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Safeguarding Peace of Mind

Amid rapid social and environmental changes, consumers’ expectations for healthy diets, environmental friendliness, and access to digital information continue to rise. Taking Customer Health and Safety as its highest guiding principle, President Chain Store Corporation continues to refine its products and services, while strengthening product labeling management to ensure that information disclosure is accurate, complete, and compliant with laws and regulations. This enables customers to clearly understand key information such as ingredients, nutrition, and consumption guidance. At the same time, through marketing communications across stores and digital channels, the Company communicates product information in a more consistent and easy-to-understand manner, helping customers make choices that provide peace of mind and meet their needs, while jointly creating a more transparent new everyday consumption experience.

Sustainable Goal Management Process

Material Topic	Management Metrics	Medium- and long-term Targets	2026 Targets	2025 Targets & Performance	
 Customer Health and Safety	Revenue share from private-label products with voluntary health nutrition labeling ^(Note 1)	60% by 2028	56%	48% 55.16%	↑
	Revenue share from products with reduced saturated fat, trans fat, sodium or sugar ^(Note 2)	20% by 2028	15%	3% 14.57%	↑
	Revenue share of products with enhanced nutritional content ^(Note 3)	16% by 2028	14%	12.5% 13.62%	↑
	Rate of major food safety risk violations ^(Note 4)	0% by 2028	0%	0% 0%	✓
	The proportion of A+ and A level stores in the President Chain Store Corporation High-Quality service assessment ^(Note 5)	74% by 2028	72.00%	71.00% 72.00%	↑
 Product Labeling and Marketing Communication	Number of incidents involving private-label products violating the regulations on product labeling or marketing communications	0 case by 2028	0 case	0 case 0 case	✓
 Customer Relationship Management	Online revenue share	No target set	6.5%	6.4% 6.7%	✓
	Customer satisfaction survey - Customer satisfaction rate	91.00%	90.50%	90.00% 90.45%	✓
 Product and Service Innovation	Number of active OPENPOINT members	12.45 million people	12.35 million people	12.15 million people 12.24 million people	✓

Note 1: The denominator is revenue from all private-label food products, and the numerator is revenue from private-label food products that comply with the “eight major product categories” under the Health and Nutrition Profiling Assessment System standards. Please refer to the definition of health and nutrition standards in this chapter for details.

Note 2: The denominator is revenue from all private-label food products, and the numerator is revenue from private-label food products that comply with the “reduced-sugar products,” “reduced-oil/fat products,” and “reduced-sodium products” under the Health and Nutrition Profiling System standards. Please refer to the definition of health and nutrition standards in this chapter for details.

Note 3: The denominator is revenue from all private-label food products, and the numerator is revenue from private-label food products that comply with the “nutritionally enhanced supplement products” under the Health and Nutrition Profiling Assessment System standards. Please refer to the definition of health and nutrition standards in this chapter for details.

Sustainable Development Goals & Management Policies



SDG 3 Good Health and Well-being

- Invested **NT\$139,315** thousand in food safety management
- The private-label healthy eating brand Simple Fit® recorded revenue of **NT\$4,643** million



SDG 8 Decent Work and Economic Growth

- The number of stores exceeded **7,000** and reached 7,248 with the highest market share
- Invested **NT\$204,566** thousand in research and development
- uniopen reaching **19.5** million members



SDG 12 Responsible Consumption and Production

- Certified sustainable procurement of raw materials accounts for **NT\$7,720** million^(Note), taking up **30.14%**
- 100%** of private-label food suppliers with annual procurement amounts of **NT\$30** million or above introduced ISO 45001

Corresponding Material Topics

- Customer Health and Safety
- Product Labeling and Marketing Communication
- Customer Relationship Management
- Product and Service Innovation

Policies and Commitments

- Product safety management regulations
- Store management regulations
- Product safety information collection and inventory tracking SOP
- Rules for Safety on Private-label Products
- Rules for Onsite Assessment of Private-label Product Manufacturers

Management Actions

- Control the raw materials through raw material management and quality assurance inspection to safeguard customer health and safety, ensure the quality of delivery through the cultivation and management of logistics personnel, service quality in the stores is optimized with service evaluation, quality assurance and ethical corporate management certification training to ensure the health and safety of consumers.
- The Product Safety Management Regulations clearly stipulate that product labeling of delivered shipment must comply with the regulations of the competent authority, and the logistics center must also check product labeling when receiving shipment to ensure the compliance of product labeling and marketing communications.

↑ Exceeded ✓ Achieved — Not Achieved

Note 4: Major food safety risk events refer to events determined to involve fines of NT\$100,000 or above. The numerator for the major food safety violation rate is the number of stores and logistics centers where major food safety risk events occurred, and the denominator is the number of stores and logistics centers inspected by the competent authority for food safety issues.

Note 5: The grading definitions were adjusted this year. Previously, Grade A referred to scores of 90–100. In 2024, this was adjusted to Grade A for scores of 80–89 and Grade A+ for scores of 90–100. The denominator is the total number of store audits, and the numerator is the number of audited stores rated Grade A+ and Grade A.

< President Chain Store Corporation High-Quality Service Qualification >

President Chain Store Corporation conducts an annual President Chain Store Corporation High-Quality Service Qualification assessment on all its directly-operated stores and franchises, with items including basic service, professional service, comfort of the environment and appropriate responses. The results of the assessment are graded A+ and A(excellent), B (meets expectations) or C (needs improvement)^(Note). In 2025, a total of 1,821 stores were graded A+ and 1,052 were graded A out of all the stores, accounting for 72% of all the stores that were audited, exceeding our high-standard target (71%). Operations specialists visit stores receiving a grade of C to provide guidance, and hold meetings to draft corrective action plans, conduct drills on the shortcomings as well as reevaluating to ensure improvement, providing the consumers with a great shopping environment. In addition to continuously improving service quality at individual stores through in-depth guidance provided by district consultants, President Chain Store Corporation publicly recognizes warm and thoughtful store services through internal channels. The Company has also received external recognition, including the Gold Award and Service Pioneer Award in the Commercial Times Service Industry Evaluation. Its public restrooms have also received the Gold Quality Award for Public Restrooms from Taitung County and New Taipei City, as well as the Outstanding Public Restroom Award from the Ministry of Environment.

2025 Annual Initial Assessment	Grade	Number of stores Audited	Percentage
A + (Excellent)	90~100	1,821	45.6%
A (Excellent)	80~89	1,052	26.4%
B (Meets expectations)	70~79	866	21.7%
C (Needs improvement)	< 70	251	6.3%

< Quality Assurance Audit >

President Chain Store Corporation performs quality assurance audits through the engagement of an external management consulting company. In 2025, 99.35% of all stores underwent this audit. A total of 31,444 stores were inspected with a pass rate of 92.97%. The stores were unqualified mainly due to expired products. President Chain Store Corporation provided concrete suggestions for the issue and followed up to ensure that improvements were made.

Note: The scope of inspected stores and the pass rate includes all inspected retail stores in 2025, and stores that close by the end of the year are not excluded.

< QA and Ethical Corporate Management Certification Training and Audits >

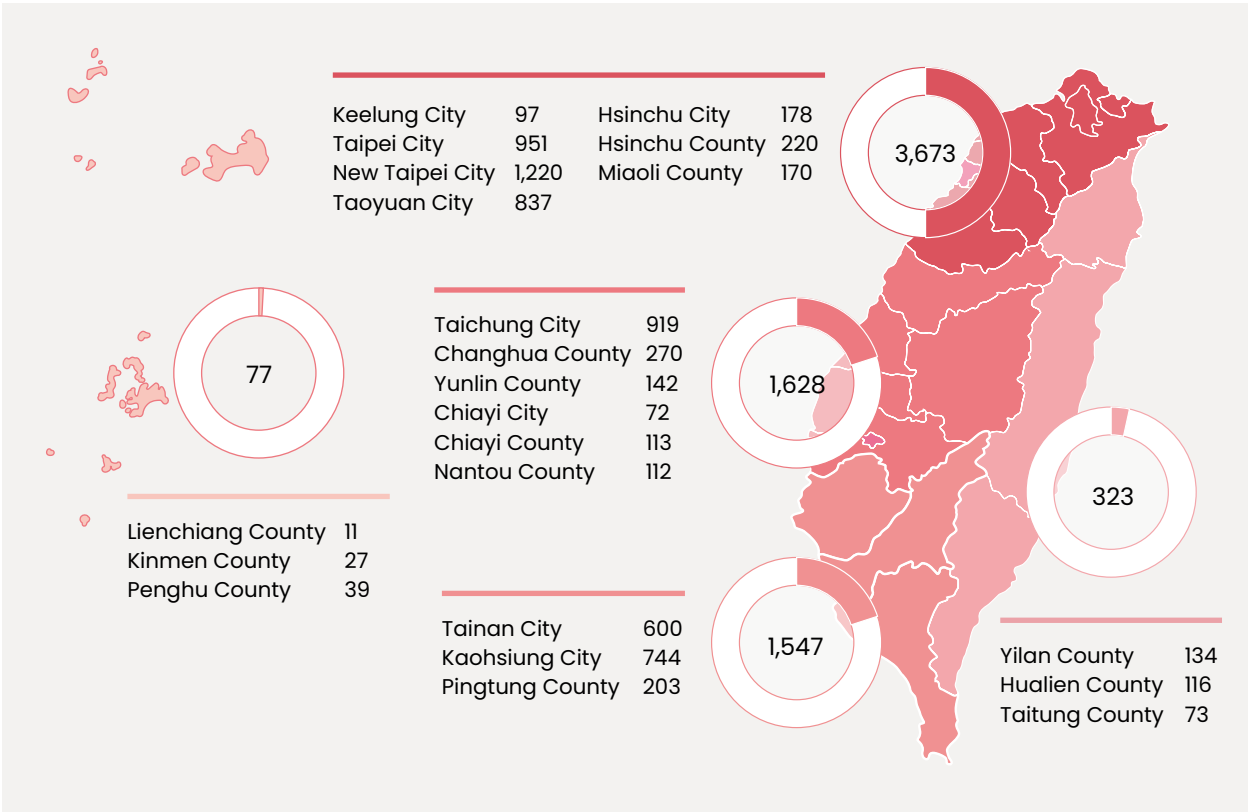
In addition to the store audits described above, President Chain Store Corporation continues to provide quality assurance and ethical corporate management education and training for all employees each year to strengthen overall personnel quality assurance capabilities. Course content covers the implementation of quality assurance operations, compliance with ethical corporate management standards, and maintenance of the Company's image. Professional quality assurance courses on different topics are arranged to strengthen employees' professional capabilities. In 2025, a total of 73,661 participants attended the training. President Chain Store Corporation also engages a management consulting firm to audit store quality assurance training certification. In 2025, 99.18% of all stores were audited.

3.3 Product and Service Innovation

President Chain Store Corporation's goal is to provide a variety of innovative and quality products that exceed customers' expectations. To this end, it integrates internal resources to promote product and service innovation. We launched a total of 9,333 products and 1,879 services in 2025. In 2025, private-label products accounted for 26% of total revenue. By continuing to provide consumers with more high-quality products and convenient services, President Chain Store Corporation will become a good partner in people's daily life.

Store Locations

President Chain Store Corporation focuses on providing customer services characterized by convenience and peace of mind with stores in Northern, Central, Southern parts of Taiwan as well as outlying islands. The Stores All over Taiwan project was launched in 2019 by inventorying districts out of the total of 368 towns and villages with gaps in services where making purchases remained inconvenient. As of 2025, we have a total of 7,248 stores, 171 more compared to 2024. With more than 7,000 stores connecting 368 towns and districts (with the exception of Wuqiu) to each location that needs services, we have reached a new milestone of ["24/7 Services from Our Stores All over Taiwan."](#) It is our hope that we can continue to expand the scope of services offered by President Chain Store Corporation, so we can meet the needs of customers in a timely manner with a variety of convenient and quality services and to become the service platform that customers depend on in their fast-paced lives. In the coffee business, CITY PRIMA® surpassed 7,000 stores. Through interactive mechanisms such as the "Product Wishing Pool," the Company invited consumers to participate in product development, successfully creating buzzworthy products such as "Flipped Pudding." This not only increased the success rate of new products, but also strengthened brand engagement. In 2025, President Chain Store Corporation also launched OPEN! FUNLAND for the first time, integrating elements of character IP, animation, and trend culture to create a new recreational consumption space. In the meantime, the Company opened the first street-front flagship store for !+? CAFE RESERVE + TEA Bar, offering a higher-quality tea beverage experience with strong customization flexibility, further boosting the brand hierarchy and value positioning of its tea beverage series.



To this end, it provides customers with cash flow, logistics and information flow services with digital tools such as the 7-ELEVEN online shopping site, ibon, OPENPOINT app and MyShip. This allows consumers to make the most of President Chain Store Corporation as the base and service center for everything in life. The strategy that incorporates e-commerce and store transactions has been adopted to develop innovative services and trending products, connecting the OPENPOINT ecosystem to make the most of the membership economy and actively becoming a platform of life services in the eye of consumers. In 2025, the proportion of customers using online services and sales platforms reached 12.47% of the total number of transactions, and online revenue accounted for 6.7% of individual revenue.

OPENPOINT Ecosystem

President Chain Store Corporation has adopted the three strategies of membership, points and payment since 2020 to revolutionize business with smart technologies. Innovative services such as “points for mobile payment,” “points for cashin different channels,” “points for bill collection/packages from e-commerce platforms,” “APP raising funds and points,” “point collection during trips oversea,” as well as “uniopen PRIMA membership subscription” have been launched to break the single-channel membership model in the retail industry, establishing a cross-brand and cross-channel OPENPOINT ecosystem. In 2025, the “CTBC Bank uniopen co-branded card” was launched, integrating the OPENPOINT ecosystem to expand the applications of the points for members in various life scenarios. So far, the system has served more than 19.5 million members. In 2023, membership services were expanded overseas for the first time. In 2024, President Chain Store Corporation worked with 7-ELEVEN in the Philippines to launch a cross-border two-way point collection system, creating economic benefits for members and driving the number of active members to exceed 12.24 million. In the meantime, it combines the consumption data collected by POS machines in the stores as well as behavior and footprint in the app to gain insight of the profiles, consumption preferences and lifestyle of OPENPOINT members. We have further engaged in data projects such as attribute labeling and member grouping, applying labels to the NES model (new, existing and sleeping customers) and precision marketing, effectively increasing the proportion of member consumption and per capita contribution. The revenue from members in 2025 increased more than 5% compared to 2024.

The OPENPOINT ecosystem has won multiple awards from Taiwan and abroad since 2024, including the Golden Award of Taiwan Sustainability Action Awards in SDG8 Decent Work and Economic Growth, the Harvard Business Review Digital Transformation Revolution Award – Business Model Transformation Award for the Large Enterprise Category and Special ESG Award, and First Prize of the National Brand Yushan Award for Most Popular Brand. President Chain Store Corporation plans to further develop in areas such as food, clothing, housing, transport, education and entertainment to provide consumers with more diverse and convenient membership service experience as a “lifestyle service platform” that exceeds customer expectations.

Innovative Products and Services

Based on the core concept of a comprehensive lifestyle, President Chain Store Corporation continues to uphold the principle of providing consumers with products and consumer experience that are value for money. To this end, we continue to improve the technical R&D of software and facilities, as well as further combining a number of innovative products and services to maintain its competitiveness in sustainability. In 2025, President Chain Store Corporation invested NT\$204,566 thousand in R&D to create a variety of new products and service models. Not only does President Chain Store Corporation actively build a smart retail landscape, it has launched one X-STORE, namely future convenience store each year, for a total of 8 stores as of now. In 2025, the third grab-and-go unmanned store named “X-STORE 9” opened its doors. In the meantime, we continue to apply and promote “FUN vending machines” to break the barrier of time and space when providing service, as well as expanding out-of-store business opportunities. We actively collaborate with e-commerce platforms and diversify our operations through providing the most dense and fast delivery and collection service local network, including pioneering the “7-ELEVEN MyShip Messenger Checkout System” in partnership with Meta to allow both the buyer and seller to conclude the deal with more peace of mind and convenience. The “Secure Package Pickup” service has also been launched for the same purpose. In terms of digital development, the iOPEN Mall e-commerce platform has been made available to provide the most complete and convenient services for buyers and sellers alike. In the meantime, digital services such as iPre-order (convenience store in the e-commerce) and iDiscount (group buying) have been put in place to meet customers’ Online merge Offline (OMO) needs for everyday consumption.

In terms of digital development and membership management, 2025 was an important year for boosting member value. Through diverse service channels such as iPre-order, iGroup-buying®, iOPEN Mall, FUN Vending Machines®, Delivery Service, MyShip, and delivery services, the number of members officially surpassed 19 million, while the online-to-offline omnichannel strategy continued to deliver results.

Among these developments, Taiwan’s first flagship store opened, namely Starbucks Reserve DREAM PLAZA Taipei. Books.com.tw established its first physical bookstore, providing readers with a new 24-hour gathering place. In 2025, the Xinshi Logistics Park was officially launched, becoming President Chain Store Corporation’s first 24-hour smart logistics park integrating ambient, refrigerated, and frozen multi-temperature-zone operations. This further enhanced the stability and flexibility of overall logistics scheduling, enabling products to be delivered more promptly and accurately, while providing solid support for frontline services and expansion.

Smart Retail

FUN Vending Machines

Facing the two major problems of an aging population and a low birthrate, there is no limit for saving manpower in the future. To this end, President Chain Store Corporation has been proactively creating a retail market with forward-looking technologies. Since 2018, it has led the industry in promoting an experimental field for smart retail, enhancing customer interactions with technologies. The “FUN Vending Machines” have been created based on the concepts of eXplore, eXperience and eXcellent to strategically fill retail gaps and establish a presence in underserved shopping areas. Four types of FUN Vending Machines have been introduced, including 4°C , 18°C , CITY CAFE and freshly-made hot boxed meals, as well as creating a variety of business models based on needs of the business district. In 2025, the number of service locations and machines increased to over 1,900, attracting more than 83 million people to try the smart, convenient and diverse digital consumption experiences. In order to seize IP sales opportunities, President Chain Store Corporation continued to develop the “Mystery Box FUN Vending Machine” in 2025. Consumers can choose the IP products they want to buy, such as Pokémon cards, TOMICA cars, licensed mystery boxes, etc. on the machine with mobile payment feature incorporated. In addition to providing different shopping options, we have created a smart lifestyle service platform that allows customers to buy nearby and pay safely.



X-STORE 9

X-STORE 9 is the third future-oriented convenience store to introduce the “Grab and Go” model. It adopts ITRI’s composite AI pure image-based tracking and recognition technology, combining multi-angle cameras with shelf LiDAR to capture customer movement and product pick-up and return in real time. Customers can complete self-checkout by mobile phone, with payment completed upon leaving the store — no barcode scanning or queuing required, and no personal data collected. Compared with X-STORE 8, X-STORE 9 is built around pure image-based technology and does not require weight sensors, reducing construction and maintenance costs while improving replicability. It also places fewer restrictions on product displays, with approximately 6,000 products across the store, close to the range offered by regular stores. The Company also established Taiwan’s first micro-warehouse, introducing smart dispatching and robotic-arm automated inbound and outbound warehousing. Designed for “large capacity in a small space,” it enables consumers to complete self-service parcel pickup in an average of 2 to 5 minutes. In addition, President Chain Store Corporation launched Taiwan’s first LOFT SELECT hybrid store. Through its shopping centers business, the Company has continued to boost its presence in seven major commercial districts, including freeway service areas, transportation hubs, and technology factory offices, accumulating 66 locations. Among these, Qingshui Service Area underwent a comprehensive renovation to create a distinctive rest area, introducing well-known brands and making service scenarios more diverse and complete.



· Digital Services ·

< iOPEN Mall >

To build a shopping mall that focuses on the common good with local areas and stable operational quality, President Chain Store Corporation has taken advantage of resource sharing and joint creation of business opportunities based on over 45 years of experience running its business in Taiwan. The brand new iOPEN Mall was launched in 2023 as the first shopping mall created by a local enterprise. In addition to providing a digital platform that is easy to understand and accessible at all times for micro-enterprise entrepreneurs, the platform has developed an outstanding intelligent management system with features such as simple registration, quick listing, orders, members, merchandise, accounting, logistics, etc. The platform connects to the OPENPOINT Ecosystem and its 19 million members, the group's logistics and warehouses all over the country, and more than 7,000 7-ELEVEN stores to bring micro-enterprise entrepreneurs an influx of consumers, diversified marketing resources, and convenient delivery and pickup services. The service has so far attracted nearly 100,000 merchants to set up shop with more than 5 million items on the shelves, reducing the digital transformation risks of micro-enterprises as a strong backing for everyone who wants to run an online shopping business with ease. President Chain Store Corporation won the Silver Award of the 2024 Taiwan Sustainability Action Award for assisting micro-entrepreneurs.



· Operating Performance in 2025 ·

In terms of store operations, 7-ELEVEN in Taiwan continued to upgrade through retail experimentation. In 2025, President Chain Store Corporation launched OPEN! FUNLAND for the first time, integrating elements of character IP, animation, and trend culture to create a new recreational consumption space. In the meantime, the Company opened the first street-front flagship store for !+? CAFE RESERVE + TEA Bar, offering a higher-quality tea beverage experience with strong customization flexibility, further boosting the brand hierarchy and value positioning of its tea beverage series.

In terms of digital retail planning, X-STORE 9 opened its doors on the campus of National Central University, introducing the upgraded AI image recognition "Grab and Go" smart store solution. In addition, the first automated micro-warehouse for in-store pickup was launched in Taiwan, validating the application value of smart retail in campus settings and among younger consumers. The Company also continued to develop its hybrid retail model by launching Taiwan's first LOFT SELECT hybrid store. Through its shopping centers business, the Company has continued to boost its presence in seven major commercial districts, including freeway service areas, transportation hubs, and technology factory offices, accumulating 66 locations. Among these, Qingshui Service Area underwent a comprehensive renovation to create a distinctive rest area, introducing well-known brands and making service scenarios more diverse and complete.

In terms of products and services, we continued to focus on boosting the management of fresh food and ready-to-eat products. Through differentiated brands such as Simple Fit®, Veggie Selection®, and Star Cuisine, we responded to consumers' expectations for health, quality, and flavor. In 2025, 7-ELEVEN marked the 30th anniversary of its rice ball. Since the launch of its first triangular rice ball in the pork floss flavor, it has introduced hundreds of international and local-style flavors. The self-service hot food area also continued to expand its product offerings, from sweet potatoes, steamed corn, tea eggs, and animal welfare braised eggs to "steamed and roasted" potatoes available at selected stores, offering more convenient choices for three meals a day. In the coffee business, CITY PRIMA® surpassed 7,000 stores. Through interactive mechanisms such as the Product Wishing Pool, the Company created engaging and buzzworthy products such as "Flipped Pudding", allowing consumers to participate in product development while improving the success rate of products and strengthening brand engagement.

In terms of digital development and membership management, 2025 was an important year for boosting member value. Through differentiated membership management under the uniopen PRIMA membership subscription system, the Company continues to expand its lifestyle connection with members. The "CTBC Bank uniopen co-branded card" was launched with integrated the OPENPOINT ecosystem to expand the applications of the points for members in various life scenarios, enabling collaboration among various business units and connecting diverse service scenarios through a single entry point. Not only does this enhance the completeness of the customer experience, but it also allows the Company to gain a deeper understanding of customer needs, laying the foundation for the continuous optimization of lifestyle services. In the meantime, the number of members officially surpassed 19 million through diverse service channels such as iPre-order, iGroup-buying®, iOPEN Mall, FUN Vending Machines®, Delivery Service, MyShip and delivery services, while the online-to-offline omnichannel strategy continued to deliver results.

As of the end of 2025, President Chain Store Corporation and its subsidiaries had a total of 13,891 stores. In overseas markets, 7-ELEVEN Philippines continued to expand its store network, reaching 4,491 stores, while boosting its presence in regions such as Visayas and Mindanao. In Mainland China, stores in Shanghai and Zhejiang continued to expand steadily, exceeding 600 stores. In the local market, President Drugstore Business Corp. (COSMED) accelerated store expansion and improved store quality, staying on top of trends in health supplements, skincare, and cosmetics, while optimizing pharmacy operations and product structure. President Starbucks Coffee Corp. (Starbucks) focused on the core brand concept of the third place, continuing to create exclusive interactions with customers. Among these initiatives, Taiwan's first flagship store opened, namely Starbucks Reserve DREAM PLAZA Taipei. Books.com.tw established its first physical bookstore, providing readers with a new 24-hour gathering place. President Transnet Corp. (T-Cat) continued to boost its presence among cross-border, e-commerce, and store-opening platform customer groups, while expanding pharmaceutical logistics and warehousing businesses, continuously improving operating efficiency. The official opening of DREAM PLAZA created a new space for the Group that integrates retail, dining, and lifestyle services. It has also become an important platform for observing consumer trends and refining service design.

While the Group's businesses continue to advance steadily, we also continue to strengthen the back-end foundation that supports overall operations. In 2025, the Xinshi Logistics Park was officially launched, becoming President Chain Store Corporation's first 24-hour smart logistics park integrating ambient, refrigerated, and frozen multi-temperature-zone operations. This further enhanced the stability and flexibility of overall logistics scheduling, enabling products to be delivered more promptly and accurately, while providing solid support for frontline services and expansion.

Customer Relationship Management

· Consumer Questionnaire Survey ·

To understand consumer preferences and provide products and services that better meet their needs, President Chain Store Corporation conducted a Convenience Store Consumer Questionnaire Survey targeting members with consumption records. The survey was sent through the OPENPOINT APP to members who had recently made purchases and enabled push notifications, collecting a total of 7,028 valid responses. The questionnaire was designed based on the four operating principles of abundant products, excellent quality, hygiene assurance, and friendly service. For the question, "How satisfied were you overall with your most recent store visit?", 90.45% of respondents among all valid questionnaires gave a satisfaction rating of 4 points or above, representing a 1.4% increase in overall satisfaction compared with the previous period.

Year	2022	2023	2024	2025	2025 Target
Satisfaction	96.06	82.90	89.05	90.45	90.00
Coverage	55.40	100	100	100	

Going forward, we will continue to systematically collect and analyze consumer feedback through consumer surveys, enabling us to gain a deeper understanding of consumer preferences and actual needs. This will serve as an important basis for refining service quality and optimizing operational management. For the key issues identified through the survey results, the Company has planned and continues to promote the following concrete improvement actions:

1. Enhancing store environment and facility management standards: For key service facilities such as public restrooms, the Company has introduced a regular self-assessment mechanism and commissioned Capital Consultant Corp. to conduct third-party evaluations, with the goal of providing consumers with a satisfying and comfortable environment.
2. Strengthening service response quality management: Through the mystery shopper evaluation mechanism, the Company further focuses scoring criteria on the friendliness and appropriateness of frontline personnel when responding to customer needs, thereby enhancing the overall customer experience.
3. Establishing a store image improvement guidance mechanism: For stores whose performance in maintaining store image falls below standards, the Company has launched a guidance system in which operating supervisors are stationed at the store in person, assisting stores with on-site improvements and refinement of operational management.