, store managers, district consultants and department managers.

Note 5: Please refer to the historical data in the appendix for relevant statistics.

President Chain Store Corporation complies with the Labor Standards Act and does not employ child labor. Upholding the belief that "employment is the most direct form of support for helping vulnerable groups live independently," the Company provides job opportunities for people returning to the workforce and for students seeking part-time work. It also works with senior high and vocational schools to recruit students for cooperative education programs, and partners with colleges and universities to promote internship programs, attracting college interns to join convenience store internships as part of their school programs. Through learning by doing, interns gain early exposure to the workplace and learn the operational details and management essentials of the retail service industry. Interns who perform well are also encouraged to stay with the Company after completing their internships, enabling them to transition directly from graduation to employment. To put equal employment into practice, the Company also hires more persons with disabilities than required by law. In 2025, the headquarters and directly operated stores employed a total of 283 employees with disabilities ^(Note), accounting for 2.91% of total employees and 2.91 times the statutory quota. In addition to employees with disabilities, President Chain Store Corporation also employed 117 indigenous employees, accounting for 1.20% of total employees.

Note: Calculated based on the actual number of employees hired, without weighting.

Labor-management Communication

President Chain Store Corporation values the opinions and feedback from every employee. We provide numerous communication channels to listen to and understand the opinions of our employees, including the Integrated Services Center, dedicated email, and stakeholder section, encouraging employees to directly communicate with management about workplace issues that are in dire need of improvement, as well as enhancing their trust in the organization. In addition to the channels above, we established an internal proposal system for employees to fully express their opinions on the Company's operations. If employees have any suggestions for the Company or feel that their rights and interests have been violated, they can report through channels. When we receive employee complaints about working conditions, regional managers are required to tackle the issue with relevant information such as labor regulations provided to help them process the case. We set a 5 working day deadline for them to report back in order to uphold employee rights

and interests, as well as preventing the situation from being aggravated. A total of 275 reports related to employee rights and interests were submitted in 2025. Although there were slightly more internal enquiries, fewer cases were presented externally, showing that the employees continued to raise questions and voice feedback through prioritizing internal communication channels as they had faith in them, all while becoming more aware of labor rights. Most cases were related to the tone and attitude of the supervisors while coaching the employees, overtime pay, salary calculation issues, salary not being paid on time and disagreements with franchise stores. All aforementioned cases were processed by regional managers. All overtime bonus and salary shortage were made up as they should have been once the cases had been confirmed, and deficiencies were addressed in line with the franchise agreement. Moreover, the Company provided monthly legal education sessions on common issues to strengthen franchisees' understanding and compliance with labor laws. Additionally, it provided guidance and advice to address differences in tone, attitude, and understanding between supervisors and employees to eliminate prejudices. All reported cases were resolved by the end of 2025.

We formulated Labor-Management Negotiation Regulations in accordance with the law and regularly hold labor management meetings, which are attended by 5 representatives from each side. Employer representatives include department heads, and employee representatives are assigned by the Labor Union and represent 100% of the employees. Employee and management representatives can communicate directly to negotiate on benefits and systems, employment, improvement of the work environment and labor management cooperation during the meeting, to ensure and improve the effectiveness of communication. A total of 4 labor management meetings were held in 2025, covering topics of work rules, internal reporting, employee health promotion and so on. The results should be implemented by the departments involved. Moreover, the President Chain Store Corporation Labor Union was formed at the end of 2019 by the employees. It aims at improving labor rights, level of happiness and laborers' knowledge and skills. Although the Labor Union has not requested the company to negotiate a collective bargaining agreement so far, and no collective bargaining agreement has not been signed as a result, the Company will continue to maintain good interactions with the union in the future. In the meantime, we uphold our Human Rights Policy and comply with local labor laws and regulations and will continue to engage in communication through different channels to create harmonious labor management relations and a win-win labor environment. President Chain Store Corporation continues to communicate with its employees with no strike or suspension in 2025. Furthermore, in the event of a situation specified in Article 11 of the Labor Standards Act, President Chain Store Corporation communicates with employees in advance, and gives notice 10 days in advance for employees who have worked at President Chain Store Corporation for three months or more but less than one year. A notice is required 20 days in advance for employees who have worked at President Chain Store Corporation for one year or more but less than three years. A notice is required 30 days in advance for employees who have worked at President Chain Store Corporation for over three years. There was no significant layoff over the past 3 years ^(Note).

Note: A significant layoff is defined as a layoff of more than 1,000 employees or 10% of the total workforce.

In 2025, the overall turnover rate of President Chain Store Corporation was 35.17%, lower than the 36.45% in 2024 ^(Note). This achievement comes from our efforts in employee care and workplace improvement. President Chain Store Corporation continues to optimize the working environment, reduce the turnover rate, attract and retain outstanding talents, as well as laying a solid foundation for stable development.

Note: The total turnover rate refers to the number of employees who resigned in the year/the number of employees in service on December 31 of the year. For relevant data, please see the appendix of historical data.