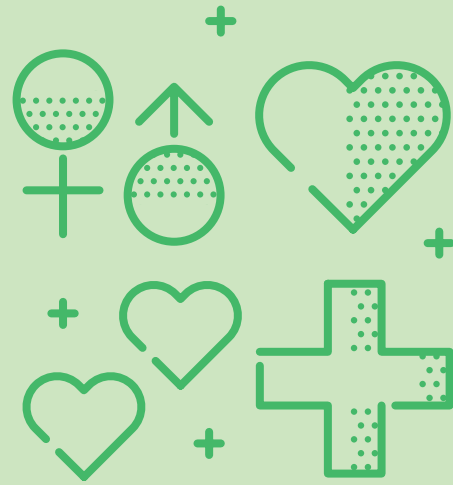


Employee Welfare

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.



Management Policies

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](#)

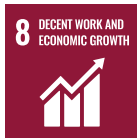
Management Actions

- 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 2,724 people over the age of 45, accounting for 29.7% of all employees.
- Passed the annual follow-up of ISO 45001 Occupational Safety and Health Management System with “zero defect,” with 100% of private-label food manufacturers passing ISO 45001











Passed the annual follow-up of **ISO 45001** Occupational Safety and Health Management System with “zero defect”

The frequency-severity indicator was **0.25** lower than the retail industry's average rate of 0.37 in the past three years (2022–2024) according to the Occupational Safety and Health Administration, Ministry of Labor



Female managers in revenue-generating functions (including store managers, district consultants, department managers and heads of business operation departments) account for **55.79%**

Sustainable Goal Management Process

Material Topic	Management Metrics	Medium-and long-term Targets	2025 Targets	2024 Targets & Performance
 Talent Attraction and Retention	Average training hours per employee	15	14	 13 14.66
 Labor Rights	(1) Number of shutdowns (2) Number of days idle due to shutdowns	(1) 0 time (2) 0 day	(1) 0 time (2) 0 day	 (1) 0 time (2) 0 day (1) 0 time (2) 0 day
 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 0.25
	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 <ul style="list-style-type: none"> • 1.48 for employees • 0.13 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 <ul style="list-style-type: none"> • 40.88 for employees • 4.05 for outsourcing companies

5.1 Talent Attraction and Retention

Employment

+ 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, 2024, President Chain Store Corporation has a total of 9,186 employees ^(Note1). 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 43,851 as of the end of December 2024 ^(Note2). Female employees account for 57.33% ^(Note3) of all President Chain Store Corporation employees, while 55.79% of sales supervisors are female. The female ratio for department managers in 2024 was 15.79%, with combined 53.97% 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 2024. 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 targets set for 2025 had been met already. Therefore, new targets have been set to reach 17% of female department managers 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.

We do not hire people under the age of 15 as workers in accordance with the "Labor Standards Act." We also follow the philosophy that "employment is the most direct way of helping the disadvantaged achieve independence." Besides providing job opportunities for people seeking re-employment and part-time job opportunities for student jobseekers, we also collaborate with senior high (vocational) schools to provide students with job opportunities and launch internship programs together with colleges and universities, attracting college interns to do an internship through college internship programs. Student interns are encouraged to learn more about the workplace through actual practice by combining operational details and key to management for the retail industry. Interns who perform well are encouraged to start their employment after the internship so that they have their first job upon finishing their studies. In addition, we employ more people with disabilities than the statutory quota to make equal employment opportunities a reality. In 2024, the President Chain Store Corporation head office and directly operated stores hired a total of 274 employees with disabilities, accounting for 2.98% of our total workforce and being 2.98 times higher than the statutory quota. President Chain Store Corporation also hired 122 indigenous employees, accounting for 1.33% of all employees.

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 270 reports related to employee rights and interests were submitted in 2024. Although there were more internal enquiries, fewer cases were presented externally, showing that the employees continued to raise questions and voice feedback through internal communication channels as they had faith in them. Most cases were related to the tone and attitude of the supervisors while coaching the employees, overtime bonus, reduced shift, salary not being paid on time and disagreements with franchise stores. All aforementioned cases were processed by regional managers. All overtime bonus and salary were made up as they should have been, and deficiencies were addressed in line with the franchise agreement. Moreover, we provided guidance and suggestions on the tone and attitude of supervisors when coaching employees. Any misunderstanding of the system was also cleared up. All cases reported in 2024 were properly addressed in the same year.

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 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 2024, with topics covering topics of flexible working hours, administration in the office building, employee subsidy measures 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 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 2024. 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. In 2024, the overall turnover rate of President Chain Store Corporation is 36.45%, lower than the 44.08% in 2023 ^(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 lay 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](#).

Welfare, Remuneration and Care

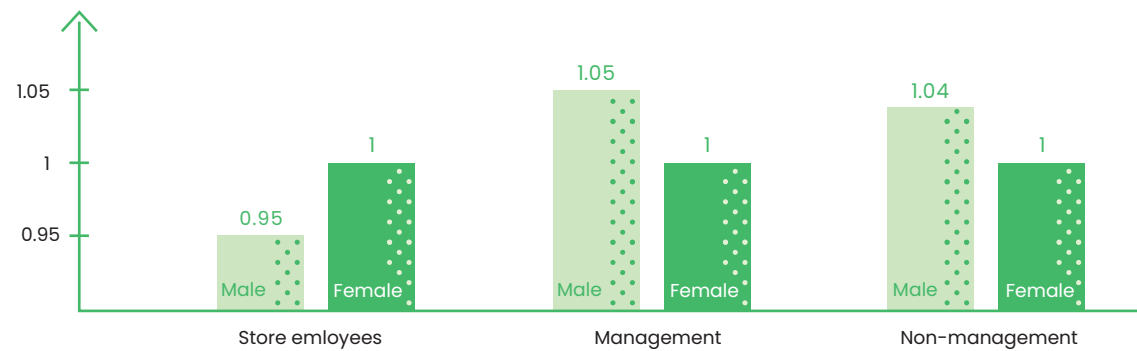
+ Remuneration +

The President Chain Store Corporation remuneration policy ensures that all full-time employees receive higher payment than the statutory minimum wages, considering the price levels of various regions in Taiwan and the survey results of the average salary of new recruits in the retail industry. President Chain Store Corporation also takes the living wage ^(Note 1) into consideration when deciding on the salary for new employees, as well as assessing the rationality of existing employees' salaries in order to offer more competitive and reasonable salaries. President Chain Store Corporation reviews whether the employees' salary levels are market-competitive and in line with employee needs by adjusting the starting salary of new recruits in January each year. In 2024, the starting salary of store personnel is based on the 50th percentile (middle income level) of new recruits in the retail industry, and the starting salary of logistics personnel is the 70th percentile (high income level). In addition, President Chain Store Corporation provides employees in areas with higher price levels with an additional allowance of 5-10% of the salary so that the employees and their families have enough for a decent life. The variable compensation of full-time employees of President Chain Store Corporation is based on individual performance, including financial indicators such as the Company's gross profit and profitability, and is evaluated based on their contribution to the overall operations, with reference to market salary levels and the Company's operating performance. Bonus distribution is based on the Company's rules on bonus and performance management, while taking into account the Company's annual operating performance and individual performance. If employees receive unfair treatment in terms of salary, they can report it through the labor dispute communication channels of the President Chain Store Corporation Integrated Services Center and the Audit Office.

(Note 1) President Chain Store Corporation refers to the living wage research report of the Chung-Hua Institution Economic Research when calculating the living wage: "Wages should meet the minimum (basic) living needs of the workers themselves and their families (dependent family members)." Therefore, "Divide the annual food, clothing, housing, medical, transportation, communication and education-related consumption expenditure of each household in Taiwan by 12 months, divide by the average number of people in households, and multiply by (laborer + ratio of dependents)" was adopted to estimate the average living wage in 2023. The relevant calculation quoted the results of the 2023 household income and expenses surveys published by the Directorate General of Budget, Accounting and Statistics and the average number of dependents of employers, self-employed owners, specialized occupations and technical personnel who are self-employed in Taiwan's national health insurance in 2024 published by the National Health Insurance Administration, Ministry of Health and Welfare in the latest year, and concluded that the average living wage in Taiwan was NT\$27,411 ^(Note 2).
(Note 2) In 2023, the average annual expenditure on food, clothing, housing, medical care, transportation, communication and education per household in Taiwan was NT\$588,273, including food and non-alcoholic beverages, clothing and footwear, housing, water, electricity, gas and other fuels, furnishings, household equipment and routine household maintenance, health, transport, communication and education. In 2023, the average number of people per household was 2.79, and the average number of dependents of employers, self-employed owners, specialized occupations and technical personnel who are self-employed in Taiwan's national health insurance was 0.56 in 2024.

The starting salary for the new recruits at President Chain Store Corporation is equal for men and women for equal work, and the salary and benefits do not differ based on gender or age. In 2024, the ratio of starting salary to basic salary (NT\$27,470) for new back-office staff who are college graduates is 1.33 times, and 1.55 times for those with a master's degree. There is no significant difference in the remuneration ratio between men and women in 2024, and the basic salary plus year-end bonus ratios of all types of employees are within 1.05 times. In terms of salary adjustment, most of the adjustment was between 2% and 5% in 2024, accounting for 74.96% of all employees. 10.58% of the employees received over 5% of adjustment.

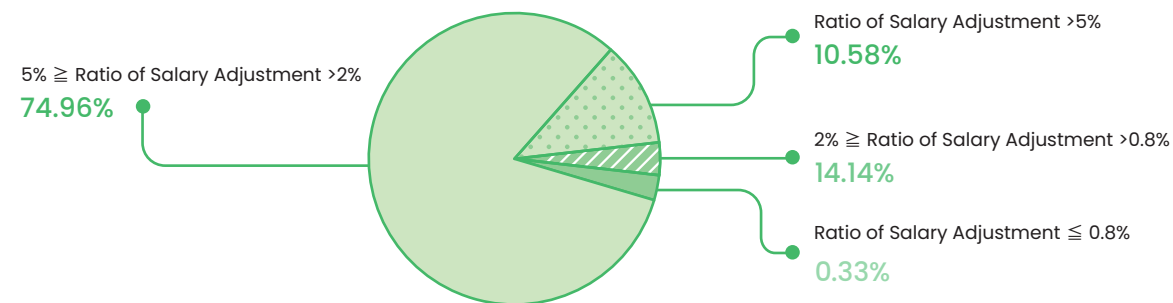
Ratio of Salaries for Male and Female Employees in 2023



(Note 1) Compensation consists of basic salary and annual bonuses.

(Note 2) The scope covers full-time employees who are still working at the end of December 2024 (but excluding interns and those who were newly recruited or transferred for less than half a year as of March 15, 2024), based on their total salary of 2024.

Ratio of salary adjustment for full-time employees in 2024



(Note 1) For those with a salary adjustment of $>2\%$, ratio = (No. of employees with a salary adjustment of $>2\%$)/Total number of full-time employees.

(Note 2) The scope covers full-time employees who are still working at the end of December 2024 (but excluding interns and those who were newly recruited or transferred for less than half a year as of March 15, 2024), based on their total salary of 2024.

We disclosed the number of full-time non-management personnel Note as 5,594 in 2024 in line with Article 4 of the Corporate Social Responsibility Report Authoring and Reporting Guidelines for TWSE/TPEX-listed Companies, with the average salary of NT\$1,080 thousand and median salary as NT\$908 thousand. The number of full-time employees in 2024 increased by 241 people compared to 2023. The average salary in 2024 decreased by NT\$3 thousand compared with 2023, and the median salary decreased by NT\$14 thousand.

(Note) Full-time non-management employees are not managers defined in the official document Tai-Cai-Zheng-San-Zi No.920001301, and the employees' number of work hours reached the normal work hours (152 hours a month) stipulated by the Company. The scope of statistics covers employees excluding managers for the entire year.

+ Work-life Balance +

President Chain Store Corporation offers a variety of [employee benefits](#). In addition to year-end bonuses and various allowances, it also provides four major benefit programs including the Benefit Saving Trust Fund, Good Life, Flexible Leave and Healthcare. Parental leave is also accessible in accordance with the law to favor employees' work-life balance. President Chain Store Corporation also has a comprehensive appointment system that allows the employees to be employed full-time or part-time, giving them the flexibility in terms of work. Together with 9 reinvested enterprises (7-ELEVEN, Uni-president Department Store, Starbucks, COSMED, President Transnet Corp., Cold Stone Creamery, Mister Donut, President Logistics International and UniPresident Superior Commissary Corp.), President Chain Store Corporation was awarded gold for the Happy Enterprise Award in the 2024 Happy Enterprise Selection organized by 1111 Job Bank. All welfare and parental leave application status are listed in the table below.

President Chain Store Corporation Employee Benefits

Benefit Saving Trust Fund

A long term saving trust fund has been created for the employees, allowing them to enjoy annual dividends and the Company's long term profitability. Employees are free to opt in and out of the program. The trust invests exclusively in President Chain Store Corporation shares. Participants can transfer 6% of their monthly salary into the trust account each month, and President Chain Store Corporation provides an additional 1.8% as a bonus share. The program is accessible to employees who have obtained permanent contracts after passing the probation period. As of December 31, 2024, a total of 9,175 people are eligible (excluding senior management).

Good Life

Breastfeeding rooms are available in the offices

Contracts are signed with childcare institutions to provide preferential prices

Office staff can also choose when they go to and from work

"Work from Home Measures" allow back-office staff to work from home

A fixed amount of travel vouchers are given each year

Gifts are offered during pregnancy and when the baby is one-month old

The Happiness Corporative Society is set up to help the employees deal with issues involving physical/mental health and family

3 hours of free consultation is offered to each employee on an annual basis

Flexible Leave

Maternity leave and miscarriage leave superior to that of the legal requirement. With no condition on seniority, all employees are paid their full salary

Main caretakers are offered 9 paid weeks for prenatal checkups and maternity leave

Non-main caretakers are also given 7 days of paid parental leave before and after their spouses give birth

Special care leave: If employees need to personally take care of their dependents due to a major incident, they can take a maximum of 3 days of paid "special care leave" to provide employees with flexibility in responding to the unexpected events and taking care of their families.

Healthcare

Annual health checkups

Occupational disaster insurance

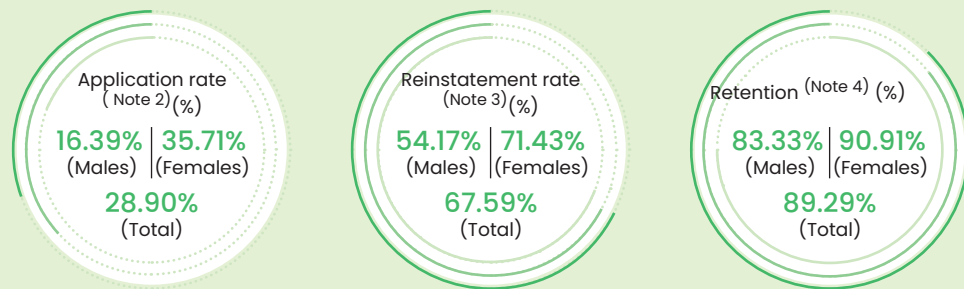
Group insurance for employees and dependents

Family Day and health promotion activities

Full-time nurses and doctors are regularly stationed

Employee reinstatement and retention rate after taking parental leave in 2024

Items	Number of Males	Number of Females	Total
Employees eligible ^(Note 1) for taking parental leave in 2024	122	224	346
Employees who applied for parental leave in 2024	20	80	100
Expected reinstatement after parental leave in 2024	24	84	108
Actual reinstatement after parental leave in 2024	13	60	73
Actual reinstatement after parental leave in 2023	18	66	84
Employees still on the job 12 months after returning from taking an parental leave in 2023	15	60	75



(Note 1) Eligible applicants refer to employees who applied for childbirth subsidies in 2022-2024.

(Note 2) Application rate: employees eligible for applying for parental leave/actual number of employees applying for parental leave

(Note 3) Reinstatement rate: Actual reinstatement after taking parental leaves/Expected reinstatement after taking parental leaves

(Note 4) Retention rate: Employees still on the job 12 months after returning from parental leaves/Actual number of employees reinstated after taking parental leaves (during the previous period).

+ Franchisee Benefits +

The number of President Chain Store Corporation stores exceeded 7,000 in 2023, with a total of 3,643^(Note) franchisees. President Chain Store Corporation continues to stay updated with franchise profits to take good care of the franchisees, building a franchise environment with peace of mind and stable profits. President Chain Store Corporation also has the physical care and leisure activities of the franchisees in mind. In 2024, President Chain Store Corporation spent NT\$18.64 million in budget for vacation subsidies and other subsidies for franchisees.

(Note) President Chain Store Corporation encourages franchisees to own multiple stores, meaning the number of stores increased and franchisees decreased.

Insurance subsidies and benefits enjoyed by franchisees	
Insurance Subsidy	
Group insurance	Franchisees receive 15% of their premiums in subsidy
Franchise owner/employee mutual support association	A mutual-support mechanism between franchise stores that mainly provides funeral assistance for direct dependents
Covid-19 mutual support association	The mutual help mechanism allows franchisees to apply for consolation money when infected with COVID-19
Benefits	
Franchisee benefits trust	Subsidy for investment is given to encourage investment
Health checkup subsidy	Senior franchisees over the age of 41 with more than 10 years of experience are eligible to receive health checkup valued at NT\$16,000 once every two years along with their spouses who work in the same store
Discounts	Offers from affiliated enterprises, promotions for leisure activities, birthday presents

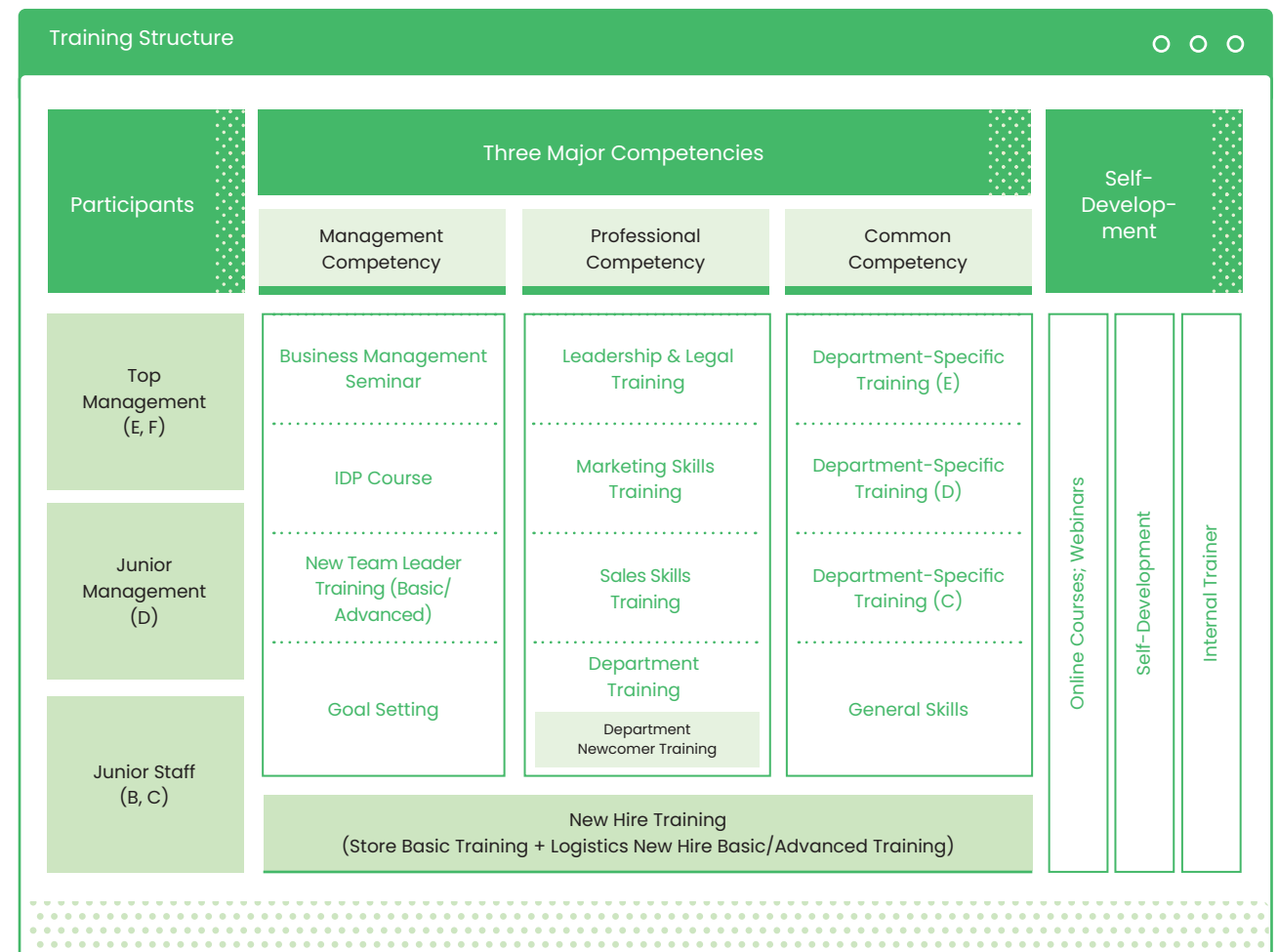
Talent Development and Cultivation

+ Employee Education and Training +

Education and training are key drivers of organizational growth. To this end, President Chain Store Corporation has spared no effort when it comes to the training and development of our employees. There is no difference in the training and development of male and female employees, and we fully support employees in learning new knowledge and improving their skills. We established the “Common Ability Structure of Office Staff and Regulations for Training Courses” and “Training Management Regulations,” detailing the competencies required and corresponding courses that all employees must attend with training activities defined, assisting them in reinforcing positive behavior or skills. Our goal is to strengthen the sales/marketing training framework, expand group-level training and plan internal and external seminars. The Human Resources Division Talent Development Team and Operation Planning Department Sales Training Team are responsible for implementing education and training throughout the Company.

+ Training Structure +

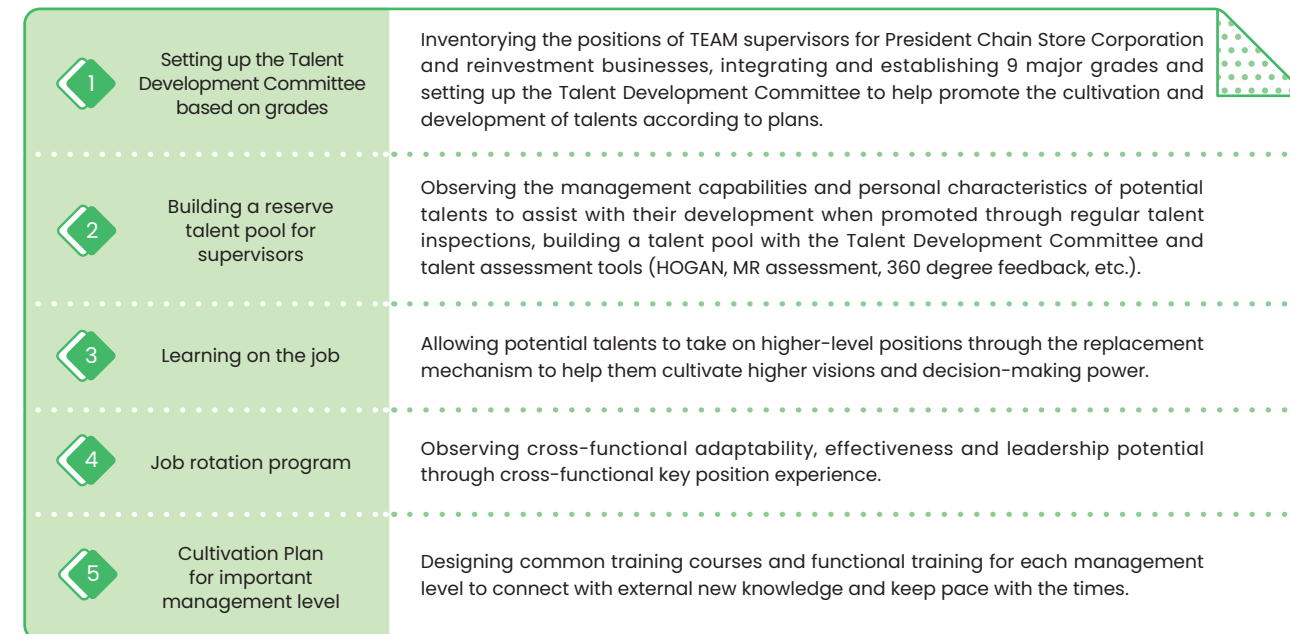
We have invested in a wide range of channels for continuing education, including guidance from supervisors and peers, knowledge management systems, external training courses, internal training courses, seminars and symposiums, e-learning, on-the-job training, in-service education, as well as training employees into professional internal lecturers who are enthusiastic and happy to share for passing on professional knowledge. In addition to education and training, we provide scholarships for on-thejob training and subsidies for learning foreign languages. We encourage employees to gain work related knowledge when they are off work. In the meantime, we collect employees' feedback on education and training as the foundation for evaluating and adjusting the courses. Employees can express their opinions on education and training through the Integrated Services Center, human resources email, stakeholder section and internal communication platform.



+ Key Talent Development Program +

Key positions master the core of success and professional capabilities in the enterprise, playing a vital role in the enterprise's operation and shouldering the important responsibility of making decisions. Any vacancy not filled in time has a significant impact on the enterprise. To effectively ensure sufficient supply of key talents for President Chain Store Corporation and its reinvestment businesses, we have built a reserve talent pool for managers. In addition to developing and evaluating potential employees through the talent evaluation mechanism, professional evaluation tools are adopted to measure the management capabilities of potential talents to shorten the period of vacancy and stabilize the overall operations without interruption. The development of key talent pool and the design of job development plan will foster outstanding talents in the retail industry, fulfill corporate social responsibilities and help the industry move forward.

President Chain Store Corporation developed a mechanism for cultivating reserve TEAM supervisors, regularly inventorying and inspecting potential talents, as well as formulating a development plan with practice as the core. The specific measures are as follows:



President Chain Store Corporation conducts an annual review of successor candidates at all levels, and builds key talent pools for different units, customize "personal development plans" for potential talents, encourages cross-unit rotation to support talent development. By 2024, 47 talent review meetings have been held, and a total of 411 people have been included in the reserve talent pool.

President Chain Store Corporation also hopes to provide employees with cross-unit experience opportunities through job rotation to expand their horizons and cultivate outstanding talents. The internal transfer rate Note in 2024 was 63.03%.









(Note) The number of transferred employees at President Chain Store Corporation / the total number of vacancies for the year at President Chain Store Corporation.

+ Statistics on Education and Training +

President Chain Store Corporation invests considerable resources into education and training each year, designing and planning different training courses for employees on different levels in different departments, including new recruit training, level-specific training, stores, public courses for office staff, general education courses and specialized training for each unit. We invested a total of NT\$86,888 thousand in education and training in 2024, with the average training expense of NT\$9,459 per person, with an increase of NT\$2,424 per capita compared to last year. The total education and training hours were 134,624 hours with an average of 14.66 hours per person (Note). In response to the work style of all employees in 2024, a digital learning environment is created in addition to the physical courses, including lectures on trends and many courses on digital tools. After a year of training, employees have acquired the cognition and knowledge of new technologies which will be gradually incorporated into their daily work. President Chain Store Corporation provides training courses for all levels with a variety of online digital courses, so that the employees can enjoy a good learning environment and satisfy their needs for learning with the dual-track system of flexible independent learning with no time or space constraints and online certification.

(Note) The denominator is calculated based on the average number of employee education and training hours for 9,186 employees on December 31, 2024.

Average hours of employee training in 2024 (classroom, online courses, online tests, external training)

Type of employees	Store employees		Management employees		Non-management employees		Total	
								
Number of total training hours	16,309.0	32,298.5	9,785.5	2,001.5	34,380.5	39,148.5	60,475.0	74,148.5
Total number of employees (Note)	2,750	3,887	238	62	977	1,317	3,920	5,266
Average hours of training per employee	6.03	8.31	41.12	43.57	35.19	29.73	15.43	14.08

+ Education and Training Courses +

Development for Mid-level and Senior Managers

In 2024, in view of the trends in digital transformation and AI applications related to retail distribution, MART TECH, Harvard Business School cases, ESG, etc. required by the Group, President Chain Store Corporation took advantage of the academic resources of National Taiwan University of Science and Technology to develop core knowledge and business ideas from the perspective of managers, as well as building diversified learning channels to improve corporate competitiveness. A total of 26 courses were held with a total of 520 supervisors passing for a total of 2,250 training hours.



New Supervisor Training

Hybrid learning was designed in 2024 to enhance the managerial and leadership capacity of new supervisors, including management courses, corporate visits, supervisor training, presentation, senior supervisor experience sharing and exchange and so on to provide them with relevant trends and knowledge. Peer exchange and co-learning was facilitated to encourage sharing. A total of 35 new convenience store supervisors and 19 new BU supervisors received the training. A total of 233 new convenience store supervisors passed the training, with a total of 1,479 training hours.



Reserve Business Supervisor Training

District manager training: President Chain Store Corporation worked on the gap between reserve district managers and district managers to enhance their capabilities and shorten the exploration period of their role as district managers. The training lasted 3 months, during which the personal development plan is implemented to bring deeper and practical behavioral changes to the reserve district managers. In 2024, a total of 13 people were trained, of which 11 reserve district managers have been promoted to district managers.

District consultant competency enhancement: The Company enhanced competency of district consultants, including sales persuasion, expression, customer orientation, work management, decision-making ability, result orientation, and building trust, to help district consultants enhance cooperation and communication with franchisees and build relationships. A total of 190 people completed the course with a total of 1,274 training hours.



Online Learning Curation

President Chain Store Corporation followed the Company's digital transformation strategy in 2024 to assist the organization and employees in coping with the ever-changing digital environment. To this end, employees are encouraged to develop knowledge and skills in the application of digital technology, data analysis, artificial intelligence, information security, etc., promoting greater efficiency and flexibility, as well as creating innovative operational opportunities. We have carried on with our Online Learning Curation with short courses under half an hour, as well as launching e-newsletters with external resources to allow employees to learn in their spare time. A total of 3,727 people completed the course.



OPEN Masterclass

OPEN Masterclass offered multiple digital lectures by industry masters to share exclusive knowledge, successful working methods and the key to corporate success, so that all employees can learn and stay on top of trends at any time. In 2024, digital trend lectures were offered to all employees with no restrictions on the topics. A large amount of external digital trend knowledge and technologies were collected and shared with BU. A total of 12 lectures and 2 online courses were hosted with a total of 1,338 President Chain Store Corporation employees passing, and BU participated a total of 2,076 times.



TK Culture Promotion – ISE (In store Education)

To practice a bottom-up approach and make sure the supervisors understand how things work in the stores, President Chain Store Corporation means to solve problems in the stores in a timely manner by finding the way to support store staff through learning about key store operations and exchange. Since 2015, we have assisted supervisors in conceiving solutions from the perspective of the stores through customized store experience. Renamed ISE (In-Store Education), the reform plan was launched in 2021 and extended to all back-office staff, allowing office staff and store employees to communicate based on theme learning and working together.

A total of 8 batches were organized in 2024 and for 627 supervisors. A total of 216 batches have been organized so far with 3,751 people engaging in the experience.

General Legal Education

We utilized the group's resources and provided legal education with our parent company Uni-President Enterprises Corp., to increase the supervisors' legal awareness in decision-making. Other common elective courses were also launched to share education and training resources.

Legal Education	
Target audience	Supervisors above team level at President Chain Store Corporation must receive 3 hours of legal education a year. The course is elective for managers of other levels.
2024 achievements	<ul style="list-style-type: none"> Classroom courses/online courses/lectures: 28 in total Basic legal course: 60,759 people, 34,267.5 hours

Course content

Ethical corporate
management
regulations

Two courses (both physical and online) on labor laws for management were organized, each lasting 3 hours with 326 people passing, for a total training of 978 training hours. There was also half an hour of advanced ethical corporate management training (prevention of insider trading), with 530 people passing for a total of 265 training hours. An hour of online course on ethical corporate management and personal asset management with a total of 410 people passing for a total 410 training hours. We aim at reducing operational risks through education, training and awareness-raising, as well as enhancing the philosophy of ethical corporate management of the personnel.

Food safety
regulations

Courses on illegal food advertising, introduction to food safety laws, etc. were offered in half an hour with a total of 243 people passing during a total of 121.5 training hours. We continue to prioritize food safety and build a comprehensive food safety protection network for consumers.

Labor safety
regulations

Courses such as overview of the Labor Standards Act (2 hours with 60 people passing, for a total of 120 training hours), four courses on the Prevention of Workplace Violence and Sexual Harassment with 51,792 people passing for a total of 24,259 training hours, 8 courses on Occupational Safety and Health Act with 3,634 people passing for a total of 3,478.5 training hours, allowing all employees to help build a friendly workplace that values occupational safety and health.

Information
security
regulations

Four courses on preventing information security vulnerabilities were offered with 2,719 people passing for a total of 3,742.5 hours, 6 courses on personal data management analysis with 1,045 people passing for a total of 892.5 hours to improve the organization's and employees' ability to protect and manage data and privacy, as well as developing awareness for information security.

Cultivation and Promotion of ESG Talents

President Chain Store Corporation launched the Sustainable Management – Environmental Protection, Plastic Reduction and Eco-friendliness in 2024 to look back on plastic reduction actions, as well as communicating their implementation strategies and results in the past. The course looks into President Chain Store Corporation's actions and results for sustainable operations, as well as encouraging all employees to participate in eco-friendly actions to make "Planet Sustainability In Our Everyday Life" a reality. A total of 7,980 people completed the course (Note).

President Chain Store Corporation also continues to organize classroom courses to promote the concept of sustainable management, including "What Does Sustainable Development Have to do with Me?" in the All-staff OPEN Masterclass series with a total of 60 people passing, a well as "The Future of Carbon Rights: Trends, Challenges and Opportunities" in the All-staff OPEN Masterclass series with a total of 26 people passing. 60 people passed the "Practical Cases of Sustainable Development" course in the "ESG Management Lectures, and 144 people passed the "ESG Course" (with carbon reduction and logistics at the core) in the Mid-level and Senior Management Project.

In addition, President Chain Store Corporation believes that sustainable talents are a crucial part of the Company's future core competitiveness. To this end, it hopes to enhance the concept of ESG for all employees through various education and training, as well as encouraging them to combine the concept with their work. In 2024, we aimed at cultivating talents in sustainability in the face of climate change and the tide of sustainable development, exploring the impact on corporate internal control from the perspective of ESG risk and corresponding measures to enhance the corporate value in sustainability, as well as improving risk management systems and so on. A total of 11 employees were sent to participate in training courses organized by external professional institutions.

(Note) The Sustainable Management – Environmental Protection, Plastic Reduction and Eco-friendliness course was launched at the end of 2023, and was taken offline in on August 31, 2024.

Enhanced Cybersecurity Education

President Chain Store Corporation continued to enhance the concept of information security and develop awareness of information security crisis, thereby reducing the risk of leakage of important personal and company information, as well as improving the overall cybersecurity protection with 3,384 people passing the course in 2024. Eleven people were sent for external training on "Cybersecurity Protection," "Cloud Security" and "Cybersecurity Identification." Departments also organized training on "Social Engineering Attack Prevention" with 229 people passing, online courses on "Cybersecurity Vulnerability Prevention," "Social Engineering Attack Prevention," "Cybersecurity and Cyber Crime Vulnerability from the Perspective of ChatGPT Generative AI," and "Phishing Prevention," with a total of 3,144 people passing the training.

Digital Literacy Promotion Program

We are actively committed to promoting AI literacy, covering not only management within the organization but also all employees. We further expanded our selection courses in 2024 through comprehensive planning on trends, thinking and tools, attracting a total of 3,386 active participants. We hope that in the wave of digital transformation, every member can master AI literacy and embrace future challenges.

Effort-Saving Operations – AI Ordering System Training

To ensure a variety of products, reduce the risk of products being out-of-stock and improve store operational efficiency, President Chain Store Corporation organized the “Effort-saving operations” event to provide education and training on the AI ordering system for employees of directly-operated stores. Demonstrations and formula explanations were given during the event for employees to simulate the functions of the ordering system, improving their ability to use and interpret data. In 2024, a total of 3,379 employees received training, including 3,128 full-time employees and 251 part-time employees. Employees were able to place precise orders that are more in line with actual sales and demand, which increased the net gross profit by 10.41% compared with the same quarter last year.

Quality Management Training

The training for new logistics personnel also includes Good Hygiene Practices standards. For personnel in the relevant departments of product quality management, training of different quality management themes was provided, such as quality assurance inspection and review of new products, quality assurance standards for different items, etc., to ensure that internal personnel understand their responsibilities in the overall quality assurance management system of President Chain Store Corporation, to help maintain product quality and consumer health and safety.

+ Franchisee Education and Training +

President Chain Store Corporation invests tens of millions of dollars in lectures every year, organizing training courses for franchise owners and encouraging them to grow through the selection of outstanding store managers.

Franchisee training can be divided into two categories, namely basic training for franchisees and training for store managers. The basic training for franchisees refers to a total of 172 hours of intensive training lasting for 4 consecutive weeks, during which the knowledge and skills required to serve as a store manager, such as management ability, account management, quality assurance and expiration date management, as well as knowledge about business laws and regulations are taught. Qualifications for franchisees can only be obtained upon completing the training and passing the test. In 2024, training was completed for a total of 214 franchisees. Store manager training revolves around the annual business theme and the on-site operations. It targets all store managers to boost their management abilities. In 2024 a total of 6,019 people completed the store manager training with the theme of “Case Study of AI Ordering System.”

+ Performance Management +

In the implementation of performance management, besides establishing goals that the Company and employees agree on for driving growth, employees can check the progress of each work goal at any time, and make adjustments or seek the advice of their supervisor to assist with their own development.

Performance Management Cycle

President Chain Store Corporation employees receive one performance evaluation a year regardless of gender, as long as the annual performance cycle falls within the days specified for evaluation. The annual performance review index includes two parts. Supervisors and their subordinates have to set a specific percentage of the Company’s major metrics, and the remaining percentage is dedicated to individual performance goals while reviewing the performance of the team and individuals. We use a promotion system for employees who continue to show good performance, which means having a higher base salary, benefits, and bonuses for encouraging employees to continue to make progress and contributions. For employees whose performance falls behind, their direct supervisors are required to regularly review and follow up on their performance, in order to assist them in boosting their performance and strengthening their weaknesses.

Performance Management System

Full-time Employees

Performance goal setting	Performance goals are set for which supervisors and employees discuss and set the annual goals. Supervisors may provide guidance based on the progress of tasks during the evaluation period.
Final performance evaluation	The evaluation is carried for those who have worked for over 273 days during the year, with 100% of the employees passing.

Part-time Employees

A bonus distribution evaluation is carried out each month to incentivize part-time employees to maintain the store image, service quality and quality assurance.

In addition, President Chain Store Corporation adopts a 360-degree evaluation method to evaluate employees at a specific salary level. The results will be used as a reference for future promotion decisions. Although not all employees have yet been included, we will continue to make the mechanism more objective with the method, which will create a positive impact on the performance of the Company.

5.2 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 employees’ labor rights, lower the operating risks of affiliated enterprises, and ensure compliance with labor laws and regulations, President Chain Store Corporation provided training regarding the Labor Standards Act to 261 people in 2024. In addition, President Chain Store Corporation regularly conducts human rights and labor audits on its headquarters, regional offices, directly operated stores, tier-1 suppliers, and joint ventures within its scope of operations. In addition, in the case of outsourcing of labor services such as dispatched workers or labor contractors, the Company proactively conducts annual labor condition audits on the labor conditions of dispatched workers to ensure compliance with relevant laws and regulations. During the period when dispatched personnel provide services, the Company also stays updated with how well they adapt to the workplace and provides assistance. For the results of the audits, related risk mitigation measures, and other human rights risk assessments and mitigation measures, please refer to “[President Chain Store Corporation Human Rights Management](#)” and “[President Chain Store Corporation Human Rights Due Diligence Procedure](#)”.