

## About This Report

This is the sixteenth Sustainability Report issued by President Chain Store Corporation (stock code: 2912) in accordance with the GRI standards published in 2021 by the Global Reporting Initiative, industry standards for the food retail and distribution industry of the Sustainability Accounting Standards Board (SASB), as well as Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies.

This annual report presents President Chain Store Corporation's viewpoints and actions taken on sustainable development, with details on corporate governance, economy, environment, and society in 2024, as well as future plans. Material topics applicable to President Chain Store Corporation were selected based on materiality assessment (see chapter on [Implementing Sustainable Management](#)), in the hopes of maximizing benefits for all stakeholders through disclosure, communication and feedback in order to accomplish our ultimate goal of becoming the greatest retail business.

## Period, Boundaries and Data Included in the Report

President Chain Store Corporation issues an annual sustainability report that is also disclosed on the [Company's sustainable development website](#). The previous version was issued in August 2024, and the current version is issued in August 2025. This report details the Company's sustainability performance for 2024 calendar year (January 1, 2024 to December 31, 2024), with some of the information on relevant performance before 2024.

This report focuses on President Chain Store Corporation, including its business headquarters, retail locations and shopping centers. In addition, five affiliated companies and the Good Neighbor Foundation have been incorporated in the report due to their relevance in the operations of this industry and the influence they have on material issues, including Uni-President Cold-Chain Corporation, Wisdom Distribution Service Corporation, Retail Support International, President Logistics International Corporation and Uni-President Superior Commissary Corp. Some of the quantified performance of aforementioned organizations is included while disclosing information on material topics include food waste management, packaging material management, climate change, waste management, customer health and safety and social welfare. Future reports are expected to include data from other affiliated companies in order to present comprehensive information on President Chain Store Corporation's value chain.

## Report Management

### Internal Audit

- The correctness of each chapter is verified by the supervisor of each President Chain Store Corporation department.
- The report is approved by the President Chain Store Corporation Board of Directors and Sustainable Development Committee.
- The performance in sustainable development is reported to the President Chain Store Corporation Board of Directors each year.

### External Certification

- |   |   |
|---|---|
| ▶ <b>Financial data</b><br>Unqualified audit report from PwC Taiwan   | ▶ <b>Occupational safety and health data</b><br>ISO 45001 (SGS Taiwan)  |
| ▶ <b>Environmental data</b><br>ISO 14064-1:2018 (SGS Taiwan)<br>ISO 50001 (SGS Taiwan)  | ▶ <b>Sustainability data</b><br>AA1000 Type Two High Level (SGS Taiwan)   |
| ▶ <b>Governance data</b><br>Taiwan Personal Information Protection and Administration System (TPIPAS, Institute for Information Industry ); ISO 27001 (BSI Taiwan, British Standards Institution) | ▶ <b>Sustainability data</b><br>Limited assurance on the selected sustainability performance information in accordance with TWSAE3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information (PwC Taiwan) |

## Contact

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Chairman of the Board

Lo, Chih-Hsien



General Manager

Huang, Jui-Tien



## Message from Management

The world continued to face long-term structural challenges caused by inflation, geopolitical tensions and so on in 2024, which brought about trend changes in the market and operating model of corporate operations. Despite the rapid changes in the external environment, all employees and franchisees of President Chain Store Corporation have demonstrated resilience and adaptability by focusing on building a “omnichannel lifestyle brand” and a lifestyle service platform to provide consumers with a more immediate, convenient and valuable all-round consumer experience. In 2024, we continued to exert influence from our channel based on the business philosophy of “24/7 services from our stores all over Taiwan” to welcome the opening of the 7,110 store, connect the OPENPOINT ecosystem and diversify our complex retail portfolio in order to provide diversified sales and service channels, meet the needs of the society and set a new milestone. In addition to giving more people convenient access to services, President Chain Store Corporation also shoulders the responsibility of providing sustainable products and services, and guiding to make better choices for the environment and society in the spirit of “Planet Sustainability In Our Everyday Life”, as well as facilitating green consumption and a sustainable lifestyle in a simpler and more convenient way.

With the active engagement in ESG and sustainable development based on sustainable actions that aim at solid and continuous improvement, President Chain Store Corporation continued to stand out in sustainable governance in 2024 with recognition from domestic and international sustainable ratings. It ranked in the top 5% in the Taiwan Corporate Governance Evaluation System for 10 consecutive years, was re-listed by the Dow Jones Sustainability Index (DJSI) for Sustainability World Index for 6 consecutive years. It was recognized by CDP (Carbon Disclosure Project) for the 3 consecutive years as a score A- leader on the climate change questionnaire. Moreover, President Chain Store Corporation continued to be selected by the MSCI Index Series, FTSE4Good Index Series and FTSE4Good TIP Taiwan ESG Index. In the meantime, it has continued to receive sustainability performance awards such as Corporate Citizen Award by CommonWealth Magazine and ESG Award by the Global Views Monthly, while various sustainability projects and actions have achieved success in the Best Performance of Specific Category Award in the TCSA Most Prestigious Sustainability Awards, Asia Responsible Enterprise Awards (AREA) and so on.

President Chain Store Corporation implements sustainable strategies in products, services and organizational structures, focusing on the three aspects of environmental (E), social (S) and governance (G) to actively optimize or launch innovative sustainability projects by taking advantage of President Chain Store Corporation's core operational capabilities. In terms of governance, President Chain Store Corporation has linked sustainable performance to the remuneration of senior executives. For the first time in 2024, it followed the ISO 20400 Sustainable Procurement Guidance and ISO 31000 Risk Management System to establish a more complete management mechanism for the value chain and risks, integrating ESG into corporate culture and operating strategies, as well as allowing sustainable management to take root. In terms of environmental sustainability, four interdepartmental task forces focusing on plastic reduction,

carbon reduction, food waste management and sustainable procurement have been set up. In addition to being the forerunner of the industry in committing to net-zero Scope 1 and 2 emissions by 2050, President Chain Store Corporation has included complete elimination of single-use plastic, choosing sustainable certified paper packaging materials for 100% of our private-label products, as well as committing to protecting biodiversity and zero deforestation to achieve net positivity effect and zero total deforestation as long-term sustainability goals by 2050. In the meantime, short-term and medium-term sustainable key performance management metrics have been set with results regularly reviewed to actively respond to climate change and integrate with the international community. In the social aspect, we continue to support more than a hundreds of public welfare groups through multiple fundraising channels to improve the capacity of public welfare and social services. We attach great importance to employee growth and actively promote DEI to create a diverse, fair and inclusive workplace through diverse recruitment, building a friendly work environment, as well as the Health and Safety for All initiative.

Running a business is like an endless marathon. President Chain Store Corporation will continue to demonstrate organizational resilience, lay a solid foundation for long-term stable development, and continue to uphold the mission of “being committed to becoming the most outstanding retailer, providing the most convenient services in everyday life, and fulfilling the responsibilities of a good citizen” to become a “lifestyle service platform that exceeds consumer expectations.” Looking ahead to 2025, our core strategy will work hard towards the three major goals Governance, Social Environment. To this end, we are committed to improving corporate governance, enhancing employee welfare, promoting social welfare, as well as demonstrating our determination to achieve long-term sustainability goals such as energy saving and carbon reduction, environmental protection and plastic reduction, food waste reduction and sustainable procurement. We understand that only by joining hands with all parties on the road to sustainable development can we multiply benefits and maximize the value of sustainability. President Chain Store Corporation starts from its own operations and connects with value chain partners in sustainability, makes good use of the fact that the stores are closely intertwined with consumers' daily life to make sustainable development a reality, as well as building a sustainable ecosystem of common good with all stakeholders.

# Highlights of Sustainability Performance & Honors and Recognition

## Environment

- The stores' overall energy-saving transition saved **124.3** million kWh of electricity, which is equivalent to **61,381** metric tons of carbon
- 2,531** (President Chain Store Corporation) stores adopted the OPEN iECO Recycled Cups Renting service, with **20.91%** of consumers bringing their own cups
- The Veggie Selection brand reduced carbon emissions by approximately **90,526** metric tons by the end of 2024
- Revenue from private-label products that comply with [the health and nutrition principles](#) totaled **NT\$32,721** million
- iLove Food reduced food waste by **17,866.94** metric tons
- Food recycling rate reached **74.26%**
- Average waste generated by a single store was **6.27** metric tons, a decrease of **25.63%** compared with the base year (2019)
- The purchase amount of sustainably-certified raw materials reached **NT\$6,713** million <sup>(Note)</sup>, accounting for about **29.21%** of procurement

(Note) For the scope of sustainably-certified raw materials, please refer to section [3.4 Sustainable Procurement for the description of sustainable raw materials](#).

## Social

- The Frequency-Severity Indicator was **0.25**, lower than the average value of the retail industry of 0.37 over the past three years published by the Occupational Safety and Health Administration of the Ministry of Labor
- The proportion of middle-aged and elderly employees employed in the Company (over 45 years old) reached **29.7%**
- NT\$707** million was raised for social welfare
- Over **200,000** people took advantage of the DIY materials provided by the Good Neighbor Community Foundation

## Governance

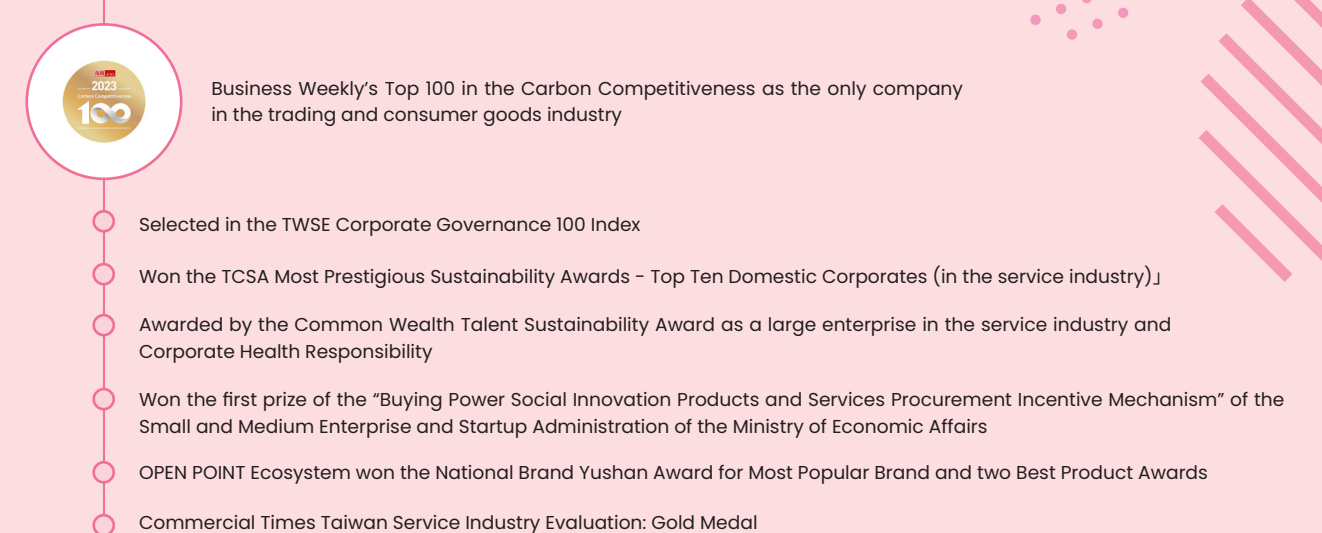
- The number of stores exceeded 7,000. President Chain Store Corporation ranks first in market share with a total of **7,077** stores
- The percentage of female managers in revenue-generating functions accounted for **55.79%**
- The annual consolidated total revenue reached a record high of **NT\$337,932,397,000** with an increase of **6.58%** over last year
- Private-label products with voluntary nutrition labeling (SimpleFit and Veggie Selection) accounted for **11.46%** of the revenue

Ranked in the top 5% in the **10th** corporate governance evaluation for the 10th consecutive year as **the only listed company in the retail industry**

## Continuous Success



## Benchmark Awards



(Note) Please refer to the official website for other sustainability project awards [\(click here\)](#).

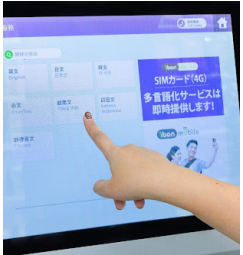


# Sustainability Column

## Diverse and Friendly Stores

To fill the manpower gap of public welfare groups that cannot deliver meals to elderly people living alone or people with disabilities on holidays, President Chain Store Corporation has called on store partners to form a “Good Neighbor Meal Delivery Team” <sup>(Note)</sup> to provide diverse meal delivery and pickup services. While delivering meals, the partners also pay attention to the conditions of the elderly, as well as delivering goods and services to towns and villages where grocery-shopping is less convenient with “OPEN! Mobile Shopping Cart.” As of 2024, nearly 100 stores have joined the meal delivery team, with the service area expanded to 13 counties and cities, and a total of more than 300,000 meals delivered and picked up. In the meantime, it continues to provide meals for families with scarce social resources. In 2024, it launched the “Boxed Meal Donation Campaign” with the Department of Social Welfare and social welfare groups, raising a total of 15,000 fresh boxed meals and helping 1,700 homeless people, making President Chain Store Corporation a public welfare friendly store that demonstrates the spirit of providing “24/7 Services from Our Stores All over Taiwan.”

(Note) For more information on the Good Neighbor Meal Delivery Team, refer to [6.4 Zero Hunger](#).



President Chain Store Corporation also keeps in mind different food cultures of people from all over the world. In addition to the vegetarian/plant-based food section, a section dedicated to products from abroad has also been set up. In areas where the number of new immigrants is increasing, a dedicated section of Southeast Asian products has been added. It also pioneered in introducing the “must-buy gift card” that is friendly to foreigners. Cardholders can use it to pay at 7-ELEVEN stores with a rebate rate of 10%. In addition, it continues to provide diversified and convenient services that are friendly to foreigners. The ibon interface now provides versions in English, Japanese, Korean and so on. For popular services, specific locations such as industrial areas and hospitals, language options including Thai, Filipino, Indian, Vietnamese are provided. It also sets up exclusive language versions of event posters and communication cards to meet the needs of migrant workers, new immigrants and tourists, such as calling taxis, sending packages, printing documents, etc. In 2024, the service was expanded to incorporate a smart operation integration platform, allowing partners to communicate with customers from all over the world with ease through the instant translation function. Not only does this shape the diversity of food culture for the stores, it also provides support for a variety customers, creating a diverse and inclusive public welfare friendly store.

## Diversity, Equity and Inclusion

With the development of globalization and social awareness, Diversity, Equity and Inclusion (DEI) have become an important key to sustainable corporate development. President Chain Store Corporation is committed to promoting diversity and variety, ensuring fair distribution of resources and opportunities, as well as creating an inclusive environment so that everyone can feel respected and accepted.

President Chain Store Corporation not only provides employment and development opportunities for middle-aged and elderly employees, students, new immigrants, indigenous peoples and people with disabilities, but also provides appropriate support for partners with different needs through job redesign and measures to eliminate language barriers. It also creates a safe, healthy and inclusive workplace through innovative initiatives such as “Peace of Mind and Inclusion” and “Health and Safety for All” to ensure that every employee feels respected and cared for. In addition to creating a good working environment for employees, President Chain Store Corporation has provided a diversified fundraising platform for many years to match public welfare groups with poor families, elderly people living alone, stray animals and other beneficiaries to promote diversified public welfare social services. It also continues to provide diversified and convenient services to overseas visitors to Taiwan by creating a friendly retail environment and cultural integration without boundaries, bringing greater positive impact to society.

## Diversity

President Chain Store Corporation hopes to create a multicultural workplace and society, build innovative cross-generational recruitment channels for people of all ages, and promote the “Diversity Recruitment” project in hopes of achieving the diversity and common good for different generations and ethnic groups in the workplace. It has abided by the belief of providing “24/7 Services from Our Stores All over Taiwan” and continued to care for issues and groups with different needs through diversified public welfare projects. It also provides support to diversified customers such as foreign tourists, migrant workers, and those on a plant-based or vegetarian diet, creating over 7,000 stores that value diversity, inclusion and public welfare.



## Diversity Recruitment

President Chain Store Corporation has launched a diversity recruitment project to employ the elderly and new immigrants, industry-academia cooperation, students on internship and people with disabilities, providing suitable job opportunities for people of all ages and diverse groups. In 2024, the number of middle-aged and elderly partners of President Chain Store Corporation aged 45 and above was 2,724. In addition, the headquarters and directly-operated stores employ a total of 274 employees with mental and physical disabilities, which is 2.98 times the statutory quota. In addition to employees with mental and physical disabilities, 122 indigenous employees and 52 foreign employees were also employed to reflect diversity in the workplace of President Chain Store Corporation, allowing partners to be exposed to different voices and cultures.

### + Middle-aged and Elderly +

Working hand in hand with the Seniors Talent Resource Center of the Ministry of Labor, President Chain Store Corporation works with stores to experience-based recruitment events for middle-aged and elderly people, helping them return to the workplace through a two-stage recruitment process of "experience first, interview later." In 2024, the Company became the first among convenience store channels to launch the "Pre-employment Training for the Middle-aged and Elderly." Working with employment service centers in different areas, seniors who are interested in working in convenience stores were invited to enhance the advantages and value of middle-aged and elderly job-seekers. As of 2024, President Chain Store Corporation has held more than 600 recruitment experience events for the middle-aged and elderly, with an acceptance rate of over 45%.



### + Students +



President Chain Store Corporation invested in the "Campus Career Preparatory Program" to activate the youth recruitment channel through three aspects, including practical courses, business competitions and promotion of sustainable education. This allows students to enter the job market while in school by encouraging them to intern in stores after school, so that they can immediately find employment after graduation. In 2024, the depth and breadth of industry-academia cooperation was strengthened through co-hosting commercial competitions with affiliate companies (President Information Corp. and Retail Support International) and 30 universities, inspiring over 500 college students to showcase their innovative thinking and solutions.

### + New Immigrants +



President Chain Store Corporation worked with the Ministry of Labor to launch the "Training and Employment Integrated Program" and set up a dedicated class with the resources of the Workforce Development Agency. Trainees, mainly new immigrants, were hired in convenience stores upon training completion. This helped new immigrants find employment and re-employment for displaced women to return to the workplace. In 2024, more than 40% of trainees successfully found jobs after training.



### Work experience and feedback from new immigrant partners

In the vocational training course, the most important part I learnt was common phrases used in the stores. Although I don't face the same language barriers as other new immigrants, I learned through the vocational training course that some common expressions back home may not sound appropriate for Taiwanese people, such as "What do you need?" and "What are you up to?" Now I know I need to sound more local by saying "How may I help you?" to improve the quality of service.

## Equity

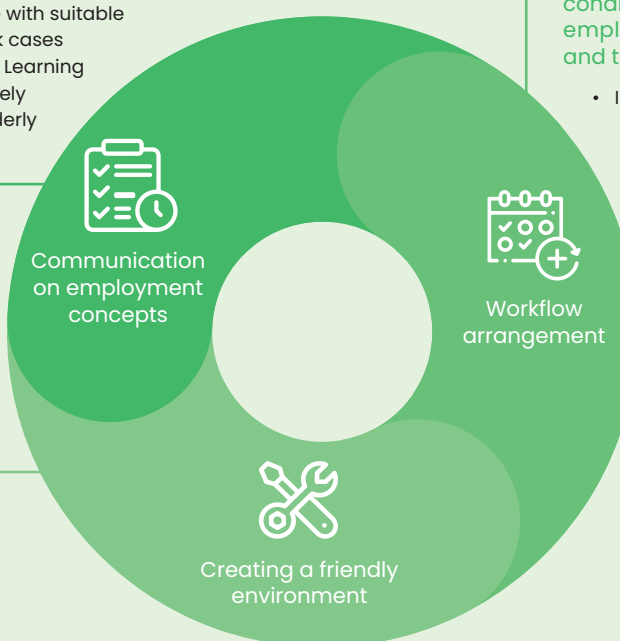
To ensure equal access to resources, treatment and development opportunities, President Chain Store Corporation provides appropriate support and different training directions for young people, seniors or partners with different needs, as well as incorporating the Group's human resources mutual assistance platform to create a competitive and friendly employment environment with the four major principles of "retaining talents," "appropriate division of labor," "friendly employment" and "innovative thinking."

## Creating a Fair Employment Environment

In view of the impact of aging and declining birth rates on the labor force, President Chain Store Corporation set up the Age-friendly Program in 2018 by integrating different departments. To cope with the decline in physical strength and vision of middle-aged and elderly employees, work processes have been redesigned in line with three major directions of "effort saving," "age friendliness" and "workstation". Effort-saving tools have been incorporated as well as coming up with the "Senior Learning Plan" for middle-aged and elderly partners with the help of the Workforce Development Agency to provide. A workstation model is actively promoted to assist middle-aged and elderly employees quickly adapting to work through appropriate routine division of labor. The three core measures as shown in the figure below. As of the end of December 2024, the Company has 2,087 employees aged 45-54, 637 employees aged 55 and above, and a total of 2,724 employees aged 45 and above, accounting for approximately 29.7% of the Company's total employees, exceeding the original target of 28%, showing that President Chain Store Corporation continues to make great efforts to promote middle-aged and elderly employment.

### Encourage stores to employ middle-aged and elderly workers

- Continue to communicate with suitable stores through benchmark cases
- Provide stores with "Senior Learning Plan" to help them effectively train middle-aged and elderly employees



### Evaluate the physical strength and conditions of middle-aged and elderly employees to arrange suitable tasks and time

- Initial shift time is shorter than that of regular employees based on their physical conditions
- Exclude tasks that involve climbing and weight-bearing
- Learn each task in stages

- Build elderly-friendly facilities, such as effort-saving tools and accessible facilities

### Work experience and feedback from middle-aged and elderly partners



Two years after my retirement, I no longer wanted to stay idle. I knew that the store had a manpower shortage and the Company provided comprehensive and suitable work arrangements for the elderly returning to the workplace, so I decided to return to the store and serve customers with my partners. I believe my enthusiasm has not diminished, and I always serve customers with dedication and a smile. My tasks usually involve working at the counter for checkout/beverage making. With my friendly greetings, I have attracted a group of loyal customers who often get their coffee from the store.

Concrete examples of age-friendly arrangements include halving the weight of the incoming goods in the dairy baskets, providing pressure relief pads, effort-saving equipment and magnifying glasses in the counter, as well as choosing a bigger font on the screen of the coffee machine. In addition to being age-friendly, President Chain Store Corporation invested in setting up and optimizing the intelligent operations platform to reduce the obstacles caused by language differences, so that foreign partners can integrate into the workplace with more confidence. Besides finding a suitable work model for partners with different needs, this allows all partners to complete their work with ease in a friendly environment.

(Note) [Click here](#) to watch the video.



In addition, President Chain Store Corporation reviews employee salary levels every year to see if they are competitive and meet employees' needs, adjusts the starting salary for new employees, as well as providing equal pay for equal work for men and women. Salaries and benefits do not differ based on gender or age. President Chain Store Corporation's female employees account for 57.33%, and female managers in revenue-generating functions account for 55.79%. In 2024, the proportion of female department managers was 15.79%, and the total proportion of female TEAM managers, store managers, district consultants and department managers was 53.97%, showing that President Chain Store Corporation focuses on gender equality in the workplace. Starting from October 2024, employees of the same position are given the same monthly starting salary regardless of nationality, ensuring that all employees receive equal treatment.

## Inclusion

The guiding principle of President Chain Store Corporation is creating a happy enterprise. To this end, it is committed to creating a workplace that encourages free expression of ideas and allows employees to feel respected, a sense of belonging, diversity and friendliness. In the face of the challenges of a super-aged society, in addition to innovating workplace models, actively empowering middle-aged and elderly people, and promoting cross-generational integration, we also hope to make partners feel accomplished, healthy and happy at work through proactive care, physical and mental wellbeing promotion activities, as well as comprehensive welfare and facilities, so that they can be proud to be a part of President Chain Store Corporation.

### Internal Communications and Engagement Survey

President Chain Store Corporation values the opinions and feedback of every employee. It has set up various communication channels such as the Integrated Services Center and stakeholder section, encouraging employees to communicate directly with management to reflect workplace issues that need to be improved. This allows the Company to focus on formulating improvement plans. If there are issues of infringement of rights and interests, employees can also appeal through the aforementioned channels. Same-day reply and referral is guaranteed with results updated within 5 days to ensure that the voice of every partner is valued. Moreover, there is an internal proposal system that allows employees to share their opinions on the Company's operations.

### + Employee Engagement Survey +

To better understand employees' job involvement and workplace adaptation, President Chain Store Corporation plans to conduct an Employee Engagement Survey every two years on all employees. To make the questionnaire more to-the-point, we adopted the reasons analyzed and collected for resignation, taking leave without pay and informal communication channels as the basis for questionnaire with multiple questions. The questionnaire included aspects such as management, colleagues, job, remuneration, development and engagement. We adopted the Six-Point Scale to collect employees' feelings and thoughts using a comprehensive scale of agreement and frequency of occurrence.

In 2023, a total of 7,757 people <sup>(Note 1)</sup> filled in the questionnaire, accounting for 89.7% <sup>(Note 2)</sup> of the total employees. The percentage of employees giving an "active" and "very active" response accounted for 80.00% of all respondents, achieving the target value of 80% for the year.

(Note 1) This survey is anonymous. Basic information questions were reduced in order to motivate more employees to participate, so gender was left out of the survey this time.

(Note 2) Respondents accounted for 89.49% of all FTEs.

The next employee engagement survey is scheduled in 2025. In order to understand the interactions between management and partners, we analyzed the engagement survey results to find workplace issues that need to be improved, and further focused on developing targeted improvement plans. In 2024, we actively organized and promoted employee engagement activities to enable more partners to share positive moods and positive energy. In the meantime, we are committed to cultivating and improving the capacity of volunteers of the Happy Cooperative Society to ensure that all partners can receive quality services. Moreover, we actively communicate with relevant units to adjust and optimize the system to enhance employees' trust in the organization.

### 7 Days of Assurance, 11 Dimensions of Inclusion

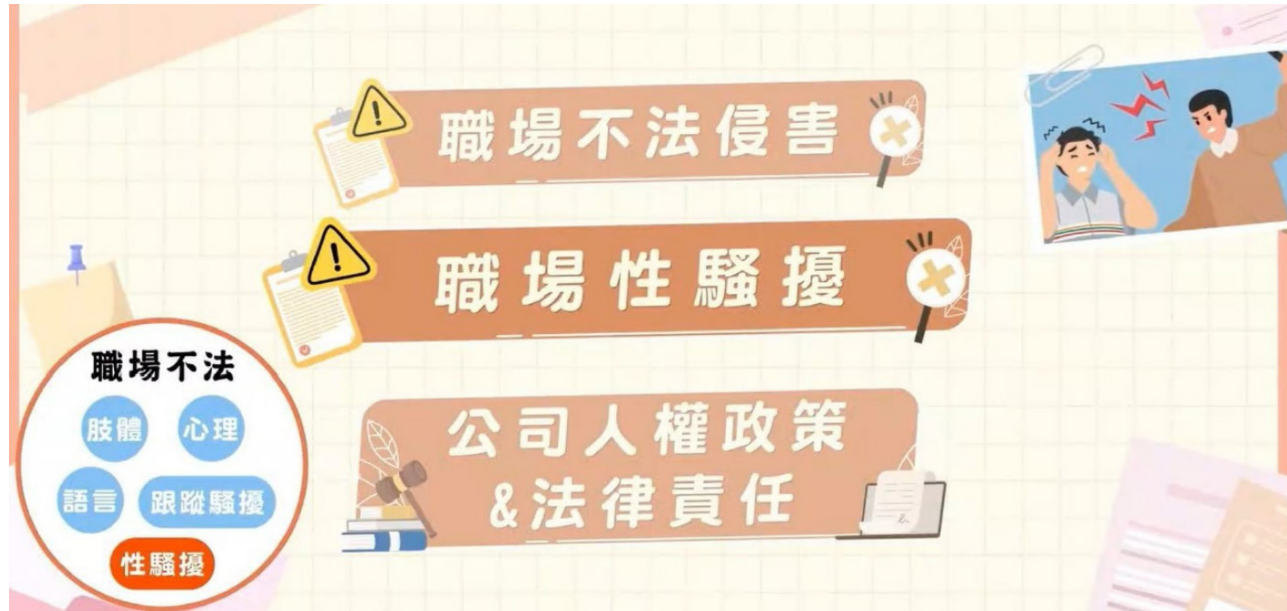
President Chain Store Corporation promotes the "Peace of Mind" program in line with the illegal abuse in the workplace prevention project, and includes "Prevention of Workplace Violence, Discrimination and Sexual Harassment" in the compulsory training courses to enhance all employees' ability to identify and respond to risks, in order to eliminate workplace violence, discrimination and sexual harassment. To ensure the safety of all store partners and logistics personnel, we have produced a simple sexual harassment procedure for franchisees to help them take preventive measures and perform workplace risk assessments. We are ahead of our peers in installing flash alarms in stores to create a comprehensive workplace safety network.

### Q A suspected sexual harassment incident occurred at the store. What should I do?

Take immediate and effective corrective actions! First, categorize the situation, then identify the details, and proceed according to the guidelines for different types. Possible situations that could occur at the store:







Respecting everyone's needs and recognition has become the key to creating a diverse and friendly workplace. For this reason, President Chain Store Corporation has promoted the inclusion program. In 2024, all name tags for store partners were updated with the titles they wanted to keep. Not only does this allow partners of diverse gender identities to present themselves with ease, but also protects their personal information and prevents reduce the risk of customer harassment.

In addition, we have created a collaboration model for employees of different ages that allows everyone to maximize their advantages. Younger staff are better at learning how to use different gadgets, while middle-aged and elderly staff can better manage relationships with returning customers and sales with their vast experience and likeable personalities. They can learn from each other and promote cross-generational communication and integration in the workplace.

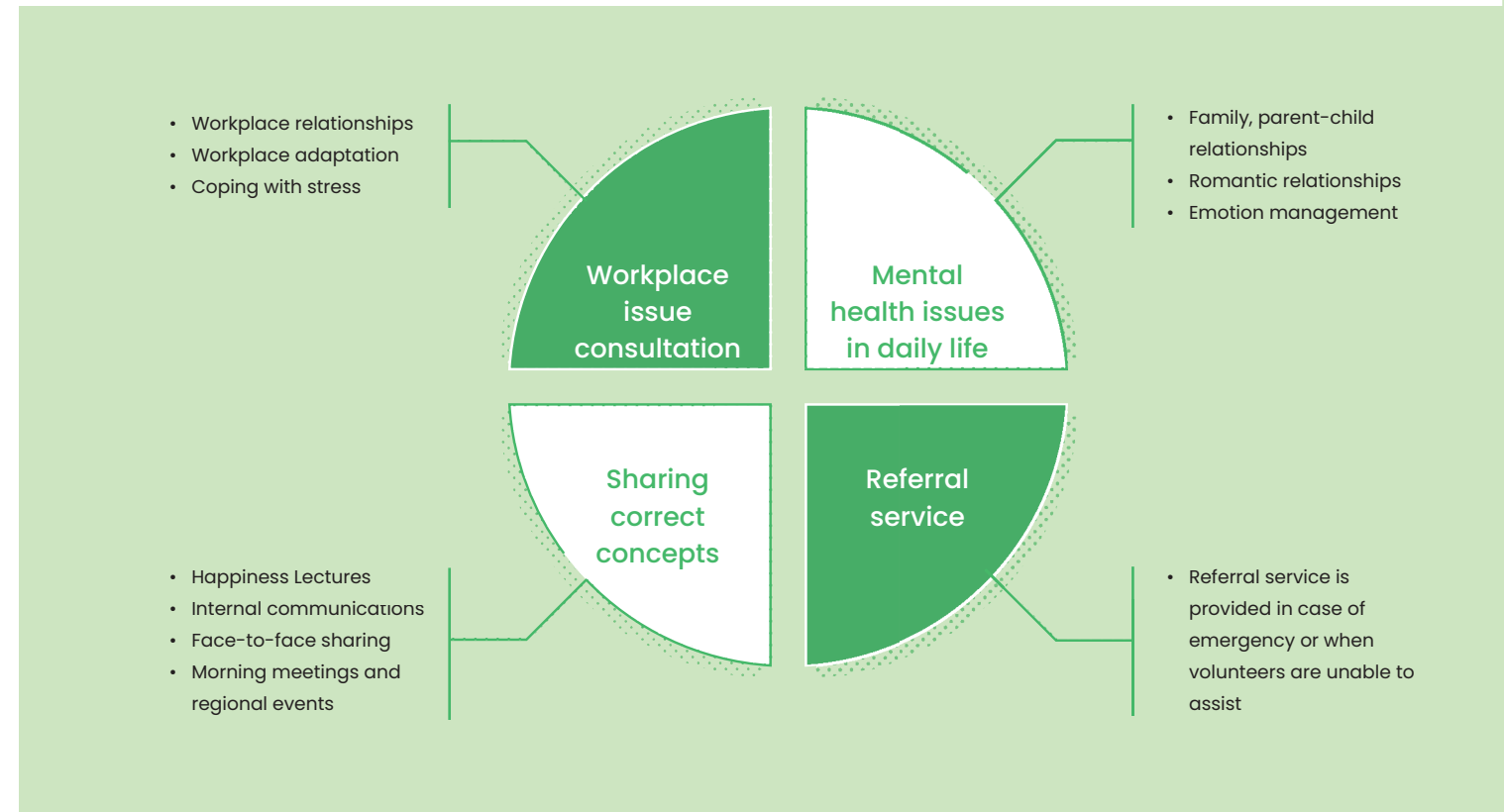


### Health and Safety for All

Health and Safety for All aims to improve the overall well-being of employees and create a positive and healthy work environment. The program covers many aspects from health management, psychological support to employee safety, ensuring that every employee can realize their potential in a stress-free environment.

To provide physical and emotional support to President Chain Store Corporation employees, the Happy Cooperative Society was established to train internal volunteers that can provide timely and effective support for colleagues facing challenges in the workplace or personal life. Employees will be referred to a more professional psychological counsellor

help when necessary. As of 2024, volunteers spent 3,001 hours caring for 3,920 people. In order to bring the issue of mental health closer to every partner, the "Mental Health Station" was launched in 2024 to share various mental health topics through books, articles, videos or podcasts, allowing partners start internal dialogues in a relaxed mood. At the end of each sharing, the Happiness Cooperative Society gives a warm reminder and channels to seek help, so that partners can understand the importance of mental health.



In addition to raising awareness of the importance of mental health, we also value physical health and actively promote fitness activities. In order to increase the willingness to participate, President Chain Store Corporation has broken through the geographical limitations of the Company's decentralized business and cooperated with a start-up to develop a fitness app called "Fitness Life Circle." The app combines sports and gamification to create an online fitness record, with results added to the database to promote sports in Taiwan, create value for public welfare and develop healthcare. In addition, we encourage employees to exercise by providing annual gym memberships and membership fee subsidies. In the meantime, we have a calcium supplement plan that allows partners to pick up family-sized fresh milk at stores near work or home to boost their daily nutrition and health.

