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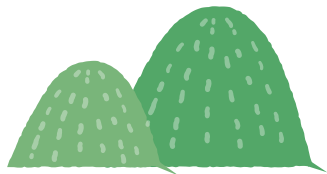


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0 | Preface

0.1 About This Report

Report Basic Information

This report describes the effort of AN-SHIN FOOD SERVICES CO., LTD. (referred to as "the Company", "AN-SHIN FOOD", "AN-SHIN", "MOS", "MOS Burger" or "we") in the corporate sustainable development to the general public and stakeholders, and the material topics concerned by stakeholders serve as the key aspects to explain the current strategies and actual performance, in order to review the outcome of sustainable operation implementation. This report and the corporate social responsibility (CSR) website are one of the main methods for diverse communication between AN-SHIN FOOD and stakeholders. The Company upholds the transparent, ethical and objective principles to engage in proper interaction with stakeholders and to pursue the vision of corporate sustainable development with best effort, in order to allow AN-SHIN FOOD to become a practitioner for sustainable development. In addition, the Company also aims to become a leading benchmark for sustainable development in the industry.

Contact Information

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Scope and Time of Report

The data and content of this published version are primarily based on information for the year 2024 (from January 1, 2024 to December 31, 2024), and include future operational outlook and opportunities. With regard to the scope, the organization boundary is set according to the principle of consolidated financial statements, and the report performance presentation is mainly for the region of Taiwan. During the report period, there have been no major changes to the scale, structure and ownership of the Company.

Last Edition of Release: Released on August 2024
 Current Edition of Release: Released on August 2025

Report Information Collection

With regard to the report data collection, relevant departments are requested to summarize daily operation management data, education and training achievements, topic discussion information and interview records of each department are also reviewed. The collection of various indicator data and information, measurement and calculation methods adopt the local regulatory requirements as the main basis for compliance. In case where no specific requirements are specified by the local laws or regulations, the international standards are used as the basis for compliance. Where no international standards are available, the industrial standards or industrial common practices are used as the basis for compliance.

Report Preparation Principle

The preparation content structure of this report adopts different aspects of environment, society/human rights, and governance to specifically explain to stakeholders the Company's relevant actions and recent performance. In addition, stakeholders and their concerned topics are re-identified and linked to the 17 material sustainable topics of the United Nations Global Sustainable Development Goals (SDGs). The report also enhances the disclosure of the "Management Approach" to respond to the importance of each material topic to AN-SHIN, continuously allowing the general public to understand AN-SHIN's efforts and outcomes in promoting sustainable development. This report is prepared with reference to the "Rules Governing the Preparation and Filing of Sustainability Reports by Taiwan OTC Listed Companies" and in accordance with the Global Reporting Initiative (GRI) Standards and the Industry Guidelines (RESTAURANTS) of the Sustainability Accounting Standards Board (SASB). Furthermore, PwC Taiwan was commissioned to conduct a limited assurance engagement according to the R.O.C. Assurance Standard No. 3000, "Assurance Engagements Other than Audits or Reviews of Historical Financial Information," and the Assurance Report is attached in the Appendix of this report.

Internal Audit

- ESG Committee and department heads of AN-SHIN Food review the accuracy of each chapter content. ESG Project Team prepares the report content and reports ESG annual implementation outcome to the Board of Directors on a regular basis.
- The Board of Directors reviews the ESG performance and strategic objectives.

External Certification

- Food safety data: ISO22000 & HACCP [BellCERT Group]
- Environmental data: ISO50001 [SGS Taiwan Ltd.]
- Sustainability data: [PwC Taiwan]



Report Management



Corporate Social Responsibility Section



Where to Download the Sustainability Report

0.2 AN-SHIN FOOD's Commitment to Society

Food Safety as Top Priority for Secure and Safe Delicacy

AN-SHIN FOOD is the first enterprise to introduce Japanese fast food brand in Taiwan, and the Company upholds the business philosophy of "Contribution to Mankind and Society" in order to provide healthy and delicious MOS rice burgers as the characteristic of the Company and to operate business with best effort continuously. MOS Burger has also valued food safety as the No. 1 top priority, and it is committed to implementing food safety and the cleanliness and neatness of employee meal preparation and customer dining environment. To ensure food safety, we have established the food safety control system and have obtained internationally certified qualification certificates. Our Food Inspection Center also leads the industry to obtain the dual certifications of TAF and TFDA such that it is equipped with international inspection capability and management standards in order to achieve our commitment in food safety for customers with a rigorous control process. All stages, from ingredient origin to meal on the table, are properly inspected and controlled, such that during the preparation of delicacy to customers, we also provide green, sustainable, secure, healthy and quality products to consumers. During the annual evaluation by the Department of Health of various county and city governments, MOS Burger has always been listed and ranked as "Outstanding".

Collaboration with Farmers and Fishermen in Taiwan to Innovate and Develop Delicious Food

AN-SHIN Food collaborates with farmers' associations and fishermen's associations to participate in the Food Taipei Mega Show and Kaohsiung Food Show annually to assist in the promotion of domestic agricultural and fishery products. AN-SHIN Food upholds the "original intention" and "dedication" to research and develop quality products continuously and to launch seasonal delicious cuisine frequently. In addition, the Company also implements the "Green Three-in-One Procurement" policy to ensure food safety for customers, and "Production Resume" is also introduced for food control, thereby integrating the "Local Food Ingredients" and "Contracted Farms" with best effort. "LOHAS Market" is organized annually with food ingredients delivered from their origins directly, allowing customers to enjoy safe and fresh food ingredients of the same grade as our stores. AN-SHIN FOOD Pingtung University of Science and Technology jointly promote water saving and carbon reduction. The farming method for sustainable low-carbon planting of the SPRI probiotic rice can save water by 30% and reduce carbon emissions by 2/3 during farming, making it more environment-friendly and sustainable. The sustainable low-carbon rice is used to promote the new seasonal limited product "Taiwan Dolphin Fish Rice Burger" and the sustainable low-carbon rice series under the Classic Rice Burger. In the first half of 2024, all 5 classic rice burgers sold in the store can be optionally paired with sustainable low-carbon rice, including low-carbon beef rice burger, low-carbon seafood rice burger, low-carbon ginger pork rice burger, low-carbon pork rice burger, and low-carbon king oyster mushroom rice burger, to simultaneously support green sustainability and love to the Earth. During the summer of 2024, coinciding with the Paris Olympics, AN-SHIN FOOD launched innovative European-style flavored new products such as the "French Flying Fish Roe Pearl Burger" and "Orange-Flavored Chicken Leg Burger," among other European-style dishes, to welcome the international sporting event and allow consumers to enjoy exotic flavors.

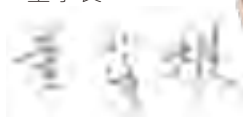
AN-SHIN FOOD's Tainan Science Park Factory Integrates Industrial Chain to Promote Economic Development in Southern Taiwan

Through global procurement and contract farming, AN-SHIN FOOD has launched green sustainable and numerous delicious meals. By combining specialties from farmers' and fishermen's associations, the company presents innovative cuisine full of local originality and vibrant flavors. At the Pingtung Agricultural Biotechnology Park in Changzhi Township, Pingtung County, a four-story food factory and logistics center with a floor area of nearly 30,000 square meters has been established, utilizing automated and semi-automated warehousing systems and semi-automated production lines. The facility will officially commence operations in 2025, with Magic Food Company and the Group's brand Royal Park Food moving in to comprehensively enhance food manufacturing and innovative R&D technology. Through strict control from farm to table and from ingredients to meals throughout the entire process, the company safeguards food safety for consumers. AN-SHIN's agri-tech facility boasts an excellent geographical location, situated near agricultural and fishery production areas in southern Taiwan, facilitating further expansion and integration of the local supply chain. This establishes a comprehensive "from ingredients to production line" integrated model, connecting the upstream, midstream, and downstream segments of the food industry, promoting local economic development and employment opportunities, while also linking industry-academia cooperation and cultivating industry talent. Simultaneously, this drives the global export of AN-SHIN agri-tech facility products, penetrating both end-consumer (B2C) and global enterprise (B2B) markets, launching diversified operations.

Digital Transformation, Order Meals from Seats, and Optimize Consumer Experience

In response to rapid changes in the macro environment and industry, AN-SHIN FOOD utilizes smart technology and innovative services to drive digital transformation, committed to creating dining and consumption experiences that meet the needs of modern society. In addition to the fully environmentally controlled AN-SHIN smart farm and the soon-to-be-operational AN-SHIN agri-tech facility, AN-SHIN FOOD actively expands digital transformation by launching "MOS Secure Pick-up & Warm Delivery," meeting customers' needs for bulk purchasing, gradual consumption, and convenient pickup anytime across Taiwan, saving time and effort while being environmentally friendly and reducing carbon emissions. Riding the consumer trend of everyone having a smartphone, we have further optimized the QR code scanning "table ordering" service experience and the online ordering functionality of the MOS Order App, reducing queue waiting times and accelerating the ordering process, enhancing consumers' comfortable and convenient dining experience. From 2023 to 2024, we additionally launched multiple diverse payment functions, making our overall service more aligned with current consumption patterns.

董事長



Quality Corporate Governance with Diversified Friendly Workplace

Since the establishment of the Company, AN-SHIN FOOD has focused on the objective of sustainable development and actively improves corporate governance quality and board functions. In addition, various functional committees have been established according to the professionalism and interests of the board members, in order to direct operations of the management team of the Company. The Company is also ranked in the top 20% of TPEx-listed companies in the Financial Supervisory Commission's corporate governance rankings. For a long period of time, the Company has adopted the employment system of gender equality and age fairness, and employs diverse talents of young people, re-employment for displaced women and senior and mid-aged people. The employment system has been implemented continuously to the present day. In addition to the friendly employment of senior and mid-aged people, the Company also employs mentally disabled people from the Children Are Us Foundation. This year, we won Talent Sustainability Award and the Happy Enterprise Catering Service Gold Award from CommonWealth for the first time, and were Awarded by New Taipei City and Taichung City as "Friendly Enterprise for the Middle Aged and Elderly".

Green Sustainability and Social Harmony

AN-SHIN FOOD is committed to providing a secure and low-carbon dining environment to customers and actively promotes the philosophy of MOS "Mountain, Ocean, Sun" in order to expand the subject of protection to the ecological environment of the entire Earth. In addition, the Company encourages employees to actively participate in environmental protection events and further encourages consumers to care about the environment of our Earth jointly. Our employees participate in mountain hiking and cleaning as well as the foreign plant species removal at Yangming Mountain National Park, in order to demonstrate our care of the Earth with actual actions in practice. During the birthday celebration period in March of each year, our senior managers lead the headquarters staff to perform outdoor community cleaning activities together with all branch stores in various counties and cities of northern, central and southern regions, and local neighborhoods and customers are also invited to perform cleaning of the store surrounding communities and parks, in order to maintain the environmental cleanliness jointly and to contribute effort to the environmental protection of the Earth.

Creating Arts and Culture MOS Venues - MOS Becomes a Good Neighbor on the Street

Adhering to the philosophy of "contributing to humanity and society," AN-SHIN FOOD takes from society, utilizes for society, and gives back to society. Starting in 2024, the Company has made substantial investments in arts and culture promotion, transforming stores across northern, central, and southern Taiwan into community arts and culture venues. This not only revitalizes store spaces but also actively promotes public welfare activities such as lectures and MOS concerts, fostering neighborhood relations and sharing joy with the community, while enriching citizens' lives and providing opportunities for the public to enter the world of music and learn arts appreciation through activities, thereby achieving the social contribution purpose of "enjoying delicious food and appreciating music."

Supporting SDGs and ESG Sustainable Operations

Looking into the future, AN-SHIN FOOD will continue to support the United Nations SDGs and is committed to ESG improvement and heading toward 2050 net zero carbon emissions. In addition to the implementation of operation policy of food safety as the priority, AN-SHIN FOOD will also continue to promote digital and green transformation and aims to become the most prospective, smart and sustainable enterprise in the catering industry. We look forward to establish a sustainable development implementation base for each store, thereby improving the living fortune and happiness of customers. In the future, we will continue to uphold the principle of the common good of the society, to fulfill corporate social responsibility and to integrate business strategy along with the commitment in providing safe and delicious food while complying with the food safety basic directives, thereby extending the concept of corporate sustainability comprehensively. We will continue to implement corporate social responsibility and to improve customer loyalty, employee satisfaction and environmental friendliness continuously, in order to achieve the goal of SDGs.

0.3 ESG Sustainability Performance



E - Environment

Honor and Awards



Recognized as the best brand and won the
2024 Ideal Green Carbon Reduction and
Sustainability Award

Outcome and Performance



Established the AN-SHIN smart farm as the first in the fast food industry in order to continuously cultivate, research and develop various types of vegetables



Since 2004 to the present day, toilets of regular water-saving marks have been used for all stores



Introduced ISO 50001 conversion to a new version of energy management system for 8 years in order to continuously improve energy performance



Continues to discover local food ingredients in order to develop new products



Promote green low-carbon rice burgers - low-carbon rice burgers



Establish a short supply chain- food plant in Pingtung Agricultural Science Park



33rd anniversary of MOS birthday, and invited approximately one thousand people to participate in community environmental cleaning



Continued to collaborate with national parts and promote environmental education



Environmental greening management

Honor and Awards

1. Won the 2024 Sustainable Citizenship Award and Talent Sustainability Award by Commonwealth Magazine
2. Received "2024 Happy Enterprise Award" Gold Medal
3. Received the 2024 "Common Health" 6th CHR Healthy Corporate Citizen Award
4. Received the 2024 Buying Power Procurement Award
5. Certified by New Taipei City as an age-friendly workplace in 2024.
6. Outstanding service personnel of chained stores received the "Service Angel Award" for 11 years consecutively
7. Won the first TCFA Service Gold Award certification
8. Cultivated numerous outstanding store managers for 22 years consecutively, and 1 outstanding store managers were elected for the 2024 TCFA National Outstanding and Excellent Store Managers. 1 employee received special awards
9. A cumulative number of 291 stores in 20 counties and cities nationwide received the honor of catering sanitation rated for excellence mark

Outcome and Performance



Supported small farmers and the total purchase quantity of agricultural products from small farmers reached 341,629 kg



In 2024, food safety training courses and seminars were held, with a total of 7 sessions and 384 participants



The number of employees reached 5,778 people, and the number of new employees in 2024 was 285 people



The number of physically or mentally disabled employees is 181 people, exceeding the regulatory requirement for the number of disabled employees by 2.9 times more



The number of re-employment for displaced employees of age exceeding 45 years old and currently employed is 1,192 people, accounting for 20.6% of total number of employees



Organized 3 sessions of "Workplace Experience Camp", and a total of 62 people participated in the event



Continue to actively engage in industry-academia collaboration with various universities to establish the customized "AN-SHIN Program



Promoted gender equality with the number of female managers reaching 211 people, accounting for 62% of the total number of employees of management job positions



In 2024, the employee activity subsidy was NT\$16.85 million



In 2024, the employee continuing education and training total expense was NT\$478 thousand



In 2024, a total of 4,161 persons-time participated in the new employee orientation



Food education events have been organized since 2015, and the total number of participants up to now reached 26,166 people



As of 2024, more than 26,855 children participated in the "Express Love to Mom" event

S- Society/Human Rights

Honor and Awards

1. Won the "Gold Award" for chain Western fast food in the 2024 Industrial and Commercial Service Industry Evaluation
2. Won recognition as an excellent vendor in the "TWSE/T-PEX-listed Chain Restaurant Section" of the Taipei City Department of Health's food ingredient registration platform
3. Won the 2024 Sustainable Citizenship Award and Talent Sustainability Award by Commonwealth Magazine
4. For 10 consecutive years, the Company received the honor of 3 major awards of Comprehensive Performance of "Taiwan Top Hundred Sustainability Role Model Enterprise Award" of TCSA Taiwan Corporate Sustainability Awards, ESG Report "Catering and Food Industry Category 1 Platinum Grade" and "Social Co-prosperity Award", and "Leadership Award" in the sustainability performance

Outcome and Performance



Number of stores nationwide reached 303 stores, and the consolidated revenue exceeded NT\$6 billion



EPS of NT\$2.05, and cash dividend of NT\$1.2



Reviewed 100% of food ingredients containing foreign raw materials with relevant origin certificates



No penalty due to any violation of the Act Governing Food Safety and Sanitation



In 2024, a total of 10 board meetings were convened, and the average attendance rate of the directors was 100%



In 2024, there were 40 proposals reviewed by the board of directors, including topics related to environment, society/human rights and governance



In 2024, an amount of NT\$6.73 million was invested in R&D expenses to actively link to the international standard and to engage in collaboration for the development of new products

G - Governance

0.4 Honor and Awards

For 4
consecutive
years



Received "2024 Happy Enterprise Award" Gold Medal

Received
the award
For 11
consecutive
years



Won the first TCFA Service Gold Award certification and the 11th "Service Angel Award"

Received
the award
For 21
consecutive
years

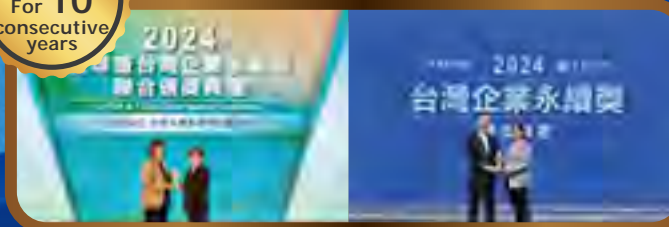


In the 2024 TCFA "National Store Excellent Store Manager Recognition and Outstanding Store Manager Selection," a total of 2 colleagues won awards, receiving the Outstanding Store Manager award and the Excellent Store Operations Achievement award, respectively

291
stores in
accumulation

The number of stores nationwide that have obtained the catering evaluation rated for excellence certification has reached 291 stores, including 20 counties and cities of Taipei City, New Taipei City, Keelung City, Taoyuan City, Hsinchu City, Hsinchu County, Miaoli County, Taichung City, Changhua County, Yunlin County, Chiayi City, Chiayi County, Tainan City, Kaohsiung City, Pingtung County, Taitung County, Hualien County, Yilan County, Penghu County and Kinmen County.

Received
the award
For 10
consecutive
years



Won the TCSA 17th Taiwan Corporate Sustainability Awards in three major categories: "Taiwan Top 100 Sustainability Exemplary Enterprise Award" for comprehensive performance, "Food Service and Food Industry - Category 1 Platinum Level" for sustainability reporting, and "Social Inclusion Leadership Award" for individual sustainability performance



Won the "2024 Taiwan Service Industry Grand Evaluation" by Commercial Times for both the Chain Western Fast Food Gold Medal and Service Champion Award



Won the 2024 Sustainable Citizenship Award from Commonwealth Magazine



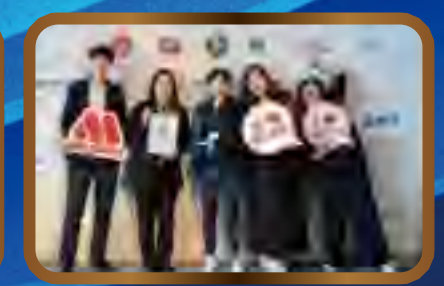
Received the 2024 Common Health 6th CHR Healthy Corporate Citizen Award



Won the 2024 Buying Power Procurement Award



Won the 2024 Ideal Green Carbon Reduction and Sustainability Award



Certified by New Taipei City as an age-friendly workplace in 2024

0.5 AN-SHIN FOOD's Sustainable Value

AN-SHIN's Sustainability Vision

In 2024, we continuously reviewed and adjusted our sustainability strategy blueprint, flexibly adjusting strategic directions based on business strategy, sustainability development needs, and future outlook to ensure effectiveness and forward-thinking. AN-SHIN FOOD's business strategy is centered on "3Q Innovation × Smart Technology × Distinctive Experience," aimed at strengthening high consistency with core business operations to further enhance brand competitiveness and market influence. Meanwhile, we will continue to respond to the United Nations' 17 Sustainable Development Goals (SDGs), using them as guiding principles for future sustainable development. AN-SHIN FOOD will focus on implementing sustainable management, dedicated to creating long-term value for all stakeholders. In an ever-changing market, we uphold our responsibilities to the environment, society/human rights, and governance, driving sustainable development.

AN-SHIN Strategy Map











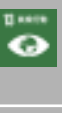



Corporate sustainability requires internal adjustment for proper structure of sustainable development, and AN-SHIN aims to become "the most secure catering brand for consumers" with continuous effort, which is also the core for the sustainable development strategy. AN-SHIN's sustainable development focuses on the sustainability strategy of "Secure and Safe, Healthy and Sustainability" in conjunction with the operation strategy of "3Q Innovation", "Smart Technology" and "Characteristic Experience", which also links to the aspects of environment, society/human rights and corporate governance of the sustainable development. In addition, corresponding to the 17 SDGs, the Company has identified 9 highly related SDGs for AN-SHIN along with the promotion direction corresponding to the 4 operation strategy focuses, in order to establish the sustainable development strategy framework. Through proper utilization of the corporate resources, the Company is able to establish and respond to topics concerned by stakeholders.



AN-SHIN FOOD's strategy and action plan in response to the SDGs



SDGs	Sub-goals	Management Approach	Short-term Strategy (2025)	Medium-term Strategy (2030)	Long-term Strategy (2050)	AN-SHIN's Action Plan	Page number
		Establish a food safety management system.	<ul style="list-style-type: none"> Enhance multiple safety inspections, and broadly promote production resume system in order to ensure product quality and safety. 	<ul style="list-style-type: none"> Develop long-term cooperating partnership with suppliers sharing the same notion. 	<ul style="list-style-type: none"> Lead suppliers to comprehensively improve product quality and safety to achieve a win-win situation. 	<ul style="list-style-type: none"> MOS Charity Club participates in charitable activities. Stores invoice charity donation. Stores participate in related activities such as material donations, blood drives, and caring for the underprivileged. Implement the green three-in-one procurement policy of "Production Resume", "Local Food Ingredients" and "Contracted Farms" in order to establish new type of sales channel for farmers and fishermen and to further improve the food ingredient utilization breadth. Each year, the Company appropriates a portion of the purchase quantity for agricultural products of local small farmers purchased through social enterprise, in order to increase the sales channel and to guarantee the income of small farmers. 	P62 - P83 - P84-86
		Establish a safe and secure workplace.	<ul style="list-style-type: none"> Set up transparent employee communication channel, establish labor-management harmonic workplace. Establish healthy and friendly workplace, provide exercise and health information to employees. 	<ul style="list-style-type: none"> Cope with the continuous increase of future talent demands of the Company, establish friendly and fortune/happy working environment with proper communication. 	<ul style="list-style-type: none"> Successfully built a friendly, happy, and healthy workplace and become a benchmark company. 	<div>Internal</div> <ul style="list-style-type: none"> Planning employee club activities to provide stress relief channels for employees. Employee safety and health education and training. Creating a healthy office - headquarters office health exercises and health knowledge education. Employee health field service. Establishing occupational accident reporting mechanism. Implementing worker return-to-work assessments. Establishing of illegal infringement prevention and accident handling mechanism. Establishing female protection reporting mechanisms; setting up nursing rooms at headquarters to protect working women. Conducting annual employee health examinations and follow-up tracking. Implementing various health promotion activities and educational training. <div>External</div> <ul style="list-style-type: none"> Stores participating in blood donation activities. Stores participating in elderly care activities. Organize food education activities to promote the concept of proper and healthy diet as well as sanitation. 	P31-32 - P61 - P75-83 - P85-88

SDGs	Sub-goals	Management Approach	Short-term Strategy (2025)	Medium-term Strategy (2030)	Long-term Strategy (2050)	AN-SHIN's Action Plan	Page number
		Improve the employee education and training at the AN-SHIN Academy to create a premium and mature talent cultivation environment.	<ul style="list-style-type: none"> • Provide employment opportunities for young people and senior citizens. • Discover and train young and senior talents. • Discover and train international talents. 	<ul style="list-style-type: none"> • Cultivate cross-generation outstanding management team, improve the Company's competitiveness and create added value. • Extensively recruit and train international talents. 	<ul style="list-style-type: none"> • Become a trans-international and cross-generation management team. 	<ul style="list-style-type: none"> • Organize food safety seminars to enhance employees' relevant knowledge on food health and safety. • Expand the implementation of cooperative education program, and AN-SHIN course cooperation plan with universities and colleges. • Plan comprehensive employee education and training system, and introduce digital learning. • Plan safety and health educational training related seminars and promotional events. • Promote environmental education. 	P35、 P65-66、 P69-72、 P81、 P48
		Connect with colleges and universities, cultivate outstanding talents, and provide employment opportunities and guidance.	<ul style="list-style-type: none"> • Set up transparent employee communication channel, establish labor-management harmonic workplace. • Cultivate the production capability of young people, actively organize workplace experience camp, expand industry-academia collaboration, internship program, dual-system trainee program, and provide scholarships to encourage students, etc., and train international talents. 	<ul style="list-style-type: none"> • Establish AN-SHIN Program with various universities and colleges jointly, and continue to implement various collaboration plans with the industry, government and academic sectors, in order to achieve the objective of social co-prosperity. 	<ul style="list-style-type: none"> • Collaborate with regional colleges and universities to continuously train talents in the food and catering industry. 	<ul style="list-style-type: none"> • Collaborating with universities and colleges to organize workplace experience camps, and additionally establishing workplace experience camps for middle-aged and older workers to create an intergenerational inclusive workplace. • Creating AN-SHIN FOOD programs, organizing campus workplace experience camps, and providing internship opportunities for young students through industry-academia cooperation. • Recruit senior employees with passion in the service industry. • Recommend appropriate job positions and duties to allow young people to exploit their knowledge and skills. • Cooperate with regional physically and mentally disabled social welfare institutions, and establish the store workplace as a school supporting community employment. 	P63-66
		Continue to develop and provide innovative services to operate more efficiently.	<ul style="list-style-type: none"> • Enhance meal service speed and smoothness, and continue to introduce KD (Kitchen Display), at-seat ordering, electronic signboard, diverse payment, etc. • Adjust store business model and pattern to cope with increase of labor and rental costs. • Research and develop unique and differential quality products, and improve brand value and quality. • Establish short supply chains. 	<ul style="list-style-type: none"> • Apply smart technology and Big Data analysis to improve service efficiency and precision marketing. 	<ul style="list-style-type: none"> • Replace part of the labor with AI technology to improve operation efficiency. 	<ul style="list-style-type: none"> • Develop products using local food ingredients in order to link the origin with the sales of local products and to incorporate the brand management philosophy. • Appropriates a certain percentage of the revenue as the R&D expense, in order to maintain the market differential and strategic position of AN-SHIN FOOD. • Establish DIY meal order machine and introduce a smart system in the kitchen. • Establish a short supply chain- AN-SHIN Smart Farm, food plant in Pingtung Agricultural Science Park 	P18、 P113-114、 P103-105、 P109-110、 P49-50、 P125
		Strengthen community connections according to local conditions to integrate with local people.	<ul style="list-style-type: none"> • Emphasize store local characteristic operation, and strengthen community interaction and bonding. • Position MOS Art and Culture Academy as a regional cultural experience platform that combines regular arts and cultural performances with distinctive dining, deepening emotional connections with local communities and enhancing the brand's cultural influence. 	<ul style="list-style-type: none"> • Connect with local residents and organize various ESG activities to train local talents. • MOS Art and Culture Academy expands into a regional cultural network operating both "physical + digital" channels. 	<ul style="list-style-type: none"> • Extend AN-SHIN FOOD's ESG philosophy to all aspects of the store. • Establish locations in various counties and cities, regularly host MOS arts and cultural activities, bring together domestic and international artists and cultural teams for collaboration, and continuously expand cultural influence. 	<ul style="list-style-type: none"> • Offer a special rent rate to employees of non-local residents to register for accommodation at the employee dormitory, allowing employees to work with security. • Established employee dormitories at AN-SHIN Academy, Jilin Study Center and provide accommodation free of charge during the training period. • Managers lead employees to participate in environmental education activities. • Environmental Greening Management • Employees participate in community environmental cleaning activities. • Established MOS Art and Culture Academy. • Hold MOS Art and Culture Activities. 	P73-74、 P48、 P89
		Build a sustainable supply chain and drive the upstream, midstream, and downstream players to work together for environmental friendliness.	<ul style="list-style-type: none"> • Effectively use stores' water resources, and continue to introduce water-saving equipment. • Promote source waste reduction and waste recycle and reuse, in order to implement waste reduction thoroughly. • Construct food processing plant, and establish short supply chain. 	<ul style="list-style-type: none"> • Continue to promote energy-saving action plan, reduce wastes, and mitigate environmental impact due to business activities. • Response to national policy to promote the plan of "Regional Revitalization" in order to care for the local farmers and to provide Taiwan local food ingredients to customers with the corporate channel advantages. • Increase the output of food processing plants, independently check the supply chain, and sell products to all over the world. 	<ul style="list-style-type: none"> • Develop sustainable products and build sustainable food processing plants. • Become a well-known food supplier by exporting the products produced by the food processing factory to all over the world. 	<ul style="list-style-type: none"> • Introduce ceramic cups and soup cups for in-store dining, in order to reduce the use of paper and plastics. • Replace the cold drink plastic cups and salad containers used by the stores with naturally decomposable Polylactic Acid (PLA) material. • Cooperate with the "Plastic Restriction Policy" promoted by the Environmental Protection Agency (EPA), the Company releases the "Cold Drink Mouth Cup Cover (PLA)". • Promote source reduction, waste reduction and recycle management. • Release the "MOS Recycle Cup" to reduce the output of wastes. • Cope with the Earth Day, the Company continues to promote the "Consume Vegetables and Care Earth" event. 	P32、 P46-47
		Implement energy conservation and carbon reduction, and review the emission reduction performance through the management system and verification unit.	<ul style="list-style-type: none"> • Introduce electricity-saving LED lamps completely, reduce electricity consumption and continue to operate energy management system. • AN-SHIN smart farm continues to research and develop various crops. 	<ul style="list-style-type: none"> • Value climate change topic, and properly understand the energy consumption status, in order to improve energy performance continuously. • Cooperate with government's net zero emissions policy, plan and implement greenhouse gas emissions management. 	<ul style="list-style-type: none"> • Reduce greenhouse gas emissions and achieve the goal of net zero carbon emissions. 	<ul style="list-style-type: none"> • Develop plant-based products, and release plant-based meat burger capable of reducing environmental impact and providing high nutrient value with tasty flavor. • Stores introduce smart restroom systems, more energy-efficient lighting, air conditioning and kitchen equipment. • The headquarters office improves air conditioning efficiency and adjusts lighting panel illumination to achieve energy-saving effects. 	P43-44
		Make use of AN-SHIN FOOD's advantages to extend the influence power in the industry.	<ul style="list-style-type: none"> • Combine local and digital strategic partners to deepen existing markets and expand potential new customer segments. 	<ul style="list-style-type: none"> • Strengthen the brand's international credibility and influence by establishing a stable, sustainable and diversified global cooperation network. 	<ul style="list-style-type: none"> • Drive brand expansion globally through strategic partnerships, moving toward becoming an international sustainable dining benchmark. 	<ul style="list-style-type: none"> • Promote international market development and continue opening new branches. • Exchange with various countries through food shows, and promote Taiwan food ingredients to the international market. 	P113

0.6 Communication with Stakeholders

In addition to seeing the maximum achievement in the core business of catering service, we also establish proper interaction with all stakeholders of shareholders, government agencies, customers, community residents, suppliers, media, public welfare organizations and employees. We listen to the voices and feedbacks of stakeholders, in order to use such feedbacks as important reference for decision making. We adopt an active attitude for communication with stakeholders and implement two-way communication with stakeholders through diverse channels of corporate social responsibility website, important meetings, annual reports, internal electronic newsletters, MOS Life, ESG survey questionnaires, MOS company website and social media as well as customer service, etc. Through the collection of topics concerned by stakeholders, we actively fulfill corporate social responsibility in order to head toward the sustainable future jointly with stakeholders.

Stakeholder	Concerned topic	Communication method/frequency	Communication focus
Shareholders Shareholders care about the business performance, corporate governance and sustainable development of AN-SHIN FOOD the most.	<ul style="list-style-type: none"> Economic performance Market presence Product and service innovation 	Annual shareholders' meeting/annually	1 meeting annually
		Financial statements/quarterly	4 meetings annually
		Annual report/annually	1 meetings annually
		Company website information disclosure/updated at all time	Announcement of relevant information
		Investor Conference	At least twice annually
		Stock Exchange Market Observation Post System (MOPS)/updated at all time	Announcement of relevant information
		Respond to questions of investors and analysts through telephone calls and emails/irregularly	In 2024, there were a total of 2 responses to investors and analysts
Government agencies Legal compliance is the most basic requirements specified by government agencies on enterprises, and it is also essential to the business performance and sustainable development of the Company.	<ul style="list-style-type: none"> Energy Greenhouse gas emissions Customer health and safety Customer privacy Forced compulsory labor 	Periodic regulatory inspection/daily	Quality Assurance Section performs food safety related regulatory inspection
		Periodic regulatory inspection/irregularly	Legal Affairs Team summarizes and inspects regulations related to the business of the Company
		Environmental protection regulatory compliance promotion/irregularly	General Affairs Section and Repair Section cooperate with the environmental protection law to
		Personal information regulatory compliance promotion/irregularly	perform revision and to implement promotion and response irregularly
		Food safety regulatory compliance promotion/timely	Operation is executed according to amendments of personal information laws and regulations and
		Labor-management regulatory compliance promotion/timely	promotion is implemented irregularly
		Labor regulatory compliance promotion/timely	Operation is executed according to amendments of food safety laws and regulations and
Customers/community residents Feedbacks from proprietors/customers are the driving force for our continuous improvement and growth. AN-SHIN cultivates community relationships in great depth, in order to understand topics concerned by community residents and to establish harmonic relationships.	<ul style="list-style-type: none"> Effluents and wastes Customer health and safety Product and service innovation Production and sales resume (traceability) 	External communication mailbox/monthly	Collect customer feedback survey forms and perform statistics periodically
		MOS Life/periodically	A total of 11 issues were released in 2024
		ESG Report/annually	Compile and submit the report
Suppliers AN-SHIN treats cooperating partners in a just, open and fair manner, in order to achieve the objective of profit sharing and sustainable growth.	<ul style="list-style-type: none"> Raw materials Production and sales resume (traceability) Procurement practice 	Independent supplier meetings/irregularly	Negotiate with suppliers based on the actual shipping status
		Audi management/quarterly	Implement annual supplier evaluation and special event product supplier site
		Audit management and guidance/annually	evaluation according to the plan
Media Value proper interaction with media and respond to media timely, in order to protect and improve corporate image.	<ul style="list-style-type: none"> Economic performance Market presence Product and service innovation 	Press conference/2 sessions quarterly	A total of 8 sessions of press conferences were organized in 2024
		Publish newsletters/2 to 4 newsletters monthly	A total of 37 newsletters were published in 2024, for a total of 1020 articles
Public welfare organizations Public welfare organizations focus on the welfare and benefits of the general public. We listen to the voices and feedbacks of the public welfare organizations in order to understand the expectation and demands of the general public.	<ul style="list-style-type: none"> Effluents and wastes Supplier environmental assessment Supplier social assessment 	Company' s website/irregularly	Announcement of relevant information
		E-mail, telephone/timely	Response and discussion
Employees We value the onions of each employees, and we look froward to provide fortune and happy working environment to partners.	<ul style="list-style-type: none"> Occupational health and safety Training and Education Labor/Management Relations Employment 	Periodic labor-management communication meetings/quarterly	Convention of part-time employees seminars A total of 4 labor-management meetings were convened in 2024, and 9 proposals were passed.
		Employee Welfare Committee meetings/quarterly	4 meetings annually
		Employee complaint e-mails/monthly	A total of 1 case was received, summarized and responded for the whole year

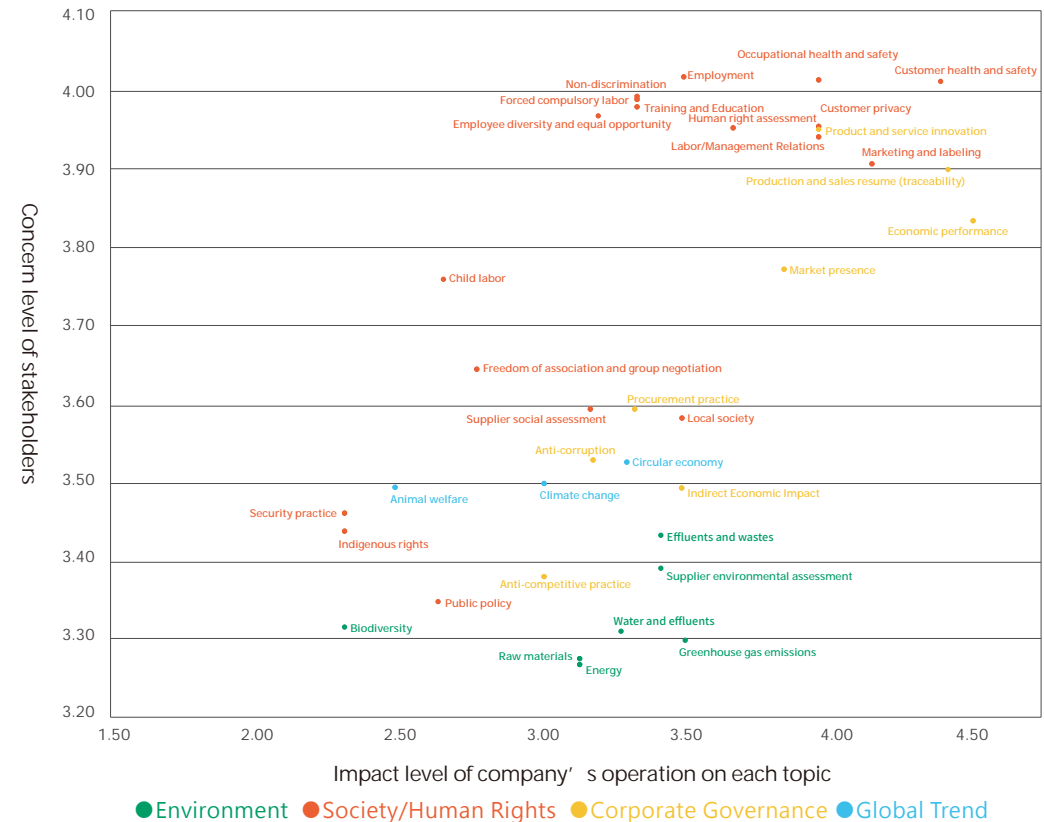
0.6.1 Materiality Analysis

AN-SHIN FOOD complies with the eight main principles of GRI 2021 (Note 1), and the sustainability topics are determined according to the five main steps of "Stakeholder Identification", "Sustainability Topic Collection and Identification", "Stakeholder Concern Survey", "Organization Internal Impact Level Survey", and "Preparation of Materiality Matrix", which is also used as the policy for preparing the corporate sustainability report. Accordingly, the current condition of the Company with respect to the sustainability topics are inspected, and all departments are promoted to continue to improve, thereby achieving shared value for the society/human rights and the Company.

Materiality analysis process

Steps	Implementation method	Result
1 Stakeholder identification	Stakeholders highly related to AN-SHIN FOOD are selected through internal discussion, and then the stakeholders of the highest correlation with AN-SHIN FOOD are arranged in sequence according to the five principles of AA1000SES-2015 Stakeholder Engagement Standard.	Seven stakeholders that are highly related to AN-SHIN FOOD are selected. In addition, according to the total scores on the stakeholder evaluation form, the stakeholders of the highest correlation with AN-SHIN FOOD are arranged in sequence as employees, customers, shareholders, suppliers, government agencies, media and public welfare organizations.
2 Sustainability Topic Collection and Identification	Sustainability topics are collected with reference to international and domestic ESG reports of the same industry, GRI Standards, SASB Standards and international trend, and questionnaires are prepared according to the topic content.	After internal discussions, a total of 36 sustainability issues highly relevant to the Company were selected in 2024.
3 Survey on Concern Level of Stakeholders	Stakeholder sustainability topic questionnaires are prepared based on the 36 sustainability topics, and electronic questionnaires are distributed to seven categories of stakeholders of AN-SHIN FOOD in order to conduct survey on the level of concern of stakeholders on each sustainability topic, and quantified scores ranging from 5 points to 1 point are provided according to the level of concern.	A total of 520 questionnaires (400 copies from employees, 91 copies from customers, 16 from suppliers, 6 from charity groups, 3 from media, 2 from shareholders, and 2 from government agencies) were collected to gain insight into the level of attention paid to various issues by different stakeholders. and the average level of concern of all stakeholders.
4 Survey on Internal Impact Level of Organization	Questionnaires on the impact level of each ESG topic on the company operation are prepared based on the 36 sustainability topics and are also distributed to the Company's five main senior managers, public relationship department manager, operation planning department manager and the representative members of the ESG Project Team, in order to conduct a survey on the determination of the impact level of each ESG topic on the Company. In addition, quantified scores ranging from 5 points to 1 point are provided according to the level of impact.	A total of 8 questionnaires have been recovered, and the impact level of each ESG topic on the operation of the Company as well as its correlation with the operation of the Company have also been obtained.
5 Preparation of Materiality Matrix	For the quantified data of the concern level of stakeholders and the internal impact level of the organization, it is drawn on a two-dimensional (2D) matrix with a XY scatter graph. In addition, the items of material topics are determined according to the internal discussion of the Company.	According to the relative position of each sustainability topic in the materiality matrix, a total of 8 material topics of the Company (According to the relative position of each sustainability topic in the materiality matrix, a total of 6 material topics of the Company have been determined to facilitate the report disclosure.) have been determined to facilitate the report disclosure.









Matrix of Concerned Material Topics



Questionnaire for Concern Level of Stakeholders

(Note 1) This report was compiled in accordance with the eight reporting principles of GRI 1: Foundation 2021. The eight main reporting principles include: Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness, and Verifiability.

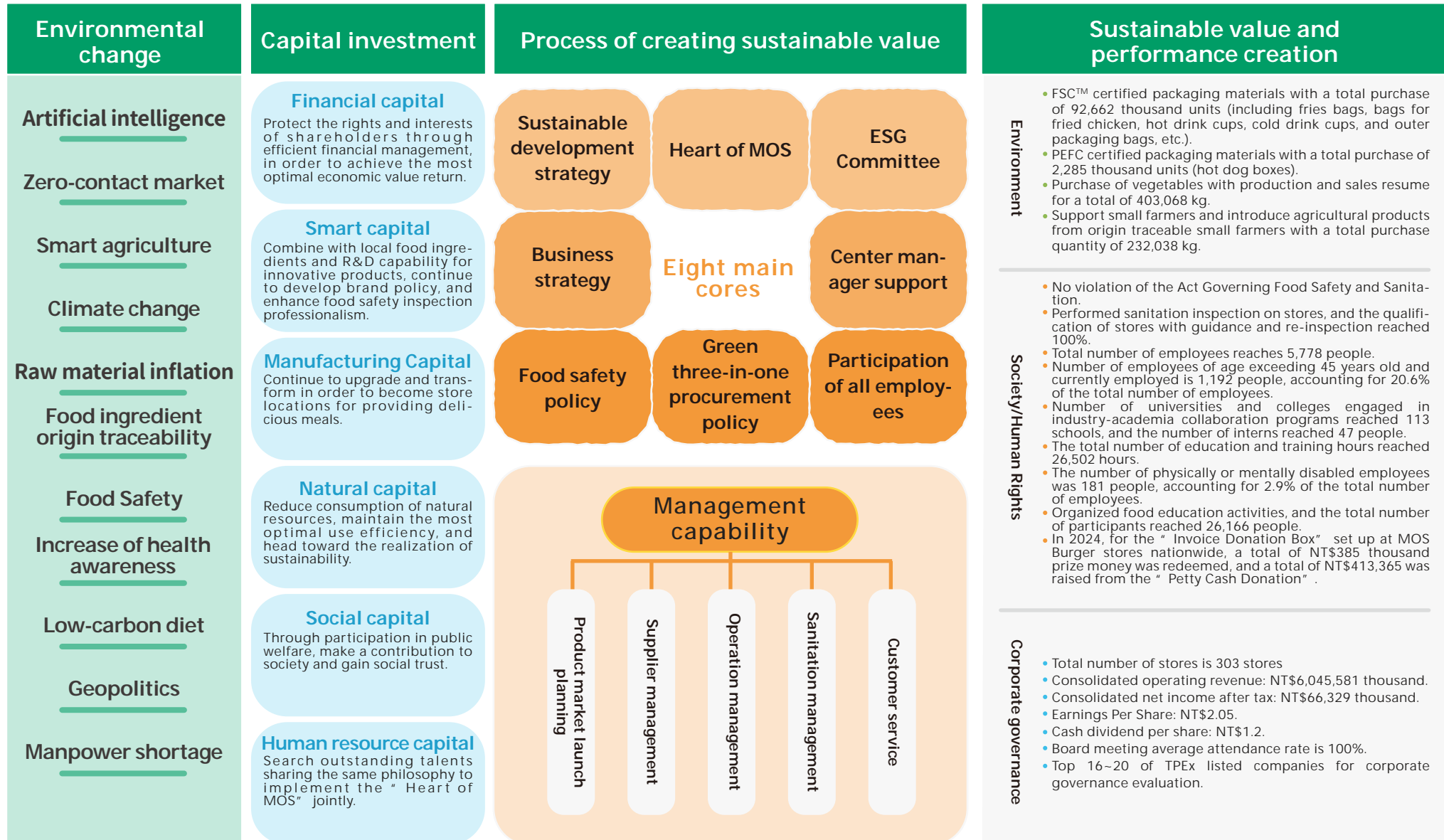
Material Topic Comparison

Material Topic		Meaning to AN-SHIN FOOD	Corre- sponding GRI Standards	Corresponding SDGs	Corre- sponding SASB Standards	Internal Boundary		Concerned Stakeholder							Management Policy and Chapters Referenced
						Head- quarters	Stores	Share- holders	Govern- ment agencies	Customers/ community residents	Suppliers	Media	Public welfare organizations	Emplo- ees	
Environment	Production and sales resume (traceability)	Implement the "Three-in-One Green Procurement" policy, and the key to the selection of food ingredients is to combine local food ingredients, production resume and contracted farms, such that control is implemented at the source in order to ensure the food safety of consumers.	Customer health and safety		Supply chain management and production and sales resume (traceability)	●	●	◎	○	◎	◎	○	○	◎	Chapter 2
	Customer health and safety	Health and safety have always been the issues concerned by consumers. Accordingly, AN-SHIN FOOD values food safety and is committed to providing secure and safe food and service to customers.	Customer health and safety		Food Safety	●	●	◎	◎	◎	◎	○	○	◎	Chapter 3
Society/Human Rights	Occupational health and safety	Employees are important assets of the Company; therefore, AN-SHIN FOOD values the protection of the physical and mental health of employees and proper working environment as important missions of the Company.	Occupational health and safety		Labor Conduct	●	●	◎	○	◎	○	○	○	◎	
	Training and Education	The workplace is the stage for employees to exploit their potential. Accordingly, it is also AN-SHIN FOOD's responsibility to encourage employees' learning, to improve employees' self-learning ability and to stimulate thinking capability.	Training and Education		—	●	●	◎	○	◎	○	○	○	◎	
	Employment Relations	AN-SHIN values every employee, and the Company believes that only respect employees to work with dignity and happily, the employee cohesion for the corporate can be achieved.	Employment Relations		Labor Conduct	●	●	○	○	○	○	○	○	◎	
	Labor Relations	The Company provides various transparent communication channels to listen to employees' opinions and feedbacks. In addition, the Company also performs coordination, communication and response promptly, in order to promote healthy and friendly working environment, thereby achieving AN-SHIN's goal of sustainable operation.	Labor Relations		Labor Conduct	●	●	○	○	○	○	○	○	◎	
Corporate governance	Economic performance	In addition to continuous cultivation of the existing markets, the Company also revitalizes brand value, reduces costs and increases operation efficiency, in order to achieve continuous growth of corporate profit as the dynamics for sustainable operation.	Corporate governance		—	●	●	◎	◎	◎	○	◎	○	○	Chapter 4
	Product and service innovation	The Company utilizes appropriate food ingredients to release products satisfying consumer demands, and also establishes emotional bonds with consumers in order to develop different products and service models.	—		Nutrient content	●	●	◎	◎	◎	◎	○	○	◎	

● Boundary scope ◎ High impact level ○ Low impact level






0.6.2 Sustainable value creation mode

During the continuous growth process, AN-SHIN FOOD establishes the sustainable value creation model through the six major capital investments in conjunction with the eight cores and five management. In addition, with continuous review and correction, the Company is able to achieve sustainable value and performance creation for the environment, society/human rights and corporate governance.



0.6.3 Sustainability Indicators and Management by Objectives Process

AN-SHIN FOOD has formulated the sustainable development strategy, regularly reviews its performance and the achievement of the goals, and enhances the credibility of the performance through internal validation and third-party verification. The Company sets quantitative or qualitative goals for the coming year and for 2030, and tracks the achievement progress of the goals in accordance with the material topic management policy.

ESG	Long-term Goals	Stakeholder	GRI, SASB and Self-defined Material Topics	SDGs	Management Indicators	Medium-term Goals	Short-term Goals	Management process			Achi- eved	Achievement Status	Management Mechanisms and Countermeasures
	2050 Sustainability Goals					Goals for 2030	Goals for 2025	2022 Performance	2023 Performance	2024 Performance			
E	Toward net zero sustainability	Environ- ment	Climate change, energy, water, and effluent		Reduce sales intensity	Sales intensity < 7kWh	Sales intensity < 7.45kWh	7.89 kWh	9.23 kWh	9.42 kWh	X	Follow up implementation status every year and conduct review and improvement continuously.	Transparent food safety and environmental sustainability P23
					Introduce energy-efficient equipment to reduce CO2	Continuously reduce CO2 emissions	Reduce CO2 emissions	Save 1,951,792kWh	Save 2,607,640kWh	Save 3,468,161kWh	O	Continue to implement relevant energy-saving and carbon reduction measures every year and promote them on a regular basis.	
					Reduce water consumptionemissions.	Continuously reduce water consumption	Reduce water consumption	Decrease by 636,244.89 tons compared to 2021	Increase by 95,450.05 tons compared to 2022	Decrease by 16776.72 tons compared to 2023	X	Continue to implement relevant water saving measures every year and promote them on a regular basis.	
S	Provide safe and secure	Customers/ community residents	Customer health and safety Economic performance, market position, food safety		Rate of customer complaints related to hygiene filed through the Call	Monthly, customer complaint rate <0.0004%	Monthly, customer complaint rate <0.0007%	0.0002%	0.00024%	0.0003%	O	Follow up the status of customer complaints on a monthly basis and formulate improvement strategies.	Transparent food safety and environmental sustainability P23
					Customer satisfaction	Monthly, customer satisfaction score > 88 points	Monthly, customer satisfaction score > 86 points	88.5 points	88.1 points	88.3 points	O	Conduct monthly customer satisfaction evaluation survey and follow up the status.	
		Employ- ees	Training and Edu- cation		Food hazard incidents - promotion of consumer use = 0 incidents per monthCenter+080+E-mallemissions.	0 incidents per month	0 incidents per month	0 incidents per month	0 incidents per month	0 incidents per month	O	Pay attention to relevant food safety news every month and review relevant topics at meetings.	Talent Develop- ment and Social Co-prosperity P55
					The average number of hours store managers are trained on food safety and sanitation >15 hours	The average number of hours store managers are trained on food safety and sanitation in a year > 20 hours.	The average number of hours store managers are trained on food safety and sanitation in a year > 15 hours.	Average training hours: 15.1 hours	Average training hours: 15.1 hours	Average training hours: 19.84 hours	O	Organize regular education and training every year and complete the training hours required for store managers.	
G	Building a safe, secure, and sustainable enterpriseser- vices	Share- holders	Customer health and safety Economic performance, market position, food safety		Corporate governance evaluation	Top 5%	Top 5%	Top 5%	Top 6-20%	Top 6-20%	X	The Company reviews the items that do not meet the standard at the ESG Committee every year and asks relevant units to make improvements.	Responsible Governance and Sustainable Operation P95
					Profit (NT\$100 million)	Positive profit	Positive profit	5,725,450NT\$ thousand	5,993,760NT\$ thousand	6,045,581 NT\$ thousand	O	Continue to maintain positive profit and grow steadily every year.	
					Store Sanitation Inspection Quali- fying Rate	Quarterly, store sanitation inspection qualifying rate > 85%	Quarterly, store sanitation inspection qualifying rate > 80%	Sanitation inspection qualifying rate 87%	Sanitation inspection qualifying rate 86.46%	Sanitation inspection qualifying rate 83.17%	O	Regular quarterly random inspection to review if the qualifying rate is achieved.	Transparent food safety and environmental sustainability P23
		The sanitation sampling inspection qualifying rate of regular trainer stores			Quarterly, the sanitation sampling inspection qualifying rate of regular trainer stores > 90%	Quarterly, the sanitation sampling inspection qualifying rate of regular trainer stores > 85%	Sanitation inspection qualifying rate 100%	Sanitation inspection qualifying rate 100%	Sanitation inspection qualifying rate 100%	O	The training store conducts regular quarterly random inspection according to stricter standards to review whether the qualifying rate is achieved.		
		Food hazardous incidents - positive listed			0 incidents per month	0 incidents per month	0 incidents per month	0 incidents per month	0 incidents per month	O	Pay attention to food safety news every month and hold meeting periodically to review relevant topics.		
ESG	Observe corporate ethics	Suppliers	Supply chain management and production and sales resume (traceability)		Qualifying rate in the supplier evaluation system	5 companies per quarter, qualifying rate > 85%, average score > 70 points	5 companies per quarter, qualifying rate > 80%, average score > 65 points	5 companies per quarter, qualifying rate 100%	5 companies, qualifying rate 100%, average score 74.75 points	5 companies, qualifying rate 100%, average score 77.25 points	O	During the supplier selection process, adhere to ESG principles and grow together with suppliers through regular audits.	Transparent food safety and environmental sustainability P23

1 AN-SHIN Corporate Overview

1.1 Business Overview

AN-SHIN FOOD (1259) engages in joint venture and technology cooperation with Japan MOS Food Services, Inc. for the business operation of "MOS BURGER" in Taiwan. It is also the largest catering chain-store brand under the TECO Catering Group. The business locations are distributed in various counties and cities throughout Taiwan. AN-SHIN FOOD has been deep-rooted in the market of Taiwan for 33 years. With stable operation, the Company has led the industry to release diverse products with the use of local food ingredients. The Company aims to become a catering chain store capable of satisfying market demands and social expectations. Up the end of 2024, AN-SHIN FOOD had 303 stores with a total floor area of 17,084.21 pings (approximately 50,156.26 square meters). Through diverse business strategic planning, revitalization of assets and proper utilization of leading positions in the catering service industry, we expect to exploit the influential power of our own business operation to various industries and the society, in order to advance further and to achieve common good of the society.

Business Philosophy

Contribution to the mankind and society

Entrepreneurship

Provide sincere services to customers

Basic Principle

Every employee in our store is full of kindness and also treats people and handles matters in a friendly and sincere manner with a prompt, positive attitude and quick response, in order to establish a clean and hearty store jointly. In addition, we also expect to allow customers to feel "joy" and "warmth and friendliness" with the best effort.

Operation Blueprint

Provide fortune and happiness to people with food

Persistent Origin of MOS Group

Heart of MOS

Important way of thinking adopted by MOS since its establishment. It serves as the guidance for partners working for MOS Group, It is the "Heart of MOS" that does not change with the time.



MOS FB fans page

Fans page name:
MOS Burger Fans Club



MOS IG Fans page

Fans page name:
mosburger_taiwan



MOS Threads fans page

Fans page name:
mosburger_taiwan

Company Overview

Full Name of Company	AN-SHIN FOOD SERVICES CO., LTD.
Number of Employees ^(Note 1)	5,778 persons
Date of Establishment	November 23, 1990
Chairman	Huang, Mao-Hsiung
President	Hsieh, Ching-Hui
Operation Headquarters	2F, No. 136, Sec. 3, Renai Rd., Da'an Dist., Taipei City
Paid-in Capital	NT\$323,895 thousand
Total Number of Stores ^(Note 2)	303 stores
Store Floor Area	17,084.21 pings



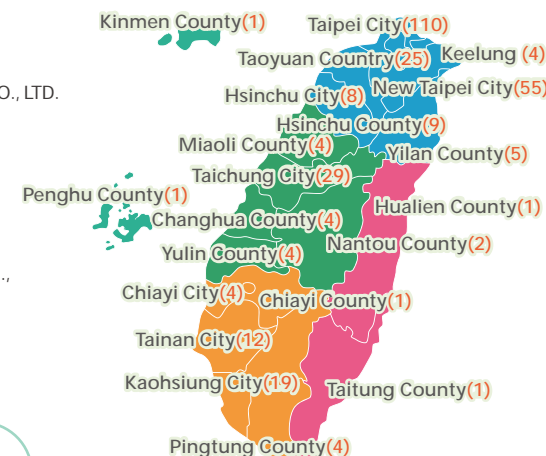
Basic Information



Company History

(Note 1) Statistical data up to December 31, 2024.

(Note 2) For the latest total number of stores, please visit the MOS website.



Total number of stores nationwide **303 stores**

2024 Specialty Store Formats

MOS Burger adheres to the store opening philosophy of "becoming a good friend to the local community," adapting to local conditions and creating exclusive specialty store formats based on the characteristics of each region, providing comfortable dining environments for local residents.

Tainan Bei'an Store

Tainan's first drive-thru store is located at a traffic intersection, providing convenient drive-thru ordering service for motorists. The interior features a predominantly white and wood-tone design that is bright and minimalist, with large floor-to-ceiling windows creating a fresh and natural atmosphere. The wall paintings incorporate MOS's "mountains, sea, and sun" imagery, showcasing a diverse experience where nature and cuisine converge.



Chiayi Xinmin Store

Chiayi Xinmin Store is located in the city's commercial district with convenient transportation. It is MOS Burger's fourth drive-thru store, providing quick pickup service and equipped with free parking. The interior design incorporates the "mountains, sea, and sun" imagery, integrating Alishan sacred tree-inspired wooden wall elements to create a warm atmosphere.



NTUT Garden Store

NTUT Garden Store is located in the student restaurant "Green Light Garden" next to the side entrance on Xinsheng South Road at National Taipei University of Technology, providing a lush green dining space for students to relax amid their busy academic schedules. The store features a long cashier counter and adopts a self-service pickup and payment flow design, reducing waiting time and improving service efficiency.

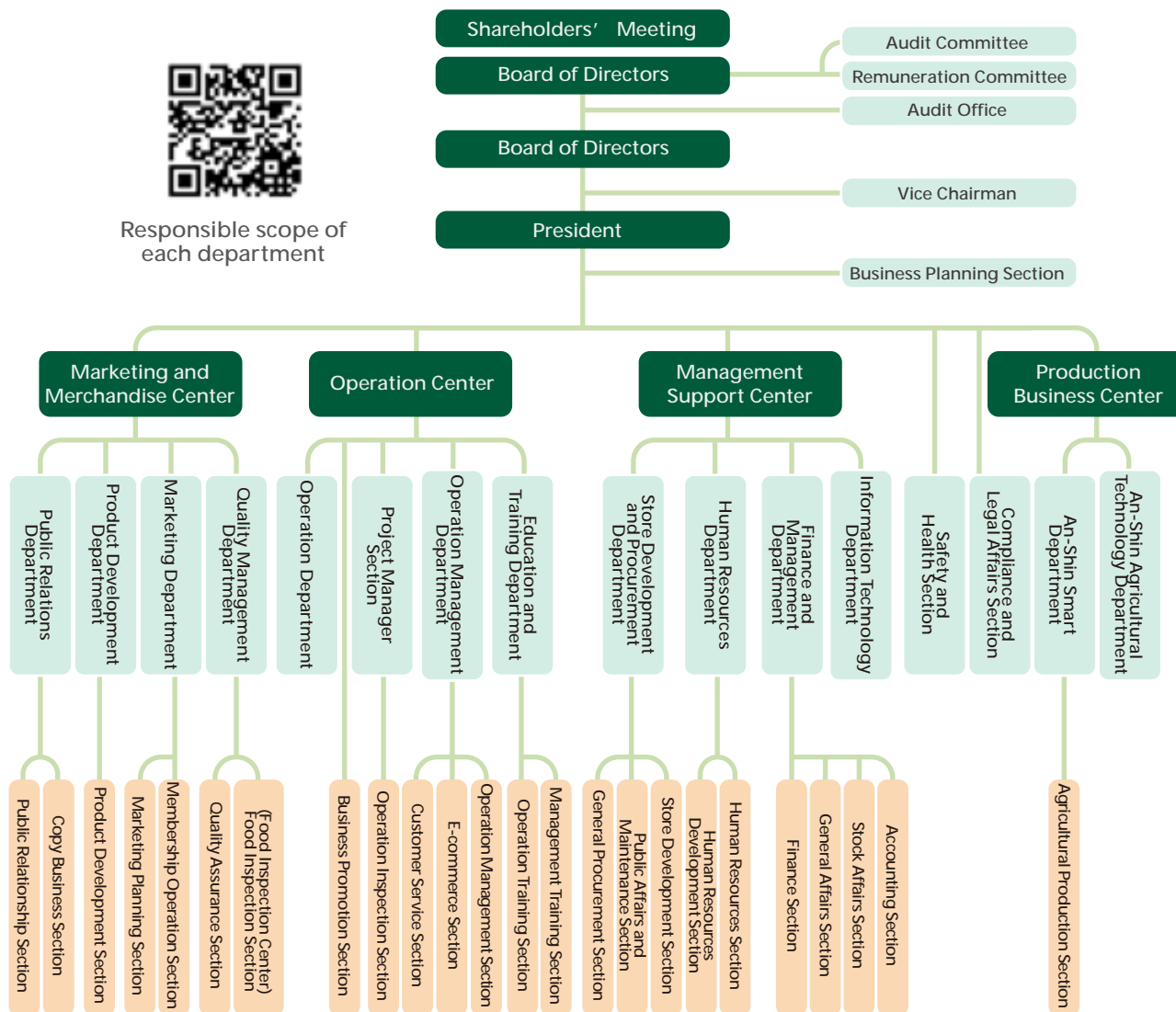


1.2 Sustainable Operational Organization

Sound operational organization is one of the essential criteria for the sustainable development of the Company. AN-SHIN FOOD fulfills duties diligently, implements corporate governance structure and executes practical standards in order to ensure the stable operational development of the Company and to protect the rights and interests of investors and stakeholders.



Responsible scope of each department



Operational Organization Structure

Department	Scope of duties
Audit Office	<ul style="list-style-type: none"> Coordinate the internal control management system development of the entire company, and arrange annual audit plan. Perform routine audit for the entire company.
Business Planning Section	<ul style="list-style-type: none"> Coordinate the operational strategy planning, project execution and new business development of the entire company. Assist the President in promoting projects and devising innovative business strategies.
Marketing and Merchandise Center	<ul style="list-style-type: none"> Coordinate the planning and development of main course, snacks, drinks and overseas products, corporate and product advertisements, store marketing and sales promotion planning, cross-industry channel and marketing collaboration planning and cross-industry sales promotion, and corporate image and public relationship establishment and maintenance. Coordinate the business plan and execution, including but not limited to the brand and public relationship strategies of the entire company. Provide and maintain high quality and secure and safe product guarantees. Maintain ISO 22000, HACCP and other food safety management system certifications, and continuously enhance quality management capabilities. Manage the sanitation inspection of operating stores and products, food safety monitoring plan and execution, and coordinate the laboratory management system and maintain the ISO/IEC17025 international general standard certifications.
Operation Center	<ul style="list-style-type: none"> Coordinate the education and training for the entire company and the planning and execution of employee development. Coordinate the collaboration and support of business units of all regions of the entire company, implement marketing project analysis and execution, and handle the guidance and support for stores in all regions. Coordinate the e-commerce marketing and business promotion, maintenance and management for the entire company. Perform consumer opinion statistical analysis and feedback, in order to promote service quality improvement with stable evaluation and proper customer complaint handling.
Management Support Center	<ul style="list-style-type: none"> Coordinate the human resource planning, utilization and integration, organization regulations, employee benefits, labor-management relationship planning and execution of the entire company. Coordinate the employee health management and occupational safety and health guidance planning and implementation of the entire company. Coordinate the overall financial planning and capital movement management and budget control of the Company. Coordinate the cost management, accounting and tax operation planning and execution for the entire company. Handle stock affairs execution and investor relationship maintenance. Oversee general affairs management and asset management for the Company's headquarters and all stores. Integrate the development and establishment of operating stores with lease management, and plan and execute engineering projects for new store openings and existing stores, including electrical, plumbing, and air conditioning systems, as well as fire safety confirmation and reporting. Coordinate the store repair, renovation and construction repair planning management and maintenance of the entire company. Coordinate the material and supply purchase and order management for the entire company, and focus on supplier management and cost control.
Production Business Center	<ul style="list-style-type: none"> Oversee the operational management of AN-SHIN FOOD's agricultural technology facility and smart farm, including production planning and scheduling, process optimization, and production performance evaluation. Promote product process technology innovation and automated production systems to enhance production efficiency and ensure stable product quality. Plan and implement the introduction of smart production technologies at the farm to realize sustainable management concepts and enhance industrial competitiveness. Execute supply chain management and inventory control to ensure stable supply of raw materials and finished products while effectively controlling production costs.

1.3 Sustainable Business Model

AN-SHIN upholds the principle of food safety and careful selection of food ingredients, and fulfills the commitment in the implementation of product innovation and quality service. In addition, the integrated use of local food ingredients for providing secure and safe products is our sustainable business model in order to maximize the corporate value. We aim to satisfy consumer demands and continues to implement innovative operational method in order to overcome social and industrial issues while creating and conveying secure corporate value.

1.3.1 Business Model

AN-SHIN FOOD adopts the business model of direct operation of all fast food chained stores completely under the corporate brand of “ MOS BURGER ”. Various dishes are prepared onsite in stores, including various burgers, rice burgers, hot dogs, sandwiches, salads, desserts and soups, etc. and meals are provided to consumers for in-store consumption, take-out or delivery. The product categories and main items are as follows.

MOS Product Category

Item		Product Item
Main course	Breakfast	<ul style="list-style-type: none"> Sandwiches, burgers, rice burgers, hot dog burgers, and other specialty burgers such as Fu Burger (gua bao) and brioche burgers
	Lunch/Dinner	<ul style="list-style-type: none"> Hamburgers, rice burgers, hot dogs, plant-based meat series
Snacks	Side dishes	<ul style="list-style-type: none"> Various types of salad Fried food: Nuggets, fried chicken, fries, croquette, hash brown, etc. Limited sales: spicy chicken (thigh) pieces, V-cut fries, various sauce-topped fries, limited-time croquettes, etc.
	Desserts	<ul style="list-style-type: none"> Rick cookies and konjac of various flavors Limited sales: selected konjac flavors, limited-time rice pies, Brittany rice crispy cookies, caramel pudding, etc.
Soups and drinks	Cold drinks	<ul style="list-style-type: none"> Various teas, (fruit, konjac) iced teas, carbonated beverages, juices, MOS soy milk, MOS fresh milk, MOS natural water, etc. Limited sales: limited-time teas, iced teas, MOS matcha latte
	Hot drinks	<ul style="list-style-type: none"> Various teas, hot chocolate
	Soups	<ul style="list-style-type: none"> Corn chowder, mushroom chowder Limited sales: pork and vegetable soup, purple rice and red bean soup
	MOS Cafe	<ul style="list-style-type: none"> MOS coffee, latte, MOS milk tea, MOS special black tea latte Limited sales: other flavored coffee beverages
Others	Overseas products	<ul style="list-style-type: none"> Various snacks, desserts, instant meals, holiday gift boxes, co-branded products, etc.
	MOS Card	<ul style="list-style-type: none"> Various styles of MOS Cards released according to festivals, holidays and co-branded activities



MOS
Product Nutrient
Analysis Table



MOS
Product Allergen
Information



MOS
Card Museum

AN-SHIN FOOD upholds the principles of food safety and carefully selected ingredients, combining the 3Q innovation plan to continuously advance toward becoming the ideal dining brand in consumers' minds. In 2025, AN-SHIN FOOD actively promotes smart technology and distinctive experiences, while expanding store delivery services to provide more convenient and diverse options. To ensure goal achievement, AN-SHIN FOOD regularly holds meetings to track progress and conducts collaboration meetings as appropriate based on project nature to effectively manage risks. On the operational front, AN-SHIN FOOD continues to invest in smart agriculture to strengthen ingredient quality and stability, and plans short-chain supply chains to improve efficiency. The self-built food processing plant is expected to commence official operations in 2025, which will optimize production processes, enhance quality, and establish a foundation for the development and supply of diversified products. AN-SHIN FOOD will continue to deepen its business strategy, expand its business territory, create higher value, and achieve sustainable operations.

Periodically Reported Important Meetings (Note 3)

ESG	Type	Important Meeting	Frequency	Highest Governance Level
Governance	Regularly	Production and sales coordination meeting	Every two weeks	President
Environment, Society/ Human Rights, Governance		Lean meeting	Weekly	President
Environment, Society/ Human Rights, Governance		Operation review meeting	Monthly	Chairman
Environment, Society/ Human Rights, Governance		Annual strategy meeting	Annually	President
Governance		Operation center meeting	Weekly	Vice President
Environment, Society/ Human Rights, Governance		Other center meeting	Monthly	Center manager
Governance		Operation action plan meeting	Monthly	Vice President
Society/Human Rights, Governance		Food safety management review meeting	Annually	President
Environment, Governance		Energy management review meeting	Annually	President
Governance	Project type	AN-HUI INFORMATION TECHNOLOGY meeting	Meeting convened according to progress	President
Environment, Governance		Pingtung factory meeting	Meeting convened according to progress	President
Environment, Society/ Human Rights, Governance	Internal communication meeting	National store manager meeting	Quarterly	Chairman
Environment, Society/ Human Rights, Governance		Regional store manager monthly meeting	Monthly	Vice President
Environment, Society/ Human Rights, Governance		Headquarters Monthly Meeting	Monthly	President

(Note 3) For other risk management measures not mentioned in the above content, please refer to the content of other chapters.

Annual Representative Innovative Products for 2024

AN-SHIN FOOD is committed to providing consumers with diversified dining options, covering freshly prepared meals, home cooking foods, and holiday gifts. The product categories are diverse, including **rice burgers, burgers, hot dogs, salads, snacks, desserts, cold and hot beverages, coffee, and soups**. We continue to innovate in ingredient selection and flavor combinations, emphasizing product uniqueness and differentiation, striving to create a brand image that is delicious, healthy, safe and secure, while continuously consolidating our competitive advantages in the market. In addition, AN-SHIN FOOD actively collaborates with Taiwan's local agriculture, livestock, and fishery industries, utilizing more high-quality domestic ingredients. Based on consumer demands, the company continuously develops new products that align with market trends, combining deliciousness with health to provide consumers with more reassuring choices.

Utilizing Local Ingredients to Support Taiwan's Quality Agricultural Products

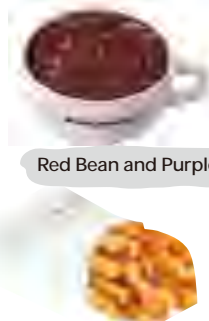
AN-SHIN FOOD actively utilizes Taiwan's high-quality local agricultural, livestock, and fishery raw materials, not only helping producers stabilize production and sales and improve processing technologies, but also allowing these quality ingredients to be seen and appreciated by more people.



Braised Pork Belly Pearl Burger



French Flying Fish Pearl Burger



Red Bean and Purple Rice Soup

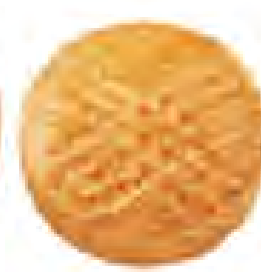
Golden Sweet Potato Fries

Rice-Based Desserts Newly Upgraded for Light and Guilt-Free Indulgence

In addition to its signature rice burgers, MOS Burger actively expands its product categories, such as the dessert series. We use rice flour made from Taiwan's high-quality rice to replace wheat flour, creating desserts that combine health and deliciousness. This not only satisfies specific dietary needs (such as gluten-free products—Basque Cheesecake) but also adds more delicious choices to consumers' afternoon tea time.



Basque Cheesecake



Breton Rice Crisp Cookies



Chocolate Rice Pie

Diversified Beverage Evolution to Meet Different Flavor Demands

In addition to the widely popular MOS Black Tea, we also develop diversified beverages based on different market demands. For example, we have launched vinegar drinks and konjac beverages emphasizing health concepts, sesame beverages catering to mature consumers' preferences, and dried fruit beverages suitable for those who do not consume caffeine, striving to provide more diverse beverage choices.



Lightly Fermented Green Plum Konjac Iced Tea



Iced Black Sesame Milk Tea



Roselle Wild Berry Tea

Environment-Friendly Upgrade: Enjoy Delicious Food While Loving the Earth

AN-SHIN FOOD has comprehensively adopted Rainforest Alliance Certified coffee beans, not only ensuring the consistent quality of coffee beverages but also actively fulfilling its commitment to protecting the Earth's environment and supporting sustainable economy. Furthermore, Fresh Green Burgers and salads are signature products of MOS Burger. We have also launched salads featuring plant-based chicken strips as the main ingredient, providing consumers with more opportunities to experience delicious plant-based meat products.



MOS Power Salad



MOS Coffee

1.3.2 Business Performance

The corporate business performance level is mainly reflected in the profitability, asset operation level, solvency and subsequent development capability of the company. AN-SHIN FOOD pursues excellent sustainable business performance. In 2024, consolidated revenue exceeded NT\$6 billion. Through the collective efforts of all employees, AN-SHIN FOOD has gained deep recognition and confidence from consumers. The earnings per share (EPS), return on equity (ROE) and return on assets (ROA) are NT\$2.05, 2.31% and 0.92% respectively. In addition, the Company also provides returns to investors based on the long-term and stable dividend policy.

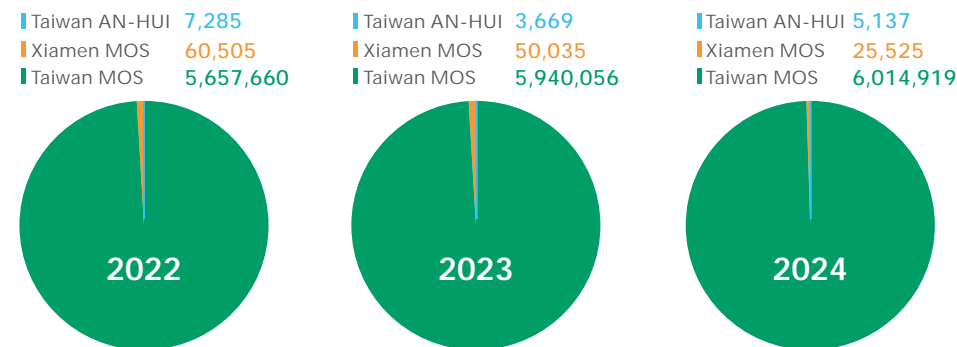
Parent Company Only Financial Data

Item	Unit	2022	2023	2024
Operating revenue	NT\$ thousand	5,657,660	5,940,056	6,014,919
Operating costs	NT\$ thousand	4,200,085	4,490,065	4,638,168
Operating expenses	NT\$ thousand	1,321,694	1,377,569	1,366,168
Income tax	NT\$ thousand	22,025	14,065	2,460
Total salary	NT\$ thousand	1,490,017	1,584,489	1,598,608
Total employee benefits	NT\$ thousand	1,801,742	1,918,392	1,951,084
Total retirement pension	NT\$ thousand	84,063	92,036	97,265

Item		Unit	Year		
			2022	2023	2024
Direct economic value generated	Revenue	NT\$ thousand	5,705,082	5,983,817	6,064,913
Direct economic value distributed	Operating costs	NT\$ thousand	3,720,037	3,949,242	4,053,252
	Employee salary and benefit	NT\$ thousand	1,795,267	1,910,668	1,948,157
	Distribution of shareholders' bonus	NT\$ thousand	74,496	84,213	75,426
	Payment of government taxes	NT\$ thousand	22,025	14,065	2,544
	Social participation investment	NT\$ thousand	209	104	68
	Economic value retained	NT\$ thousand	68,586	4,229	-14,534

Consolidated Revenue and Financial Data

Item	2022		2023		2024	
Unit	NT\$ thousand	%	NT\$ thousand	%	NT\$ thousand	%
Taiwan MOS	5,657,660	99	5,940,056	99	6,014,919	99.5
Taiwan AN-HUI	7,285	0	3,669	0	5,137	0
Xiamen MOS	60,505	1	50,035	1	25,525	0.5
Consolidated revenue	5,725,450	100	5,993,760	100	6,045,581	100



1.4 Current Catering Status and Industry Development

According to the forecast by the Chung-Hua Institution for Economic Research, Taiwan's economic growth rate in 2024 is approximately 3.96%, an upward revision of 0.15 percentage points from the previous forecast of 3.81%, indicating an economic growth model with both domestic and external warmth. In addition, the Taiwan Institute of Economic Research forecasts Taiwan's economic growth rate in 2024 to be 3.85%, an upward revision of 0.56 percentage points from the previous forecast, primarily benefiting from semiconductor industry investment driven by the global AI boom and steady growth in private consumption.

The trends in Taiwan's food and beverage industry in 2024 include the application of unmanned technology, diversified payment methods, diversified operations, overseas expansion, and environmental friendliness. However, the food and beverage industry also faces labor shortage issues, as the traditional work model of long hours and limited holidays struggles to attract young generations to enter the workforce. Industry operators need to adjust their business strategies to address labor shortages. Overall, Taiwan's economy continues to grow steadily in 2024, and the food and beverage industry demonstrates diversified development in technology applications and business models, but still needs to overcome challenges such as human resources to maintain competitiveness.

Relationship Among Upstream, Midstream and Downstream of the Industry



Reference :

https://www.cier.edu.tw/TMF?utm_source=chatgpt.com
https://www.tier.org.tw/forecast/macro_trends.aspx?utm_source=chatgpt.com
https://www.eats365pos.com/tw/fnbtrendmaster01?utm_source=chatgpt.com

2024 Catering Industry Trend and Current Status of AN-SHIN:

Catering Industry Trend

Unmanned Technology - QR Code Ordering, Self-Service Checkout, Food Delivery Robots

Unmanned technology has rapidly transformed Taiwan's food and beverage industry due to the COVID-19 pandemic and labor shortage issues. QR code ordering, self-service checkout, and food delivery robots have become standard equipment in restaurants. Unmanned technology is enhancing efficiency and convenience in the food and beverage industry:

QR Code Ordering:

Customers scan QR codes themselves to view menus and place orders, reducing waitstaff workload, improving accuracy, and avoiding conflicts.

Self-service checkout:

Customers can make payments independently, reducing waiting time and checkout errors, allowing service staff to focus on food preparation.

Diverse payments - Mobile payment, electronic invoice

In addition to QR codes on tables, restaurants have also added mobile payments such as LINE PAY and Apple Pay at checkout counters, and provide options for scanning e-invoice carriers. The integration of electronic payments and cloud invoices is comprehensively enhancing the efficiency and convenience of the food service industry.

Rapid adoption of mobile payments:

Since 2015, Taiwan has actively promoted mobile and electronic payments. By the end of 2023, transaction amounts exceeded NT\$7.27 trillion, representing a year-over-year increase of nearly 20%.

Mainstream among young people:

In the first quarter of 2024, unregistered electronic payment users reached 28 million. Restaurants that do not support mobile payments risk losing customers who do not carry wallets.

Convenience of cloud invoices:

For consumers, cloud invoices eliminate the time needed to organize receipts and automatically check for lottery winnings, leading to a significant increase in adoption rates. For businesses, when combined with electronic payments, they can simplify the checkout process, eliminate the need to purchase paper invoices and the voiding process, and directly integrate with tax filing systems, enhancing operational efficiency.

Diversified operations and overseas expansion -
Diversified operating strategies in the food service industry:

The food service industry achieves dual enhancement of competitiveness and market expansion through diversified strategies and internationalization.

Diversified operating strategies in the food service industry:

Multi-brand Operations: Taking Chujian Group as an example, through "Honkaku Restaurant," "Jhu Jian Suan Cai Yu," and "Jhu Jian Happy Hot Pot," the company meets the needs of different customer segments, enhances market flexibility, and diversifies operational risks.

Online Delivery and Takeout: With the proliferation of delivery platforms such as Uber Eats and Foodpanda, restaurants have launched takeout meal boxes, proprietary apps, and ordering websites. It is essential to focus on the integration of on-line orders with kitchen operations to resolve price management and inventory accounting issues.

Overseas market expansion:

Internationalization of Asian Cuisine: Asian flavors and health concepts are favored, with major chain restaurants actively expanding overseas.

Taiwan's Hand-shaken Beverage Culture: Hand-shaken beverage brands have spread across more than 40 countries worldwide, successfully transforming tea beverage perceptions and expanding international markets through cross-border franchising.

Current Status of AN-SHIN

- Continuously introducing innovative services such as KIOSK self-service ordering machines and table ordering. Refer to p
- In response to store needs, flexibly adjusting delivery personnel to enhance delivery efficiency. → Refer to p
- Provide employment opportunities for young people and second-time employees, and create a friendly workplace to realize co-prosperity together. → Refer to p

- Providing e-invoice carrier services.
- Providing diverse payment options such as LINE PAY, JKOPAY, and credit cards.
- Actively run social media software such as Facebook and IG, and emphasizes digital marketing. → Refer to p



MOS e-commerce Platform

- Active cultivation of international talent. → Refer to p
- Build a food processing plant and control the upstream, mid-stream, and downstream operations independently. It will promote the development of surrounding industries and provide employment opportunities for local people. → Refer to p
- Participate in international food shows annually and communicate with food and catering business operators from various countries in order to establish cooperation relationships. → Refer to p
- The MOS Burger e-commerce platform sells diversified products, with content covering local products and international products

Catering trend citations and references:

https://www.eats365pos.com/tw/blog/post/2024fntrends?utm_source=chatgpt.com
https://www.eats365pos.com/tw/fntrendmaster01?utm_source=chatgpt.com
<https://www.businessweekly.com.tw/business/blog/3017720>
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Industry Analysis and Response Strategy

In 2024, the global economy was driven by AI applications, leading to increased commodity trade, though manufacturing recovery remained uneven and economic growth was still slow. The domestic economy benefited from strong demand for emerging technologies, resulting in good export performance, with full-year GDP estimates revised upward to 4.23%. The restaurant industry was driven by growth in private consumption, achieving a revenue growth rate of 3.06%, though rising prices may affect some demand. The proliferation of AI technology and automation provides opportunities for operators to improve efficiency, but minimum wage increases and rising labor costs present challenges. While the overall outlook is optimistic, the restaurant industry must carefully respond to potential challenges and cost pressures. AN-SHIN FOOD's response strategies planned for 2024 are as follows:

Opportunities and Risks

	ESG Trends	Food and Catering Industry Trends	Opportunity	Risk	AN-SHIN FOOD's Response Strategy
E - Environment	<ul style="list-style-type: none"> Continuous increase of extreme climate events Global temperatures continue to rise 	<ul style="list-style-type: none"> Customers are concerned about whether stores are environmentally friendly and energy-efficient 	<ul style="list-style-type: none"> Expanding the proportion of green buildings to be friendly to the natural environment 	<ul style="list-style-type: none"> Extreme weather events affect operations Failure to adapt to climate change 	<ul style="list-style-type: none"> Environmental greening management Introduce energy-saving equipment
	<ul style="list-style-type: none"> Energy costs increase, demand for green electricity rises 	<ul style="list-style-type: none"> Customers value whether companies have energy-saving and carbon reduction measures 	<ul style="list-style-type: none"> Improve equipment efficiency to reduce electricity consumption 	<ul style="list-style-type: none"> Investment in renewable energy and energy-saving equipment, costs increase 	<ul style="list-style-type: none"> Replace old equipment with energy-saving equipment. Emphasize employees' awareness of energy conservation and carbon reduction and regular dissemination
	<ul style="list-style-type: none"> Greater emphasis on energy conservation, carbon reduction, and net-zero emissions Companies need to disclose environment-related data 	<ul style="list-style-type: none"> Customers value whether companies have energy-saving and carbon reduction measures 	<ul style="list-style-type: none"> Develop low-carbon innovative services Use clean energy to reduce carbon emissions 	<ul style="list-style-type: none"> Low-carbon transition increases operating costs 	<ul style="list-style-type: none"> Develop low-carbon products Introduce ISO50001, ISO16064-1 Regularly disclose environmental information
	<ul style="list-style-type: none"> Biodiversity has received greater attention 	<ul style="list-style-type: none"> Biodiversity conservation has been valued 	<ul style="list-style-type: none"> New stores and products consider biodiversity 	<ul style="list-style-type: none"> Investment in manpower and time has increased 	<ul style="list-style-type: none"> Develop products that make biodiversity and conservation a condition Combined with MOS Café to advocate environmental protection and biodiversity conservation
S - Society/Human Rights	<ul style="list-style-type: none"> Promoting talent diversification and internationalization 	<ul style="list-style-type: none"> Continued manpower shortage in the food service industry 	<ul style="list-style-type: none"> Utilizing international talent to enhance efficiency Diverse employee composition promotes innovation 	<ul style="list-style-type: none"> High costs for recruiting and cultivating international and diverse talent 	<ul style="list-style-type: none"> Find talents proactively through industry-academia collaboration Make foreign language teaching materials
	<ul style="list-style-type: none"> Facing problems of population aging and declining birth rates Different generations need collaboration and flexible work arrangements 	<ul style="list-style-type: none"> Employees come from different backgrounds with large age gaps 	<ul style="list-style-type: none"> Providing employment opportunities for all age groups, expanding recruitment flexibility 	<ul style="list-style-type: none"> Cross-generational communication difficulties, increased risk of conflicts 	<ul style="list-style-type: none"> Establishing relevant guidance courses to strengthen employee education Provide communication channels to reduce conflicts
	<ul style="list-style-type: none"> Focusing on human rights and labor conditions 	<ul style="list-style-type: none"> Greater emphasis on employee rights and benefits 	<ul style="list-style-type: none"> Enhancing employee satisfaction and stabilizing teams 	<ul style="list-style-type: none"> Investment in manpower and time has increased 	<ul style="list-style-type: none"> Actively disseminate information related to illegal infringement to enhance awareness of human rights among internal employees. Providing information on legal consultation, psychological counseling, and related services to encourage employees to protect their rights
	<ul style="list-style-type: none"> Expanding social media influence 	<ul style="list-style-type: none"> FB, IG, and LINE remain primary marketing tools Rising appeal of visual and animated content 	<ul style="list-style-type: none"> Leveraging new media to strengthen brand image Diverse communication channels to enhance information transparency 	<ul style="list-style-type: none"> Risks of negative messaging and public relations crises 	<ul style="list-style-type: none"> Communicate with customers through Facebook and IG. Use visual and animation means for dissemination
G - Governance	<ul style="list-style-type: none"> Food safety remains a key focus Consumer preferences are trending toward health and sustainability 	<ul style="list-style-type: none"> Consumers are concerned about food safety and health Ingredient sourcing information needs to be transparent 	<ul style="list-style-type: none"> Arousing customers' interest in trying new products to expand market reach Developing plant-based products to reduce carbon footprint 	<ul style="list-style-type: none"> Increased difficulty in controlling raw materials and suppliers Supplier management Varying acceptance of new ingredients affects sales Limited product range cannot meet diverse demands 	<ul style="list-style-type: none"> Traceability management of food ingredients and promotion of production history Food Inspection Center safeguards products Utilization of advertisement for description and release of products for different groups Expand development and testing of other similar products
	<ul style="list-style-type: none"> Global economic fluctuations bring uncertainty 	<ul style="list-style-type: none"> Raw material costs and supply remain challenging 	<ul style="list-style-type: none"> Adopting alternative solutions to accelerate new product development Application of local ingredients to strengthen product characteristics 	<ul style="list-style-type: none"> Shortage of raw materials affects product development and sale 	<ul style="list-style-type: none"> Continues to discover local food ingredients in order to develop new products Increase the proportion of local procurement
	<ul style="list-style-type: none"> Information security and increased threats 	<ul style="list-style-type: none"> Widespread adoption of diversified payment methods 	<ul style="list-style-type: none"> Widespread adoption of mobile devices drives on-line transactions Increased consumer acceptance facilitates 	<ul style="list-style-type: none"> High costs for system construction and integration Transaction error risks and personal data security issues 	<ul style="list-style-type: none"> Comprehensive increase in payment method options Promotion of electronic invoices and mobile carriers Investment information equipment
	<ul style="list-style-type: none"> Widespread adoption of AI Technology 	<ul style="list-style-type: none"> Increase of automated services 	<ul style="list-style-type: none"> Automation reduces labor burden and enhances efficiency Data collection optimizes customer experience 	<ul style="list-style-type: none"> R&D and data analysis capabilities need strengthening Human resources and service processes need restructuring 	<ul style="list-style-type: none"> Integrate TECO Group's professionalism to accelerate research and development, and increase personnel efficiency and added value Utilization of new technologies of Big Data and AI Promote new store type and design
Supply chain	<ul style="list-style-type: none"> Sustainable supply chains have become a key focus 	<ul style="list-style-type: none"> Smart agriculture is developing rapidly 	<ul style="list-style-type: none"> Industry-academia collaboration promotes product research and development Establishing innovative business models Actively responding to climate change to ensure stable supply Reducing resource consumption and lowering carbon emissions 	<ul style="list-style-type: none"> Shortage of professional talent affects development High costs for infrastructure and environmental investments 	<ul style="list-style-type: none"> AN-SHIN Smart Farm controls the quality of agricultural products on its own.
	<ul style="list-style-type: none"> Supporting local procurement and carbon-reducing logistics 	<ul style="list-style-type: none"> Supporting the use of local ingredients Collaboration with local small-scale farmers has become a trend 	<ul style="list-style-type: none"> Driving overall supply chain development Enhancing international visibility of Taiwan's agricultural and fishery products 	<ul style="list-style-type: none"> Difficulty in raw material control affects stability 	<ul style="list-style-type: none"> Continues to discover local food ingredients in order to develop new products Increase the proportion of local procurement Build AN-SHIN Smart Farm and Pingtung Food Processing Plant to control raw materials independently



2 Transparent Food Safety and Environmental Sustainability



- Shareholders • Government agencies
- Suppliers • Customers

2 | Management Approaches



Customer health and safety

Meaning to AN-SHIN FOOD

Health and safety have always been the issues concerned by consumers. Accordingly, AN-SHIN FOOD values food safety and is committed to provide ideally secure and safe food and service to customers.

Policy and Commitments

Implement our commitment to our " Food Safety Policy" , and ensure continuous improvement and effective implementation of our food safety management system by launching organized food safety management systems, adhering to our rigorous internal education and training policy, fulfilling shop hygiene management, complying with and exceeding the government' s food safety requirements.



Production and sales resume

Meaning to AN-SHIN FOOD

Establishing the origin of ingredients can not only guarantee the safety of food for consumers, but also develop their confidence in AN-SHIN FOOD.

Policy and Commitments

AN - SHIN implements the " Three-in-One Green Procurement" policy, and the key to the selection of food ingredients is to combine local food ingredients, production resume, and contracted farms, such that control is implemented at the source.



Material Topic		Performance Measurement Indicators	Goals for 2025	Action Plan for 2024	2024 Achievements	Medium-term Goals (3-5 Years)	Long-term Goals (5-10 Years)
Environment	Production and sales resume (traceability)	Promote the system of production and sales resume (traceability)	<ul style="list-style-type: none"> Procure traceable agricultural products. Communicate the latest production resume to consumers. 	<ul style="list-style-type: none"> Explore villages and towns to source special ingredients with a local touch. Update production resume periodically on our official ESG website. 	<ul style="list-style-type: none"> Addressed the production and marketing issues concerning farmers and fishers through the sale of products made from local ingredients, i.e., rice hamburgers with slices of dolphin fish. Purchase of vegetables with production and sales resume for a total of kg. Updated production and sale resume (traceability) data monthly, for a total of 12 times in the year. 	<ul style="list-style-type: none"> Continue to promote the "Three-in-one Green Procurement" policy, which incorporates "production resume", "local ingredients", and "contracted farms", aiming to support the production activities of the agricultural industry and the animal husbandry industry. Continue to communicate production resume data to consumers through our official ESG website. 	<ul style="list-style-type: none"> Increase the proportion of local food purchases to more than 95%, and establish stable partnerships with more contracted farms to support more local farming and livestock industries. Create a more interactive and transparent ESG official website platform to provide consumers with more detailed production history information to attract more consumers to participate.
		Independently examine the safety of 100% of the food ingredients.	<p>Positive listing - Mandatory testing :</p> <ul style="list-style-type: none"> Have all items of ingredients/menus tested in turn once every two years. Have an external party test and monitor substances with hazardous risk. <p>Non-positive listing - Risk management: Monitor the update of hazardous substances published by the EU and update MOS' s prohibited substances database accordingly.</p>	<ul style="list-style-type: none"> In 2024, a total of 141 substances ^(Note 19) with hazardous risk were submitted for testing by an external party, 139 passing the testing ^(Note 20), with a qualification rate up to 100%. In 2024, a total of 481 food ingredients/menus were sampled from supplier-supplied products for testing; after re-testing, 100% of such products passed the testing. We regularly request independent testing reports from regular suppliers, and obtained 204 reports in 2024. 	<ul style="list-style-type: none"> Independently examine the safety of 100% of the food ingredients. Control 100% of food items deemed a potentially-risky substance. 	<ul style="list-style-type: none"> Strengthen the control measures for risky and hazardous substances in food ingredients to ensure that the control rate continues to reach 100% in terms of food safety. Continue to strengthen compliance with food safety regulations to ensure 100% effectiveness, and continue to update and adapt to the latest regulations. 	<ul style="list-style-type: none"> Strengthen the control measures for risky and hazardous substances in food ingredients to ensure that the control rate continues to reach 100% in terms of food safety. Continue to strengthen compliance with food safety regulations to ensure 100% effectiveness, and continue to update and adapt to the latest regulations.
Society/Human Rights	Customer health and safety	Legal compliance	<ul style="list-style-type: none"> Fulfill 100% of the objectives outlined in the coached program concerning adherence to food safety laws and regulations. 	<ul style="list-style-type: none"> Improve the defects identified during inspection by the health bureau. Precautious measures - Have an external certification body certify store-wide education and training courses. 	<ul style="list-style-type: none"> There was no penalties incurred by violation of food safety laws throughout the year. 	<ul style="list-style-type: none"> Fulfill 100% of the objectives outlined in the coached program concerning adherence to food safety laws and regulations. 	<ul style="list-style-type: none"> Continue to strengthen compliance with food safety regulations to ensure 100% effectiveness, and continue to update and adapt to the latest regulations.
		Store health and environment audit and coaching	<ul style="list-style-type: none"> Water quality and 100% of products and beverages deemed deficient pass a re-testing. The proportion of Grade A+Grade B stores participating in the coached program increases to 85% in the year. 	<ul style="list-style-type: none"> Present mentored instruction on random testing of iced products and beverages/water quality. Verify the improvements in deficiencies against GHP regulations. Share cases in meetings participated by sections of each region. 	<ul style="list-style-type: none"> Water quality and 100% of products and beverages deemed deficient passed a re-testing in 2024. ^(Note 1) The proportion of Grade A+Grade B stores participating in the coached program increased to 86.1% in 2024. In 2024, two educational and training sessions on hygiene were conducted for sections in each region to enable information exchange and deliberation. 	<ul style="list-style-type: none"> Water quality and 100% of products and beverages deemed deficient pass a re-testing. The proportion of Grade A+Grade B stores participating in the coached program increases to 85% in the year. Organize a meeting for regional and section staff to exchange ideas. Provide online videos for facilitate review and learning. Create electronic documents to simplify store operational processes and gather data. 	<ul style="list-style-type: none"> Ensure that the re-inspection pass rate of water quality, products, and beverages continues to reach 100% to improve product quality and safety level. Continue to increase the proportion of A+B stores, and increase the proportion of counseling to more than 90% to enhance the brand image and operational quality. Strengthen the on-site exchange and discussion at the regional/inter-section meeting to enhance the cooperation and learning atmosphere among employees, and improve the overall work efficiency. Continue to optimize electronic online forms, improve operational efficiency, realize centralized data management, and provide more accurate information support for decision-making.
		Maintenance of systems	<ul style="list-style-type: none"> Validity of ISO 22000 and HACCP certificates. 	<ul style="list-style-type: none"> Continuous operation and maintenance of ISO 22000:2018 (including HACCP). 	<ul style="list-style-type: none"> The external SO 22000:2018 audit (including HACCP) was carried out and passed during the period from February 27 to February 29, 2024. The certification continues to be effective. 	<ul style="list-style-type: none"> Continuously maintain the validity of the ISO 22000 food safety management system. 	<ul style="list-style-type: none"> Ensure the continuous effectiveness of the ISO 22000 Food Safety Management Systems and continuously improve the management level to ensure food safety.
			<ul style="list-style-type: none"> Validity of the ISO 17025 certificate. 	<ul style="list-style-type: none"> Put into operation the ISO 17025 quality management systems for laboratories and maintain its validity. 	<ul style="list-style-type: none"> Put the TFDA and TAF quality management systems for laboratories into operation and continuously maintained their validity. Increase the methods for testing for streptococcus faecalis in bottled and packaged drinking water. 	<ul style="list-style-type: none"> Put into operation the ISO 17025 quality management systems for laboratories and continuously maintain its validity. Certified through TAF Enterobacteriaceae (FW-004) certification method. 	<ul style="list-style-type: none"> Continue to operate and maintain the ISO 17025 Quality Management Systems for Laboratories to ensure the high quality and accuracy of inspections and laboratories. Continuously track and introduce new testing methods to enhance testing efficiency and standards, and ensure the safety of beverages and ice products.
			<ul style="list-style-type: none"> Maintain the certificates granted by Taiwan Food and Drug Administration (TFDA) of the Ministry of Health and Welfare. 	<ul style="list-style-type: none"> Pass TFDA' s renewal evaluation. 	<ul style="list-style-type: none"> In June 2024, the laboratory passed the TFDA evaluation for extension and relocation. 	<ul style="list-style-type: none"> Maintain the validity of certification. 	<ul style="list-style-type: none"> Ensure the validity of relevant certifications continue to comply with international standards, and enhance corporate image and reputation.
			<ul style="list-style-type: none"> Ensure the laboratory biorisk management system (formerly CWA15793) is operational. 	<ul style="list-style-type: none"> Ensure the validity of laboratory biorisk management system. File quarterly reports to the CDC concerning the regulation of contagious biological matter. Doing an emergency accident drill once a year. 	<ul style="list-style-type: none"> No accident related to biosafety occurred in 2024. Controlled 100% of infectious biological materials. The practice emergency response exercise concluded on August 30, 2024. Passed the on-site inspection for biosafety and biosecurity conducted by the Department of Health, Taipei City Government. 	<ul style="list-style-type: none"> Ensure the validity of laboratory biorisk management system. 	<ul style="list-style-type: none"> Continue to operate and maintain the laboratory biorisk management system to protect the safety of employees and the environment.
		AN-SHIN Information Platform	<ul style="list-style-type: none"> Implemented all items optional to business owners and all items required by laws. 	<ul style="list-style-type: none"> Manage health personnel/Maintain and post business owners' registration number. Maintain AN-SHIN Information Platform. Place testing reports on our company' s official website. Maintain Taipei City Government's Department of Health - Food Tracer TAIPEI. Maintain the Campus Ingredients Registration System of the Ministry of Education. 	<ul style="list-style-type: none"> Fully implemented all items optional to business owners and all items required by laws. 	<ul style="list-style-type: none"> Continue to maintain AN-SHIN Information Platform. 	<ul style="list-style-type: none"> Constantly upgrade and maintain the AN-SHIN information Platform to provide more comprehensive information and services to meet customer needs.

Material Topic	Performance Measurement Indicators	Goals for 2025	Action Plan for 2024	2024 Achievements	Medium-term Goals (3-5 Years)	Long-term Goals (5-10 Years)
Society/Human Rights	Rate of customer complaints related to hygiene filed through the Call Center+080+Email	• Rate of customer complaints related to hygiene filed through the Call Center+080+Email < 0.0007%.	• Rate of customer complaints related to hygiene filed through the Call Center+080+Email < 0.0007%. • Contact customers filing complaints, address the complaints, and track the progress. • Submitted to relevant departments for solutions.	• The objectives were accomplished every month in the course of the year, amounting to an average of 0.00024%.	• Keep the rate of customer complaints related to hygiene filed through the Call Center+080+Email < 0.0007%.	• Keep the customer complaint rate extremely low, continue to improve customer service quality, and establish a good customer reputation.
	Store Sanitation Inspection Qualifying Rate	• Store sanitation inspection qualifying rate > 80%.	• Store sanitation inspection qualifying rate > 80%. • Increase number of safety inspections.	• Water quality inspection was performed through January to April, yet no score was given; goals were achieved from May through December 2024, with an actual average being 83.17% in 2024.	• Maintain the Store Sanitation Inspection Qualifying Rate > 80%; keep each product compliant with food safety and sanitation laws and continue to provide nothing but safe products.	• Strengthen store hygiene random inspection and product testing to ensure that the pass rate continues to increase, and comply with relevant laws and regulations to ensure product safety.
	The sanitation sampling inspection qualifying rate of regular trainer stores ^(Note 2)	• The sanitation sampling inspection qualifying rate of regular trainer stores > 85%.	• The sanitation sampling inspection qualifying rate of regular trainer stores > 80%. • Increase number of safety inspections.	• Regular trainer stores were not sampled for inspection in the first quarter; the average of the second quarter through the fourth quarter stood at 100%.	• Keep the sanitation sampling inspection qualifying rate of regular trainer stores > 85%.	• Increase the participation rate of store employees in the sanitation sampling inspection of regular trainer stores to ensure that the random inspection pass rate continues to increase and reduce testing loopholes.
	Number of hours store managers are trained on food safety and sanitation	• Number of hours store managers are trained on food safety and sanitation in a year > 15 hours.	• Number of hours store managers are trained on food safety and sanitation in a year > 15 hours. • Offer lessons on food safety, health protection, job safety regulations, and disaster avoidance.	• Number of hours store managers are trained on food safety and sanitation averaged 19.84 hours in 2024 (Taking into account the normal hours of labor safety training, e.g., hours spent for raising awareness about safety and health, workplace safety regulations, preventing accidents, etc.)	• Keep the number of hours store managers are trained on food safety and sanitation in a year above 15 hours.	• Ensure the store manager's continuous learning of food safety and health knowledge and enhance the management's emphasis and understanding of food safety.
	Execute store vector control operations on a consistent and effective basis	• Except due to an external factor like coordinating with the lessor to adjust the schedule or any force majeure factor such as natural disaster, each store implements vector control operations every month.	• Evaluate suppliers of pest control services in order to enhance their disinfection efficiency.	• The total number of stores as of December 31, 2024 was 300 ^(Note 3) . Except due to an external factor like coordinating with the lessor to adjust the schedule or any force majeure factor such as natural disaster, each store implemented vector control operations every month. Each store was disinfected by AN-SHIN FOOD's vendors who possess a disease vector control license issued by the Environmental Protection Administration of the Executive Yuan, for a total of 3360 times throughout the year. ^(Note 4)	• Every store carries out vector control activities on a monthly basis.	• Ensure monthly vector control and maintain a hygienic store environment to reduce the risk of disease transmission.
	Stores' satisfaction with disinfection	• Stores' satisfaction with the effectiveness of disinfection service conducted by suppliers reaches 85% or more in the satisfaction questionnaires.	• Stores' satisfaction with the effectiveness of disinfection service conducted by suppliers reaches 85% or more in the satisfaction questionnaires. • Evaluate suppliers of pest control services in order to enhance their disinfection efficiency.	• The quarterly average was 85%, which did not meet the target. A review has been conducted and the target is maintained.	• Keep stores' satisfaction with the effectiveness of disinfection service conducted by suppliers at or above 85% in the satisfaction questionnaires.	• Strengthen the communication and cooperation with suppliers to improve their satisfaction with the Company and ensure a stable supply chain.
	Food/commodity history traceability management	• No food safety incident arising from use of substances put on positive listing. • 100% of the food/commodity released through the resume traceability management system is qualified.	• Review formula resume. • Review regulatory facts, product labeling, safety papers, and legality of inspection reports. • Review the compliance of supplier production line evaluation operation. • Generate a range of analytical monitoring reports. • Create a database of product formula review.	• There food safety hazard throughout the year.	• Keep managing foods/products traceability; no food safety incident arising from use of substances put on positive listing.	• Strengthen the resume traceability management of ingredients and products, improve food safety traceability, and address food safety incidents directly to reduce risks.
	Supplier management	• Anomaly rate < 0.005%. • Qualifying rate in the supplier evaluation system > 80%. • Source 6 additional suppliers annually.	• Assess suppliers on a recurring basis. • Source new suppliers in accordance with the plan.	• 100% of suppliers have passed the quarterly evaluation, with in total having been assessed.	• Keep the anomaly rate < 0.005%. • Keep the qualifying rate in the supplier evaluation system > 80%. • Source new suppliers every year.	• Continue to monitor the anomaly rate of products and services and strengthen improvement measures to keep the anomaly rate low and improve quality stability. • Ensure that the evaluation pass rate of the supplied goods continues to increase, so as to improve the quality level and of the suppliers the service satisfaction with them. • Constantly expand the supplier network, strengthen the diversification of supply sources, reduce supply risks, and improve competitiveness.
	Inventory management	• Management of safety stock of products for promotional seasons at the supplier side.	• Furnish the commodity production and sale database on a regular basis.	• Give the operational and sales department a commodity production and sales database on a weekly basis to help regulate production and sales.	• Purchase according to actual needs after an unit price and procurement conditions are given to standardized products and outstanding products, to shorten the time taken for operation.	• Optimize the procurement process, accelerate material procurement and manufacturing processes, improve corporate response speed, and reduce inventory and costs.

(Note 1) As of December 31, 2023, a re-inspection of products and beverages was carried out for MOS Burger stores still in operation; all stores passed the re-inspection.

(Note 2) Regular trainer stores are stores responsible for providing support to newbies and helping implement educational and training programs throughout an area.

(Note 3) Including stores in trial operation in 2024 and with POS ordering counters.

(Note 4) If disinfection occurred more than once a month, it was only be counted as a single event.

2.1 Food Safety Management System



AN-SHIN established a systematic food safety management system and the "Food Safety Task Force" composed of 22 personnel who were professionals in different areas and had practical experience in developing food safety management systems; the task force collaborated with the Quality Assurance Section to ensure the safety of food. To guarantee the ongoing progress and successful application of the ISO22000-related food safety management system, we passed the certificate renewal certification on January 2025. The purpose of the Changchun Songjiang Store's acquisition of ISO22000 and HACCP certification is to serve as a pilot store putting into practice the ISO22000 food safety management system. In 2024, the Changchun Songjiang Store's sales made up 0.36% of the net revenue in the Company's parent-company-only financial statements. The other AN-SHIN stores took the Changchun Songjiang Store as a prototype and implemented the ISO22000 food safety management system and HACCP to manage and control product quality, in order to guarantee food safety standards for all products. With the increase in the number of AN-SHIN FOOD stores year on year, the proportion of revenue from pilot stores demonstrating the implementation of ISO22000 food safety management system decreased year on year; nonetheless, this did not affect other AN-SHIN FOOD stores' compliance with the ISO22000 food safety management system and the HACCP system when it comes to management and product quality control. 9 procedural documents and forms were given a revamp in 2024. AN-SHIN took several precautionary steps in order to fulfill the food safety management it promised to customers; it further identified 43 environmental issues, internal and external alike, and assessed them for risks. Thereafter, it determined the 4 issues, internal or external, that had greater impact and formulated action plans for them for 2024. After the end of plans, the status of implementation and the implementation effectiveness will continue to be tracked.

Year	Unit	2022	2023	2024
Revenue from stores certified with ISO 22000 and HACCP as a percentage of net revenue indicated in the Company's parent-company-only financial statements	%	0.29	0.38	0.36




ISO 22000 certificate

HACCP certificate



2.2 Food Inspection Center



It has been more than 14 years since AN-SHIN FOOD established the Food Inspection Center in 2010. Since its establishment, AN-SHIN FOOD has made inspection the most important part of food safety protection. The Company is committed to complying with international standards and ensuring accuracy of inspection technologies. We also comply with the requirements of TAF and TFDA. "Inspection technology is professional and accurate, all employees strictly adhere to quality requirements, service meets customers' expectations, and employees adhere to the principle of fairness and confidentiality" are the requirement that all employees of the Food Inspection Center shall consistently meet in terms of laboratory inspection quality and technologies. We actively develop and establish inspection technology to provide customers with better and professional services.

In October 2023, the Food Inspection Center was relocated to Taipei Biotechnology Park. This is the first public-private partnership that combines private resources, professionalism, and flexible operational thinking in Taiwan, driving the whole of Taiwan's biotechnology industry to connect and connect with international markets, and is an important benchmark for the biotechnology industry. The location of the base combines the three important advantages of "strategic location", "convenient transportation", and "industry clustering". Under the rigorous certification process and supervision and management mechanism, the laboratories are effectively monitored to ensure that the quality system and technology have reached the international level. In the future, we will continue to comply with international and government regulations to do the strictest safety control for MOS Burger products.

Milestones

2010	Set up the Food Inspection Center to employ inspection as the guardian of food safety.	
2011	Obtained a certificate from the Taiwan Accreditation Foundation (TAF), with the certificate number being 2473.	
2016	Implemented novel testing approaches—beta-adrenergic agonist fast testing (ractopamine, clenbuterol) and antibiotic testing sets.	
2017	Received the Model of the Year award in November for our successful introduction of the "Laboratory Bio-Risk Management System", making us the first laboratory in the chain catering industry in Taiwan to do so. Took part in the proficiency tests hosted by domestically and internationally renowned proficiency test agencies, including the British Central Science Laboratory - FAPAS, Food Industry Research and Development Institute of Taiwan, and Super Laboratory Co., Ltd. in Taiwan.	
2018	Obtained TFDA certificate (certificate number: F106) from the Ministry of Health and Welfare, becoming the first-ever food inspection agency in the fast food chain industry to pass both TAF and TFDA certification.	
2019	Passed the updated version of certification, namely, "General requirements for the competence of testing and calibration laboratories" (ISO 17025:2017; CNS 17025:2018). Finish introducing the Enterobacteriaceae inspection process prior to the enforcement of the rules in July 2021.	
2020	<ul style="list-style-type: none"> Obtained the new version of TFDA's certificate of general requirements for quality systems, fully complying with the regulations of the Taiwan Food and Drug Administration of the Ministry of Health and Welfare for inspection agencies. Obtained TAF's renewal certificate and signed the ILAC Mutual Recognition Arrangements. 	
2021	<ul style="list-style-type: none"> Obtained the Staphylococcus aureus and Enterobacteriaceae accreditation from the TFDA of the Ministry of Health and Welfare. Implemented fresh inspection approaches - Listeria monocytogenes, Vibrio enteritidis. 	
2022	Obtained Escherichia coli certification from TFDA and TAF.	
2023	<ul style="list-style-type: none"> Implemented fresh inspection approaches - testing for pseudomonas aeruginosa in bottled and packaged drinking water. Moved to Taipei Biotechnology Park in October 2023. 	
2024	<ul style="list-style-type: none"> Introduced new testing methods - testing methods for fecal streptococci in packaged drinking water and dispensed drinking water. Obtained TAF laboratory accreditation. Obtained TFDA extension and relocation certification. 	

Annually, the personnel of the Food Inspection Center attend seminars held both domestically and internationally in order to gain quality and technical knowledge which will augment their expertise. In 2024, a significant amount of resources were expended on education and training to provide employees with adequate resources. Under the invitation for cooperative education collaboration in March 2024, we present our extensive practical knowledge in microbiological testing to students. Through briefings and implementation courses, we helped students comprehend the significance of the relationship between food, microorganisms, and testing techniques, while simultaneously boosting the collaboration between industry and academia.

Item	Unit	2022	2023	2024
Hours of education and training ^(Note 5)	Hours	467	422	404

(Note 5) Education and training hours refer to the total number of hours that laboratory personnel participated in internal and external education and training in a year.



Visit from the Department of Hospitality Management, Fu Jen Catholic University

Testing competencies have been given global acclaim

Ensuring the precision and reliability of the testing results has always been the Food Inspection Center's ultimate objective. To uphold the quality policy of the Food Inspection Center and continually upgrade its testing skills, it took part in the professional proficiency tests conducted by both domestic and international institutions yearly, including the British Central Science Laboratory - FAPAS and Super Laboratory Co., Ltd. in Taiwan. In 2024, 15 tests were conducted to determine the presence of bacteria as hygiene management indicators in food, the environment, and drinking water. All test data produced "satisfying" results.

Testing items the Food Inspection Center is allowed to perform independently

In 2024, the Food Inspection Center performed a rapid test of in-store food, beverages, ice/water quality, and food ^(Note 6) for microorganisms that impact food cleanliness and safety ^(Note 7), for pesticide residues in vegetables and fruits, and for animal medicine; a total of 3,453 tests were performed, of which 3,260 were qualified, with the total qualifying rate being 94.4%.

In terms of inspection methods, in addition to the existing certification items, the Food Inspection Center has introduced the inspection method for fecal streptococci in bottled and packaged drinking water to comply with laws and regulations, enhance the laboratory inspection power, and provide more diverse inspection services to meet customer expectations.

(Note 6) The sample is composed of store products sampled by the Quality Assurance Section, ingredients provided by the manufacturer, and ingredients from AN-SHIN Smart Farm. Items sampled by the Department of Health and malls are also kept as samples.

(Note 7) The regulations are based on the sanitation standards announced by Taiwan Food and Drug Administration, including the sanitation standards for milk and dairy products, sanitation standards for fresh instant foods and mixed instant foods, sanitation standards for packaged/bottled drinking water and beverages, sanitation standards for frozen foods and ice, and sanitation standards for other instant foods.

Professional and precise testing technology for hygienic indicator bacteria and pathogenic bacteria

In 2024, the Food Inspection Center participated for the first time in the newly introduced inspection method - "Food Microorganisms Inspection Method - Testing for fecal streptococci in Bottled and Packaged Drinking Water" and obtained accreditation from proficiency testing institutions. Apart from guaranteeing the technical abilities of novel testing techniques, we are also constantly enhancing the precision of test carried out by laboratory staff. The test results featured hygiene indicator bacteria counts and pathogenic bacteria counts that were nearly the same as the standard values of the test organizer, demonstrating the precision of the Food Inspection Center's testing technology, the Food Inspection Center's testing capability comparable to international peers, and the Food Inspection Center's internationally recognized credibility and professionalism.

All certificates obtained by the Food Inspection Center are a testament to the high quality of its testing results which has been insisted upon for a great many years. The Food Inspection Center not only assesses the internal products of MOS Burger but additionally offers professional external testing technical services to aid other food-related businesses with independent testing. AN-SHIN FOOD is committed to enhancing the competency and expertise of the Food Inspection Center in order to effectively ensure food safety, and to provide more assistance and services to customers and the food industry.



Certificate of FAPAS proficiency test participation

- ✓ Plate count in food
- ✓ Escherichia coli in food
- ✓ Coliform in food
- ✓ Enterobacteriaceae in food
- ✓ Staphylococcus aureus in food
- ✓ Listeria monocytogenes in food
- ✓ Salmonella in food
- ✓ Bacillus cereus in food
- ✓ Coliform in drinking water
- ✓ Total bacteria count in drinking water
- ✓ Fecal Streptococci in drinking water

Items of testing services provided by the food safety center include the following:

Category	Testing item
Microbiological test	<ul style="list-style-type: none"> • Test methods certified by TFDA (Note: Certificate valid from June 12, 2024 to June 11, 2027) [Food]: Plate count, Escherichia coli, Coliform, Escherichia coli, Staphylococcus aureus, Enterobacteriaceae
	<ul style="list-style-type: none"> • Test methods accredited by TAF (Note: Certificate valid from October 8, 2024 to October 7, 2027) [Food]: Total viable count, coliform group, Escherichia coli, Staphylococcus aureus, Salmonella, Listeria monocytogenes, Enterobacteriaceae [Drinking Water]: Total colony count, coliform group
	<ul style="list-style-type: none"> • Test methods by reference to those announced by TFDA [Food] Bacillus cereus, Staphylococcus aureus enterotoxin, Listeria monocytogenes [Drinking Water]: Pseudomonas aeruginosa, fecal streptococci (newly added in 2024)
	<ul style="list-style-type: none"> • Reference to testing methods accredited by the Association of Official Analytical Chemists (AOAC) [Food]: Total viable count, coliform group, Escherichia coli, Escherichia coli 0157:H7, Enterobacteriaceae
	<ul style="list-style-type: none"> • Other test methods [Food]: Bacillus cereus, Vibrio Enteritidis, Listeria monocytogenes
	<ul style="list-style-type: none"> • Testing methods for total viable count and coliform group in environmental swabs [Dry Swab]: Tokyo Metropolitan Government Health Bureau inspection method - reference [Wet Swab]: 3M e.Swab (BPW) swab stick
Chemical attributes test	<ul style="list-style-type: none"> • Rapid detection method for pesticide residues in fruits and vegetables announced by the Ministry of Agriculture, Executive Yuan [Pesticide Residues]: Organophosphorus & carbamate pesticides
	<ul style="list-style-type: none"> • Testing methods for antibiotics and ractopamine in fresh meat, eggs, and seafood → Antibiotic rapid screening test kit Premi® Test → Rapid test reagent for detecting the three types of beta-adrenergic agonist (clenbuterol/ractopamine/salbutamol) → Rapid test reagent for detecting antibiotics (sulfonamides/tetracycline/chloramphenicol)

The expenditure of the food inspection center in 2024 amounted to NT\$10,007 thousand (Note 8).

The expenditures included NT\$1,952, roughly 15.09% of the operating profits and 0.17% of the operating revenue of the year, for outsourced testing.

(Note 8) Expenditures of the Food Inspection Center encompass: fees for outsourced testing (including instrument calibration costs), expenditures of laboratory drug supplies, acquisition of miscellaneous apparatus, personnel wages, rent, proficiency test fees, signing up for external training, and equipment repairs.

I. Self-testing for microorganisms

In 2024, the Food Inspection Center voluntarily tested the major in-store categories, namely, products, beverages, ice, water, and ingredients supplied by suppliers for the microorganisms dangerous to food safety; a total of 2,659 tests were carried out, with 2,466 yielding satisfactory results. AN-SHIN FOOD addressed the deficiencies listed above and put together corrective actions. Each store remedied their deficiencies according to the remedial proposal issued by the Quality Assurance Section. To address the issues seen in spot inspection at the store, we will monitor progress and offer guidance until the inspection, with the aim of having 100% of such stores pass a re-inspection. After harvesting the hydroponic vegetables from AN-SHIN Smart Farm, we test them for microorganisms on a regular basis to guarantee their quality.

Performed 2466 tests for in-store microorganisms; the pass rate at a re-test was 100%.

II. Rapid test for pesticide residues

By embracing the rapid detection method for pesticide residues in fruits and vegetables that was proclaimed by the Council of Agriculture of the Executive Yuan, we perform a test for usual pesticide kinds in fruits and vegetables, such as organophosphorus agents and carbamates, etc. on a monthly basis independently. The Food Inspection Center is a test station established under the guidance of Taiwan Agricultural Research Institute, bearing the testing station code of 206 and employing two pesticide-residue detection personnel certified by Taiwan Agricultural Research Institute. In 2022, MOS Burger introduced "MOS Rainforest Alliance Certified Coffee Beans" and "MOS Australian Style Selected Coffee Beans". As we refine the formula of MOS coffee series products, testing to make sure pesticide residues are in line with government regulations is part of the process.

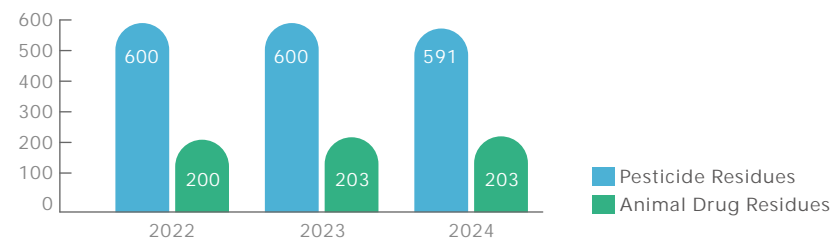
Performed 591 rapid tests for pesticide residues in food, with a pass rate of 100%.

III. Rapid test for animal drugs

To improve its independent testing capability and increase the frequency of monitoring the food ingredients, e.g., fresh meat, eggs, and seafood, the Food Inspection Center independently safeguards food safety by deploying beta-adrenergic agonist rapid tests and antibiotics test kits every month. To guarantee the safety of the meat used in Mos Burger, in 2021, we incorporated antibiotic rapid tests reagents to separately assess the three animal drugs, which are sulfonamides, tetracycline, and chloramphenicol. All pork products featured in Mos Burger are sourced from Taiwanese pigs, and the country of origin is indicated on the product. We also conduct periodic tests to verify that animal medication residue level complies with governmental regulations and standards.

Performed 203 rapid tests for animal drugs in food, with a pass rate of 100%.

Number of tests for pesticide residues and animal drug residues over the years



To fulfill our fundamental ideal of food safety and assurance to customers, for ingredients with potential risks, e.g., preservatives, heavy metals, animal drugs, antibiotics, pesticides, and plasticizers, we commission impartial third parties to perform a test, in addition to implementing the monthly test of in-store products and supplier-sourced products against establish hygienic specifications, i.e., the sanitation standards for microorganisms in food published by Taiwan Food and Drug Administration of the Ministry of Health and Welfare. Such dual-track safeguarding mechanism in place can guarantee the hygiene and safety of the products, so that customers can enjoy them without worry. The Food Inspection Center Inspection introduced the food safety audit and testing system in 2023 to integrate the information of stores, auditing units and the Food Inspection Center, and automatically generated reports through digital technology. The report data is completely fined and accessed easily. In addition, through the close cooperation of various departments, it is possible to provide more real-time feedback, analysis, and improvement of problems to improve the quality of inspection and audit.

Food Information transparency - AN-SHIN Food Safety Platform

The MOS Burger food safety team ensures quality assurance through its 'transparently viewable food safety and assurance of mind'. Therefore, the Food Inspection Center has established a food safety platform (lab.mos.com.tw) in 2019, where food testing reports, including the testing reports provided by an impartial third party and the reports on tests for pesticides and animal drug residues independently performed by the Food Inspection Center, are updated on a regular basis. In doing so, we present food information in a transparent and comprehensive manner. The information on testing of ingredients and raw materials can be found on the platform. This platform also provides accurate food safety knowledge through food safety guidance and creates a line of communication with consumers. Furthermore, the Food Inspection Center organized events at Food Taipei Mega Shows. By means of interactions and videos, we made it clear to everyone the significance of microbes and food safety, as well as expressed MOS Burger's commitment to food safety.

With the Food Inspection Center's testing technology becoming more sophisticated, AN-SHIN Food is having a greater impact on food safety. Since 2019, the Food Inspection Center has broadened its scope of services by providing services to external parties; it started by serving AN-SHIN FOOD's affiliated enterprises, and further extended its services to other food companies. In 2024, the Food Inspection Center contributed to the community by aiding other food businesses in independent testing for 127 items, resulting in a non-operating income of NT\$320,548. AN-SHIN FOOD persists in adhering to the strict attitude and ethos that food and catering businesses ought to have for food safety. By extending our services, we have enabled more companies to focus more on food safety concerns and, together with AN-SHIN FOOD, to review company organization, improve independent management, and adopt strict standards with consistently rigorous spirit, so as to safeguard food safety for customers.



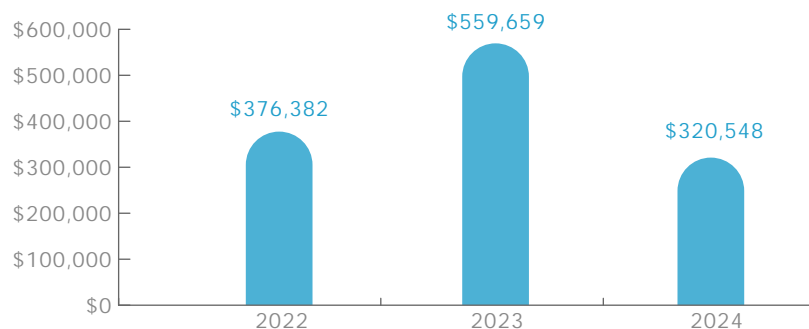
2024 Food Taipei Mega Shows



AN-SHIN FOOD Safety Platform

Statement of non-operating income of the Food Inspection Center

Year	Unit	2022	2023	2024
Number of tests	Pieces	303	394	127
Total revenue	NT\$	376,382	559,659	320,548



MOS Burger was recognized as an excellent vendor in the "TWSE/TPEX-listed Chain Restaurant Section" of the Taipei City Department of Health's food ingredient registration platform.

MOS Burger prioritizes food safety first and was recognized as an excellent vendor in the "TWSE/TPEX-listed Chain Restaurant Section" by the Taipei City Department of Health, with Vice President Fukumitsu Akio in attendance. MOS Burger has established a food safety control system and obtained international certification. Its food testing center has received dual certification from TAF and TFDA, demonstrating international-level testing capabilities and management standards. MOS Burger ensures food safety and provides consumers with high-quality, eco-friendly, and sustainable products. MOS Burger ranks as excellent in annual evaluations by health departments of various counties and cities, committed to providing customers with reassuring, safe, healthy, and delicious meals.



Responding to the 2024 Paris Olympics, MOS held Olympic competitions to demonstrate its commitment to food safety.

Through competitive activities, in addition to helping partners strengthen work awareness, promote store exchanges, and establish healthy competition with mutual inspiration to spark different ideas, it can also drive work enthusiasm and capability improvement while serving as a learning model for partners. In 2024, the triathlon was used as inspiration. The triathlon consists of three sports: swimming, cycling, and long-distance running, with each event requiring completion to achieve victory. This is just like MOS Burger's store partners, who must go through every step from food ingredient preparation, preparation to packaging when providing meals, with no step to be overlooked. Not only must operations be properly implemented, but swift and agile actions are also indispensable and important conditions.

Challenge design

First round	Professional knowledge quick Q&A
Second round	Quality control
Third round	Product manufacturing
Fourth round	Food safety and sanitation



Photo of top three partners and supervisors from the Ironman competition

2.3 Supplier Evaluation System

To effectively manage collaborative suppliers' quality control, delivery dates, costs, and environmental concern, thereby complying with laws and regulations, improving operating performance and competitiveness, and creating the opportunity for a win-win outcome for both AN-SHIN FOOD and collaborative suppliers. Annually, AN-SHIN FOOD undertakes evaluations of newly-sourced suppliers, new production processes, and existing suppliers to ensure customers receive the healthiest and safest products.

2.3.1 Evaluation of new suppliers development and new production process

✓ **Document review** : Verify that registered licenses and other certificates are in line with legal requirements.

✓ **On-site eligibility review** : Before new suppliers are approved or new products go on the market,

AN-SHIN FOOD will conduct factory inspections in accordance with Good Hygiene Practice for Food (GHP). Manufacturing site, machinery, raw material management, quality assurance, personnel administration, etc. are all aspects that must be evaluated. Suppliers given a B rating or above will be enlisted as approved suppliers (scoring 70 points or more); only approved suppliers are allowed to solicit business, submit proposal, and carry out production on the production line. Suppliers rated C may do business with us only after they have remedied their deficiencies under our guidance. We refuse to do business with suppliers rated D. In 2024, the Quality Assurance Section conducted on-site factory production line evaluations for 26 suppliers and 55 sessions involving new suppliers and new product processing manufacturers with transactions during the year, accounting for 46% of food ingredient-related procurement suppliers in 2024, with a qualification rate of 98%. Additionally, for non-direct transaction new suppliers and new product processing manufacturers, on-site factory production line evaluations were conducted for 9 suppliers and 15 sessions, with a qualification rate of 100%. In 2024, the Quality Assurance Section continues in its endeavors to evaluate new product and new supplier on-site in their factories, along with hierarchical management. For instance, we will perform on-site inspections of upstream suppliers to investigate their personnel hygiene control, manufacturing environment, machinery and apparatus, and raw material control. During the visit, AN-SHIN FOOD will review the quality control capabilities of upstream suppliers, who are obliged to provide written documentation for review.

New supplier/new product production process evaluation items

Personnel sanitation management	Machinery management	Raw materials management	On-site production	Quality control	Others
11%	7%	12%	23%	27%	20%

Supplier Evaluation Ratings

Ratings	Range of ratings deemed acceptable
A	Suppliers scoring 85% are listed as exceptional suppliers.
B	Suppliers scoring 70% to 84% are listed as approved suppliers.
C	Suppliers scoring 60% to 69% indicate their incapability to implement the management contents and items, and are deemed unideal suppliers.
D	Suppliers scoring 59% or below must be rejected.

2.3.2 Evaluation of existing suppliers

AN-SHIN FOOD conducts joint evaluations annually involving the Product Development Section, Quality Assurance Section, and Centralized Procurement Section based on the previous year's transaction amounts and annual cooperation status with suppliers. In 2024, there were 92 suppliers with stable cooperation with AN-SHIN FOOD (Note 9), with food ingredients and agricultural/livestock product suppliers accounting for 85% as the majority. AN-SHIN prioritizes the procurement of certified food ingredients and agricultural/livestock products (such as: TAP Agricultural Product Traceability, CAS Taiwan Quality Agricultural Products, GMP Good Manufacturing Practice, GHP Good Hygiene Practice, ISO 22000 Food Safety Management System, HACCP Hazard Analysis and Critical Control Points, FSSC 22000 Food Safety Management System, etc.). At the conclusion of the year, the Purchasing Section will formulate the "Annual Supplier Evaluation Schedule" based on the suppliers' supply amounts and transaction status rankings in accordance with the "Supplier Management Procedures" to continue to monitor suppliers, so as to ensure the quality of products provided by them complies with the prevailing standards. The annual evaluation consists of three main components: business philosophy, product quality, and delivery date and service capability. In 2024, a total of 48 evaluations were conducted for 38 suppliers related to food ingredients and agricultural/livestock products, accounting for 49% of all such suppliers that year. The pass rate was 100%. Additionally, 12 evaluations were conducted for 10 other transactional suppliers, and 12 evaluations for 12 non-direct transactional suppliers, with both groups achieving a 100% pass rate. Existing suppliers are evaluated and divided into three ratings: A, B, and C. Suppliers with an A rating score 70 points or more and are the preferential candidates when it comes to purchase or increased orders. Suppliers with a B rating score more than 60 points but less than 70 points and are regarded as approved suppliers as usual. Suppliers rated C in an annual evaluation are required to take corrective actions or otherwise lose their status as an approved supplier.

(Note 9) Suppliers doing business with us this year.

Items for evaluation of existing suppliers

Business Philosophy	Product quality	Delivery Date and Service Capability
<ul style="list-style-type: none"> • Prioritize customer needs • Aspire to expand and sharpen abilities • Ability to create novel products • Extent of support for our promotional program 	<ul style="list-style-type: none"> • Product specifications and standards • Quality certificate • Number of defective products • Place of origin/factory environmental standards • Service capabilities of contacts 	<ul style="list-style-type: none"> • Timely and accurate fulfillment of product orders • Record of delivery service/Interaction with stores • Service capabilities of contacts • Ability to process rush orders quickly and prepare inventory efficiently • Product return and replacement status • Obtaining factory authorization and installation of new machinery • Corporate social responsibilities

Ratings of existing suppliers evaluated

Ratings	Range of ratings deemed acceptable
A	Suppliers with an A rating score 70 points or more and are the preferential candidates when it comes to purchase or increased orders.
B	Suppliers with a B rating score more than 60 points but less than 70 points (excluding 70 points) and are regarded as approved suppliers as usual.
C	Suppliers with a C (including) rating score less than 60 points in an annual evaluation are required to take corrective actions or otherwise lose their status as an approved supplier.

Items for evaluation of existing suppliers; evaluation weights

Business philosophy (innovative ability, technical ability)	Product quality (quality control capability)	Delivery date and service capacity (service capacity)
20%	30%	50%

2.4 Sustainable supply chain management



AN-SHIN's sustainable procurement management principle dictates that products and services should meet requirements which can be mutually beneficial for the company and society, whilst also reducing the environmental impact. AN-SHIN Food is committed to advancing the production traceability system. We also actively promote our three-in-one green procurement policy laying focus on production traceability, local ingredients, and contracted farms. AN-SHIN FOOD has been searching for producers from all around Taiwan for a long while who are keen to show respect to food and be mindful of the environment. We encourage the sale of Taiwan's distinctive native agricultural goods, form cooperative relationships with farmers, and prioritize vegetables with the Traceable Agricultural Products (TAP) label.

We arrange the farming schedule for contract farmers according to seasonal demands and the demand for vegetables. We delegate cooperative farmer representatives to verify the water quality and examine the soil. All production management, planting records, and production and sales history are kept to the same standard. Adherence to health and safety regulations and accurate tracking of all production data are key to ensuring food safety for consumers. On AN-SHIN FOOD's corporate social responsibility website, the production history page allows for viewing of the growth stages of vegetables produced in the current season. Such processes include farmland management, planting/seedling propagation, field cultivation management, fertilizing, pest control, and harvesting. A small blackboard is placed outside of the MOS Burger store, which is used to communicate to consumers the newest information about the source of the food in real time. A genuine Traceable Agricultural Product (TAP) mark must have relevant information such as certified items, certification body, and traceability numbers. Detailed production information is available on the website of Taiwan Agriculture and Food Traceability System at <http://taft.coa.gov.tw>, or one may enter a traceability code through a QR code to have an understanding of all production processes. In 2024, we purchased a total of 80,528 NT\$ thousand of agricultural and animal products bearing a TAP label, which constituted 42% of total amount of procurement of agricultural and animal products. Utilizing imported vegetables is an unavoidable necessity when dealing with seasonal and production adjustments. Despite so, AN-SHIN insists on the three types of thresholds, namely, product source, safety, and quality. We first check the source by having importers provide certificate of place of origin and the volume imported at the beginning of the period. Rapid pesticide testing of each consignment batch is used to bolster safety inspections. We demand that suppliers confirm the product source and quality and fill in the information on the place of origin. Only after product quality is confirmed to be good will we provide products to customers. AN-SHIN FOOD's long-term insistence on food safety and management approach at the source end ensure the safety of food and drinks for customers and consolidate their trust in AN-SHIN FOOD.

Green three-in-one procurement policy



Help local small farmers

In addition, to ensure the income of small farmers, AN-SHIN allocates a portion of its procurement to additionally established sales channels. Acting through social enterprises, AN-SHIN purchases food from small farmers, so as to foster a close bond between enterprises and local communities, stimulate local economy, and make the use of food ingredients more in line with our appeals. Consequently, in 2024, we bought a total of 401,752 kg of local sweet potatoes with traceable origins, with which we launched products like sweet potato fries and sweet potato chunks, creating a new distribution channel for farmers and finding an alternative use of ingredients. In 2024, to support small-scale farmers, AN-SHIN FOOD introduced agricultural products grown by small-scale farmers, including beef tomatoes, lemons, pomelos, wax apples, mangoes, lychees, sugar apples, and navel oranges. The total procurement volume of traceable agricultural products from small-scale farmers was 232,038 kilograms.



Production traceability

E - Environment

- Promote the production traceability system to ensure the safety and quality of agricultural products.
- Actively promote the "green three-in-one procurement" policy to reduce the environmental load.
- Give priority to vegetables with the Traceable Agricultural Product (TAP) label.
- Reasonably plan the arable land of contracted farmers and delegate cooperative farmer representatives to verify the water quality and examine the soil.
- Trace the production process through Taiwan Agriculture and Food Traceability System and QR code.
- Increase sales channels, protect the income of small-scale farmers, and promote the connection between enterprises and local communities to revitalize the local economy.

S- Society/Human Rights

- Promote Taiwan's featured local agricultural products and establish supply chain partnerships with farmers.
- Provide origin information and communicate with consumers to build consumers' trust in AN-SHIN FOOD.
- Promote responsible consumption to protect food safety of customers and drive the entire catering industry to solve food safety problems.

G - Corporate Governance

- Actively seek cooperation with suppliers having similar awareness and correct food safety concepts to ensure product safety.
- Implement rigorous supplier evaluation and audit system to ensure supplier quality.
- Increase the stability of food sources and diversify risks, and develop qualified backup suppliers.

Agricultural products consumption volume and percentage over the years

Year	2022			2023			2024		
Item	Unit	Consumption volume	Percentage	Unit	Consumption volume	Percentage	Unit	Consumption volume	Percentage
Non-traceable agricultural products or primary processed products purchased in response to seasonal demands or production shortfall (Note 10 and Note 11)	kg	578,620	35%	kg	596,440	34%	kg	760,464	42%
Vegetables with the Traceable Agricultural Product (TAP) granted by the Council of Agriculture	kg	735,639	45%	kg	407,346	23%	kg	403,068	23%
Traceable agricultural products grown by small farmers	kg	112,358	7%	kg	341,629	19%	kg	232,038	13%
Traceable locally-grown sweet potato	kg	207,401	13%	kg	432,602	24%	kg	401,752	22%
Total agricultural product consumption volume	kg	1,634,017	100%	kg	1,778,016	100%	kg	1,797,322	100%

(Note 10) Traceable agricultural products after processing (cutting or pickling) are identified as primary processed products, and so are not categorized into traceable agricultural products.

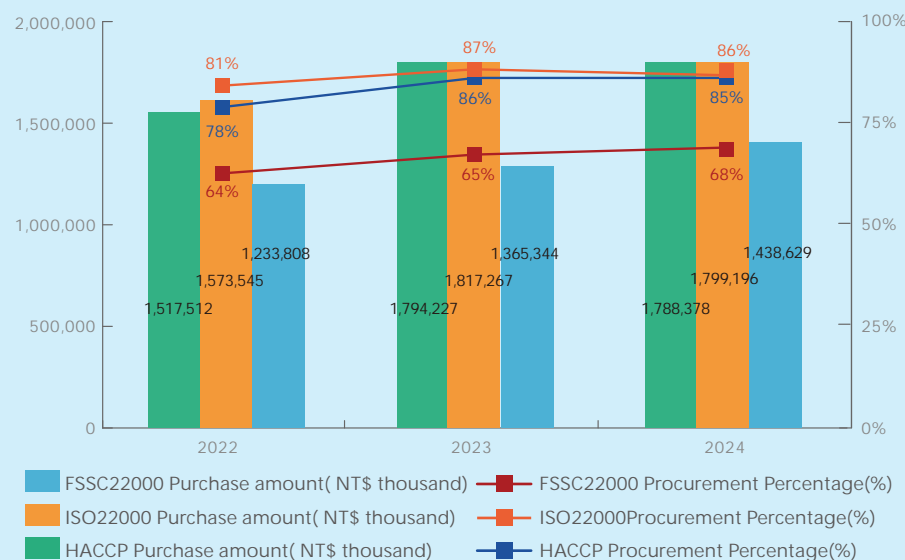
(Note 11) Agricultural products sourced from abroad or the vegetable and fruit markets in response to production shortfall or other force majeure such as natural disaster, hard to traced.

Traceable eggs used by AN-SHIN FOOD are eggs with a TAP mark. In addition, such eggs are well-cooked, enabling customers to enjoy the most secure and tasty meals and reveal the comforting smile only seen at MOS.

To guarantee the regular operation of the food and food derivatives market, AN-SHIN FOOD acquires market information as planned, including grain storage, in order to minimize large price variations. Safeguarding the food safety for customers and stimulating the entire catering sector is the main job of promoting responsible consumption. The only viable solution to food safety lies in establishing a robust supply chain. AN-SHIN FOOD is seeking to collaborate with vendors who share similar philosophies and adhere to appropriate food safety standards. By working closely together and having a rigorous system for evaluating and inspecting suppliers, AN-SHIN FOOD can guarantee the safety of its products. In 2024, AN-SHIN FOOD steadily collaborated with a total of 92 suppliers. Of the total, suppliers of foodstuffs and agricultural and livestock goods made up a hefty 85%. In addition, AN-SHIN FOOD preferentially opted for food and agricultural or livestock products labeled with a certificate (e.g., Traceable Agricultural Products [TAP], Certified Agricultural Standards [CAS], Good Manufacturing Practice [GMP], Good Hygiene Practice for Food [GHP], ISO22000 Food Safety Management System, and Hazard Analysis and Critical Control Point System [HACCP], and FSSC22000 Food Safety Management System. In order to secure a reliable source of ingredients and reduce the potential safety risk food in the future, we will continue looking for qualified backup suppliers of food ingredients entailing greater risks, to diversify our sources.

In 2024, we purchased 1,438,629 NT\$ thousands of food, roughly 68% of total food procurement, from FSSC22000-certified suppliers. In 2024, we purchased 1,799,196 NT\$ thousands of food, roughly 86% of total food procurement, from ISO22000-certified suppliers. In 2024, we purchased 1,788,378 NT\$ thousands of food, roughly 85% of total food procurement, from HACCP-certified suppliers.

Over the years we have purchased food ingredients from suppliers meeting food safety certification standards.

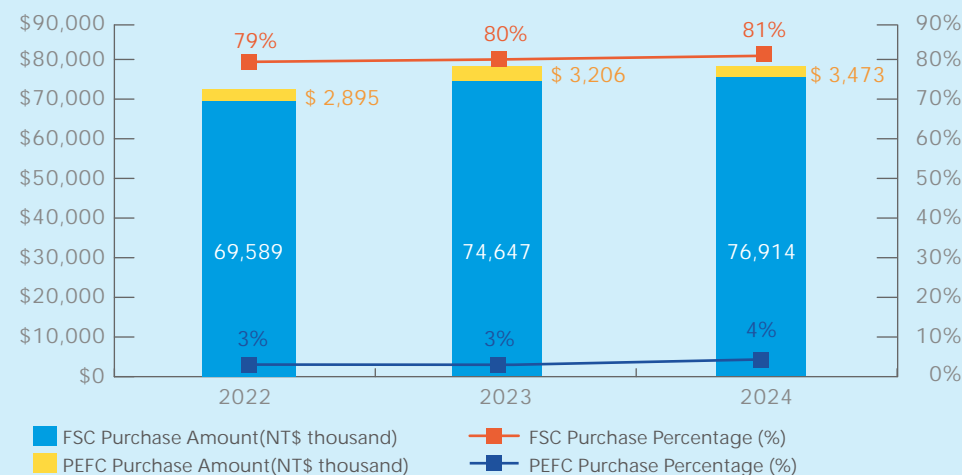


Over the past few years, every corner of the globe has been imperiled by environmental challenges and climate change; as a result, the world is taking notice of matters including sustainable environmental protection and circular economy. AN-SHIN is devoted to improving customers' purchasing habits to an extent that reduces the pollution generated by commercial activities to the environment, enabling them to consume in a more environmentally-friendly manner, thereby fostering green consumption and making resources sustainable. AN-SHIN gives priority to the food packaging materials meeting the requirements of the Forest Stewardship Council (FSC™) ^(Note 12). We sourced our paper products from factories implementing responsible management of forest resources, showing our support for responsible forest sources.

Since 2012, AN-SHIN FOOD has been allocating a portion of its procurement amount to the purchase of paper products produced by factories implementing responsible management of forest resources. In 2024, we purchased from FSC™ certified factories a total of 76,914NT\$ thousands of paper based food packaging materials such as cups for cold/hot drinks, bags for French fries and fried chicken, outer bags, snack boxes, salad boxes, and gift boxes, accounting for 81% purchase of paper-based packaging materials of the year. In 2024, a total of 25,450 thousand French fries bags, 3,565 thousand fried chicken bags, 33,680 thousand cold/hot drink cups, 1,939 thousand salad boxes, and 28,028 thousand outer bags were consumed. In 2024, we allocated a certain portion of procurement to paper products containing the raw materials of PEFC-certified paper manufacturers. ^(Note 13) In 2024, we purchased cold/hot drink cups and hotdog boxes made from these materials for a total of 3,473NT\$ thousand, accounting for 4% of total paper product procurement of the year; 2,285 thousand hot dog boxes were used in this year. In tandem, we advocated for sustainable forestry practices, ecological upkeep, and biodiversity conservation to do our bit for the Earth.

In addition, AN-SHIN FOOD complies with Article 9 of the Act Governing Food Safety and Sanitation regarding the definition of importer of agricultural plant products, frozen, refrigerated, dehydrated, and pickled mushroom and algae products and their gel or stuffing products, and vegetable protein and its products. According to the official announcement Wei-Shou-Shi-Zi No. 1071300516 issued on June 26, 2018, the total number of coffee bean product items registered in the Food Traceability Management Information System ("Mandatory Traceability") was 3 items, accounting for 37.5% of all coffee bean product items for the year.

Purchase amount and proportion of food paper packaging materials from FSC- and PEFC-certified manufactures over the years



(Note 12) FSC™, an NGO established in 1993, consists of delegates from 25 countries, including environmental associations, timber commerce companies, forestry laborers, nearby inhabitants, and certification bodies. The FSC™ standard is widely acknowledged across the globe.

(Note 13) PEFC, the Programme for the Endorsement of Forest Certification, is a leading global alliance of national forest certification systems established in 1999; being an international non-profit, non-governmental organization and having passed an accreditation conducted by an impartial third party, it promotes sustainable management of forest and is the world's largest forest certification system.

2.5 Legal Compliance Management



Regulatory compliance management by recognizing, evaluating, suggesting, supervising, and reporting compliance risks allows organizations to sidestep penalties, damage to their reputation and even criminal accusations for breaching laws and regulations. AN-SHIN abides by the principle of delivering safe and secure products. The Quality Assurance Section will routinely examine drafts and regulations concerning food safety to identify any compliance issues. In the event of a substantial revision, internal communication and evaluation of the pertinent units will be promptly carried out.

In 2024, there were no products withdrawn from sale, and times of products withdrawn from sale and total product weight were 0.

Times of violation of food safety laws; times of products withdrawn from sale and total product weight

Item	Unit	2022	2023	2024
Number of violations of any regulations governing the health and safety and labeling of products and services	Times	0	0	0
Times of products withdrawn from sale	Times	0	0	0
Weight of products withdrawn from sale	Tons	0	0	0

2.5.1 Voluntary compliance with laws



In 2024, we have concurrently alerted pertinent entities to be mindful of the 29 items declared by the authoritative body. (Data credit: internal communication record in 2024; information published by the Taiwan Food and Drug Administration of the Ministry of Health and Welfare to select eligible types of industry.) In 2024 AN-SHIN FOOD acted by the Act Governing Food Safety and Sanitation, Good Hygiene Practice for Food, Enforcement Rules of the Act Governing Food Safety and Sanitation, Standards for Pesticide Residue Limits in Foods, and Sanitation Standard for Microorganisms in Foods, and was therefore not subject to any penalties arising from violation of food hygiene management laws and regulations. ^(Note 14)

(Note 14) Relevant regulations like the Act Governing Food Safety and Sanitation are available on the website of Taiwan Food and Drug Administration of the Ministry of Health and Welfare. Reference URL: <https://www.fda.gov.tw/TC/law.aspx?cid=62>

[Active participation in government programs]

Participation in the evaluation and grading of nationwide hygienic management for the catering industry

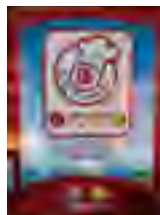
AN-SHIN FOOD actively participates in the "Food Service Industry Hygiene Classification Evaluation" organized by health bureaus in various counties and cities. As of 2024, among the Company's 302 stores nationwide, 296 stores registered according to the evaluation plans of various counties and cities. The food safety and hygiene self-management capabilities of stores in 20 counties and cities, including Taipei City, New Taipei City, Keelung City, Taoyuan City, Hsinchu City, Hsinchu County, Miaoli County, Taichung City, Changhua County, Yunlin County, Chiayi City, Chiayi County, Tainan City, Kaohsiung City, Pingtung County, Taitung County, Hualien County, Yilan County, Penghu County, and Kinmen County, have been recognized by the health bureaus of various counties and cities, obtaining food service hygiene classification certificates with a 100% certification rate.



Miaoli County Food Health Award Ceremony



Kaohsiung City Food Health Grading Award Ceremony



Medal

[Voluntary disclosure of independent testing report]

Noticeable food safety transparency, thus tranquility

AN-SHIN FOOD is devoted to traceability and safety control of raw materials and ingredients, to ensure customers are provided with safe, secure, and delicious products. We commission an impartial third party to test our ingredients from time to time. The testing results are fully compliant with the regulations of the Taiwan Food and Drug Administration. We have established the "Mos Burger AN-SHIN FOOD Safety Platform" and voluntarily disclosed the reports on the products, ingredients and foods we submitted for test. With a single scan of the QR-Code, consumers can instantly view all the testing reports of the ingredients and enjoy our food without worry! AN-SHIN FOOD checks carefully the sources of the ingredients for the consumer, and aims to achieve the goal of "Noticeable food safety transparency, thus tranquility".



[Voluntary compliant with laws and regulations]

Performing independent testing against the most up-to-date sanitation standards for microorganisms

The Ministry of Health and Welfare promulgated the "Sanitation Standard for Microorganisms in Foods" on October 6, 2020 and enforced it from July 1, 2021. The standards classify food anew into 7 categories; embrace international management trends, i.e., taking into account the regulations for some food categories when formulating a sampling plan; and further include some indicator pathogenic bacteria to replace the traditional sanitary indicator bacteria. This way, the monitoring results are more representative of risks. AN-SHIN FOOD has consistently conformed to worldwide and governmental rules, examining the sanitary quality of store items and components, so that customers can eat without apprehension.

(Table 1) An overview of the Sanitation Standard for Microorganisms in Foods

	Milk and dairy products	Baby food	Fresh instant foods and mixed instant food	Packaged/bottled drinking water and beverage	Frozen foods and ice	Other instant foods	Liquid egg
Total plate count							●
Coliform		●		●			
Escherichia coli	●		●	●	●		
Enterobacteriaceae in food	●	●		●	●		
Escherichia coli O157: H7			●	●			
Salmonella	●	●	●	●	●	●	●
Listeria monocytogenes	●	●	●			●	
Vibrio enteritidis			●		●		
Staphylococcus aureus						●	
Staphylococcus aureus enterotoxin	●						
Enterobacter sakazakii		●					
Pseudomonas aeruginosa				●			
Fecal Streptococci				●			

Being a food business required by Article 9 of the Act Governing Food Safety and Sanitation to establish and disclose a traceability system, AN-SHIN FOOD has spared no efforts in upholding food safety for customers and improving our independent food sanitation management. Through not a business subject to mandatory requirements, AN-SHIN FOOD still puts in place a food traceability database, through which we manage and trace food sources, thereby ensuring the accuracy of information on the source of products and raw materials. In the future AN-SHIN will continue to enhance food traceability system to provide even safer products to customers.

Major tasks and implementation of enhancement of traceability management system

Item	Point of enhancement	Implementation status
Product quality specifications datasheet inspection content	<ul style="list-style-type: none"> Adhering to legal requirements, we are proactively revising food allergen labeling and voluntary labeling content. We also require all suppliers to provide full allergen information on product labeling. We initiated a project to audit the labeling of imported products on-site at the premises of logistics companies. We disclose food formula ingredient suppliers up to tier 3 suppliers ^(Note 15). 	<ul style="list-style-type: none"> Though not a business required by Article 9 of the Act Governing Food Safety and Sanitation to establish a traceability system, AN-SHIN FOOD still voluntarily has its self-developed food ingredients audited ^(Note 15) ^(Note 16). In 2024, we reviewed total of quality specifications datasheets for 59 ingredients; the number of ingredients traceable to tier 3 suppliers through the datasheets totaled 38, meaning 64% of the goals were achieved ^(Note 16).
Collection of safety documents for raw materials imported from abroad	<ul style="list-style-type: none"> Certificate of place of origin (import permit/customs declaration) ^(Note 17). Radioactivity testing certificate (region-specific, food-specific) (must be a certificate issued by a radioactivity testing certification body recognized or announced by the Japanese government) 	<ul style="list-style-type: none"> Out of the 59 new ingredients that were created in-house and examined in 2024. 55 of them contained foreign ingredients. ^(Note 17) The certificate of place of origin of 55 types of raw materials, 100% of ingredients containing foreign raw materials, was reviewed.
Ingredients monitoring plan	<ul style="list-style-type: none"> Mandatory testing for substances in bulk commodities like flour products and fat-based products. Testing for heavy metals and volatile basic nitrogen in aquatic products. Testing for pesticide residues and mycotoxins in agricultural products Testing for animal drug residues and antibiotics in processed meat products. Testing for plasticizers in dessert and beverage products. Testing for Glycoalkaloids in frozen french fries 	<ul style="list-style-type: none"> In 2024, a total of 141 substances with hazardous risk were submitted for testing by an external party ^(Note 18) and 139 substances passed the testing ^(Note 19), with a qualification rate up to 100% at re-testing following guided improvement plans.
	<ul style="list-style-type: none"> Implemented in accordance with the Sanitation Standard for Microorganisms in Foods, as detailed in ^(Table 1). 	<ul style="list-style-type: none"> We conducted 300 self-sanitary sampling tests for the raw materials used in 2024, with a pass rate of 100% after a re-testing.
	<ul style="list-style-type: none"> We put in place a mandatory inspection self-management system; suppliers of aquatic products, dairy products, meat processing, edible fats, and other related items must undertake independent testing and submit testing reports regularly ^(Note 20). 	<ul style="list-style-type: none"> We regularly request independent testing reports from regular suppliers, and obtained 204 reports in 2024.
	<ul style="list-style-type: none"> Implemented in accordance with the Sanitation Standard for Microorganisms in Foods, as detailed in ^(Table 1). 	<ul style="list-style-type: none"> We conducted 180 self-sanitary sampling tests for the products on menu in 2024, with a pass rate of 100% after a re-testing.

(Note 15) Audit of self-developed new ingredients refers to the document review of items supplied by collaborative suppliers for use for the first time, raw materials (ingredients) resumed for sale, and items whose formula is changed and which come with a product quality datasheet, excluding vegetables and fruits as raw materials, ingredients limited to sale in specific stores, and non-MOS-branded ingredients for sale in MOS stores.

(Note 16) At present, AN-SHIN traces raw materials by tier of ingredients; each ingredient comes with a quality specification datasheet which aims to disclose information up to tier 3. For instance, AN-SHIN FOOD's ingredients comprise tomatoes, meat, and bread (tier 1); of them, the meat can be traced back to its source supplier (tier 2) and the sub-supplier (tier 3).

(Note 17) Relevant certificates of place of origin may include import declarations, import licenses, additive licenses, or testing certificates/reports.

(Note 18) Potentially hazardous substances are those tested by the sanitation standards for each product promulgated by Taiwan Food and Drug Administration of the Ministry of Health and Welfare.

(Note 19) Referring to the supplier-sourced products fully passing the tests performed by AN-SHIN against the various sanitation standards announced by Taiwan Food and Drug Administration of the Ministry of Health and Welfare for each type of product.

(Note 20) Businesses of edible oils and fats, meat processing, dairy processing, and aquatic product processing are required to have their raw materials tested quarterly, every half year, or per batch.

2.6 Store sanitation sampling inspection mechanism



The Quality Assurance Section of AN-SHIN FOOD continuously conducts a sanitation sampling inspection mechanism throughout the year for all MOS Burger stores across Taiwan^(Note 21). The inspections cover the hygiene quality of food products sold at each store, water quality, cleanliness of cooking equipment and utensils, surface swabs from employees' hands, temperature control, and other key sanitation management items. All sampling inspections are conducted in accordance with the Act Governing Food Safety and Sanitation, the Good Hygiene Practice (GHP) guidelines, and Drinking Water Quality Standards, and are implemented following the procedures of the Food Safety Management System (FSMS) and Hazard Analysis and Critical Control Point (HACCP) principles.

In the first quarter, comprehensive water quality testing—including ice cubes, filtered water, and tap water—was conducted, and all stores met the required standards after guidance. From the first to the fourth quarter, 99.1% of the inspected stores achieved Grade C (Good) or above in the comprehensive sanitation inspections^(Note 22). The remaining stores that did not reach Grade C were all brought up to standard through follow-up guidance and achieved a 100.0% re-inspection pass rate. Should a store not meet standards and the product inspection reveal any anomalies, the Quality Assurance Section will promptly demand that the store implement remediation and disinfection. The Quality Assurance Section will also inform the operation supervisor to enter the store to verify the progress of in-store improvement items. The Quality Assurance Section will re-inspect the store within 72 hours, and will issue a store anomaly visit report and propose improvement suggestions; it will continuously track the improvement progress, and will issue a case-closing notification only after products have passed the inspection.

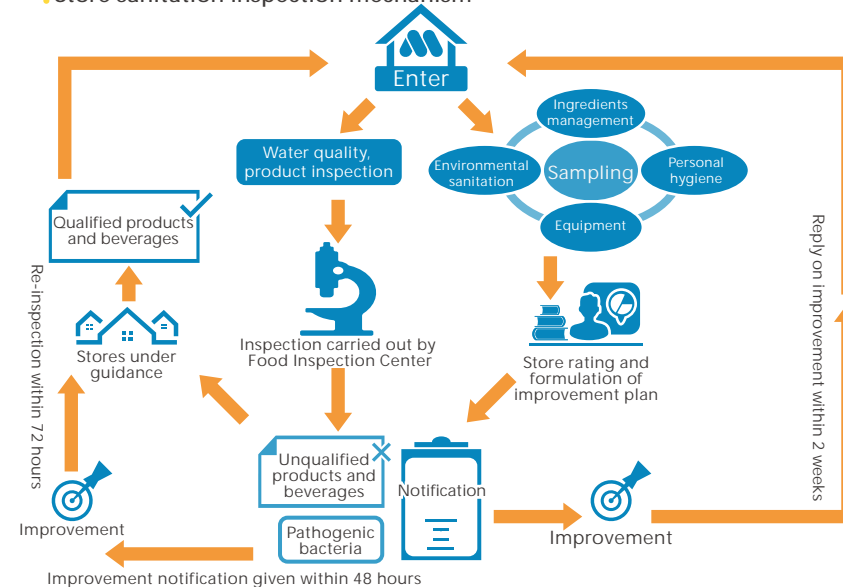
Aside from regularly tracking stores' progress in improving the deficiencies spotted during a store inspection, it will also carry out food safety trainings for stores district by district. Ideas exchanged during the courses enable store managers to become more familiar with and attentive to management of the catering preparation site, from food preparation, utensil cleaning, personnel health management, environmental sanitation, among other requirements. Two seminars concerning internal education and training were conducted in 2024, attended by 47 individuals.

We strongly believe that through internal training courses and by employing external certified professional instructors, the personnel at AN-SHIN FOOD will be able to gain a comprehensive understanding of the newest food laws and regulations. This way, store management's food risk management skill is thus strengthened, as is their understanding of food hygiene and safety. Therefore, we consider trainings as an effective way of reducing food safety risk.

(Note 21) This includes the comprehensive water quality sampling inspections conducted in the first quarter and the comprehensive sanitation inspections conducted from the second to the fourth quarters. Stores that were temporarily closed due to renovation, permanently closed, or newly opened were handled through alternative inspection arrangements.

(Note 22) The results of the comprehensive sanitation inspections are classified into four grades: A (Outstanding), B (Excellent), C (Good), and D (Needs Improvement). Stores receiving a grade of D (Needs Improvement) are issued a Store Anomaly Visit Report and provided with enhanced guidance until they pass the re-inspection.

Store sanitation inspection mechanism



Internal trainers delivering instruction and chairing dialogue



Courses and lectures on food safety regulations

AN-SHIN FOOD is steadfast in its promise to uphold food safety and quality for customers. Aside from having the sanitation audit and management team uninterruptedly audit the on-site sanitation in stores, we also hold internal food safety training courses, during which ideas exchanged enable store managers to become more familiar with and attentive to management of the catering preparation site, from food preparation, utensil cleaning, personnel health management, environmental sanitation, among other requirements. In 2024, a collective of 2 seminars regarding internal education and training programs were held, with a total of 47 people taking part. We also entrusted agencies recognized by sanitation competent authority to hold keynote speeches on the Act Governing Food Safety and Sanitation and Good Hygiene Practice for Food, for a total of 5 sessions, with 337 participants. In 2024, to implement food safety education and training and reduce manpower impact, AN-SHIN communicated with training institutions recognized by health authorities to conduct 4 in-person courses and 1 online learning platform course as make-up sessions for store managers unable to attend in-person courses, ensuring that every store manager completed food safety and hygiene education and training.

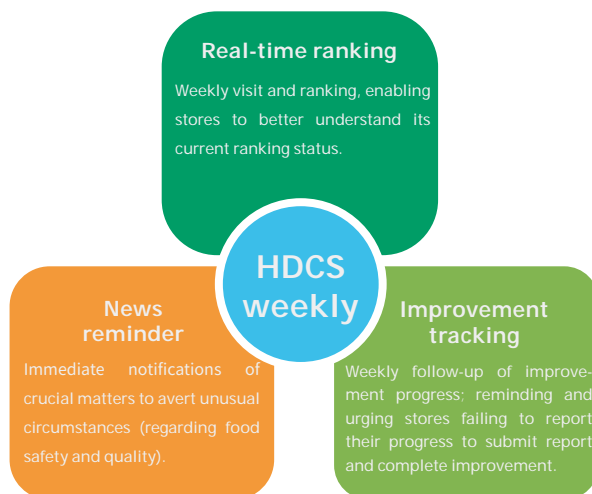
We firmly believe that through food safety training courses and regulatory seminars, the personnel at AN-SHIN FOOD can gain a comprehensive understanding of the newest food laws and regulations. This way, store management's food risk management skill is thus strengthened, as is their understanding of food hygiene and safety. Therefore, we find training as an effective way of reducing and controlling food safety risk.

Item	2022		2023		2024	
	Session	Number of people	Session	Number of people	Session	Number of people
Internal courses	4	74	2	26	2	47
External courses	5	330	5	378	5	337

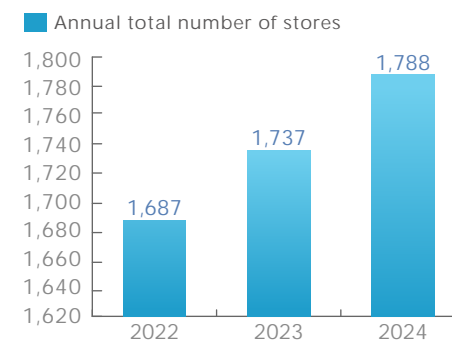
2.7 Store HDCS visit mechanism



AN-SHIN FOOD's customer service has always been underpinned by the HDCS principles: Hospitality, Deliciousness, Cleanliness, and Speed ("HDCS" collectively). AN-SHIN FOOD holds its Operations and Inspection Section accountable for conducting store audit; bringing stores on track with standard operating procedures; evaluating the HDCS and food safety and sanitation performance of store once every two months; and assessing all stores across Taiwan throughout the year. The Operations Inspection Section provides immediate recommendations to store partners during inspections, guides them on correct operating procedures, and requires stores to respond with improvement results within one week, continuously confirming the maintenance status after previous deficiencies have been improved. A total of 6 cyclical store visits were conducted in 2024. AN-SHIN FOOD has conducted an average of 6 annual in-store inspection since 2016, cumulatively for 48 times so far. In addition, the Operating Inspection Section will provide HDCS weekly report to enable stores' understanding of their ratings, and to track their improvement progress; it also gives timely reminder to stores to prevent occurrence of anomalies. For stores rated C (i.e., 70 points or below) or two time in 6 months, the Operations and Inspection Section will give instructions alongside a district manager to the store manager on-site, track improvement progress monthly, help with troubleshooting, and verify the improvement progress at the end of each improvement cycle, thereby intensifying the guidance for stores.



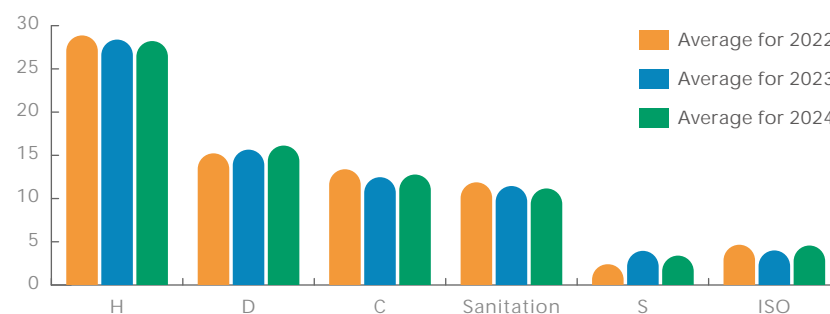
Implementation of store HDCS survey mechanism



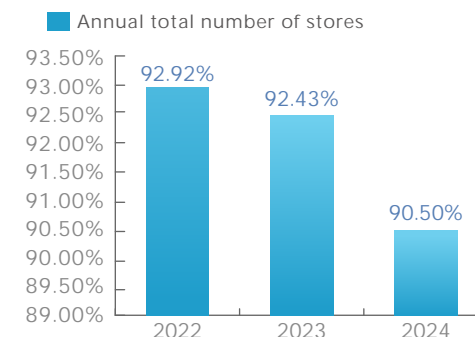
Trend of HDC Store Visits

HDCS	Average for 2022	Average for 2023	Average for 2024
H	28.39	28.22	28.05
D	15.35	15.82	15.98
C	13.31	12.78	12.80
Sanitation	11.45	11.17	11.02
S	2.42	3.40	3.17
ISO	4.00	3.95	3.99
Annual average	74.91	75.33	74.89
Annual total number of stores	1,737	1,788	1,768

Stores' HDCS scores graded during an in-store inspection over the years



Distribution of HDCS scores



Pass rate in terms of expiration date over the years

Examination of the Expiration Date Table for 3 times per day

Examination of expiration date by each district

Implementation of the expiration date system

Food prepared in small amount, for multiple times, in line with scheduled time intervals

Put the product expiring at mid-night in the LOSS

Pass rate in terms of expiration date over the years

MOS Food Safety Special Columns

Food Safety Education for All: Establishing Digital Courses for Food Safety Knowledge



1 Creating a brand-new series of **【Food Safety Knowledge】** digital learning videos with one theme per quarter to enhance food safety knowledge among all operational partners

Food safety serves as an important foundation for corporate governance. To deeply instill the concept of food safety in the hearts of every partner and strengthen the food safety and regulatory knowledge of all MOS Burger operational partners, the Quality Assurance Section began a pilot program in 2022 and announced the “Food Safety Academy” at store manager monthly meetings, which received widespread positive feedback. Starting in 2024, in addition to physical announcements, digital learning videos were added to expand food safety knowledge beyond store managers to include part-time workers, allowing everyone to learn together. Combined with the AN-SHIN digital learning platform, videos can be viewed on mobile phones. Each video is no more than 5 minutes long and covers topics including: white crystals in grape konjac (food knowledge), is MOS Burger’s cod fish real or fake (food knowledge and regulations), the confusion between fresh milk and regular milk (food knowledge and regulations), and why there are plastic sheets in egg burgers (food knowledge). This allows partners to learn easily without burden, enabling them to understand food safety through work and apply it practically in their daily lives, making food safety a universal movement among MOS Burger partners!



Learning platform courses – food safety tips

2 Implementation of ATP Bioluminescence Swab Testing System:

MOS Burger implemented the ATP bioluminescence swab testing system in 2024. This method utilizes substances contained within molecules to quickly reflect overall cleanliness levels. Compared to wet swabbing, it significantly reduces manual operations and complex procedures, provides immediate on-site numerical results for rapid corrections, and enables quantified analysis and digital recording of swab data. This system more accurately reflects actual conditions and strengthens food safety and hygiene culture among personnel, serving as an effective method for reducing food safety risk management.

Through various improvements and efforts, and by continuously implementing low-pollution, high-precision operational methods, MOS Burger consistently upholds its principle of safety and security while achieving its original intention of protecting the environment and giving back to society.



ATP bioluminescence swab instrument



ATP bioluminescence swab testing system operational procedures

2.8 Climate change and energy management



Importance of climate change issues to AN-SHIN FOOD

In 2024, the World Economic Forum (WEF) published the “Global Risks Report”, identifying the top five most likely global risks within the next 10 years as: natural disasters and extreme weather events, critical changes to Earth's systems, biodiversity loss, natural resource shortages, and misinformation and disinformation. The first four risks are all closely related to climate change, indicating that environmental issues will remain one of the major global challenges in the future. The trend toward “net zero emissions” has also compelled various industries to pay attention to the impacts and crises that climate change may bring.

According to numerous studies and recommendations from experts and scholars, the restaurant industry can reduce carbon emissions by decreasing the use of high-carbon emission ingredients (such as beef), effectively reducing food waste, and improving the energy efficiency of kitchen equipment. For this reason, AN-SHIN FOOD actively conducts climate change risk management, clarifying the potential impacts that climate change may have on the restaurant industry, and taking preventive measures against potential crises. At the same time, the Company also expects to identify transformation opportunities in the process of responding to risks, contributing to the sustainable development of the restaurant industry.

Climate change adaptation

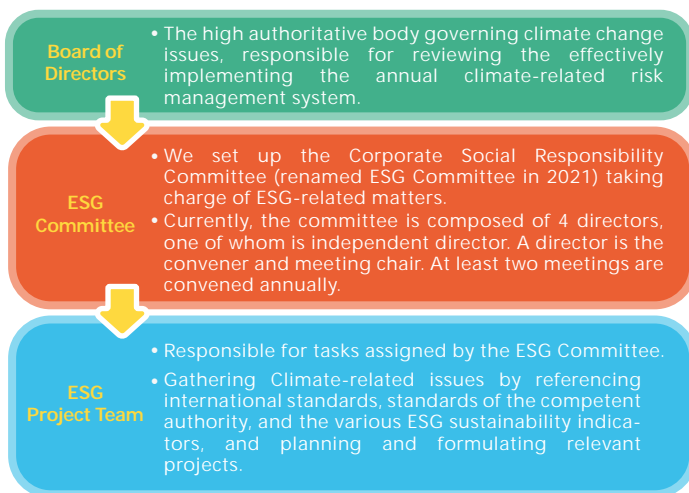
In 2015, the International Financial Stability Board established the Task Force on Climate-related Financial Disclosures (TCFD), whose responsibilities are to cultivate a unified collection of voluntary climate-related financial reporting guidelines that help investors and decision makers understand material risks facing businesses and that facilitate more accurate evaluation of climate-related risks and opportunities. In line with the TCFD's climate-related financial disclosure guideline, AN-SHIN has released its climate-related information from four aspects, namely, governance, strategy, risk management, and indicators and goals.

Governance	AN-SHIN's governance of climate-related risks and opportunities.
Strategy	The actual and potential impact of climate-related risks and opportunities on AN-SHIN's business, strategy, and financial planning.
Risk management	Procedures AN-SHIN follows to identify, assess, and manage climate-related risks.
Indicators and goals	Indicators and goals used to assess and evaluate climate-related risks and opportunities.

Four disclosure pillars of TCFD

2.8.1 Climate change governance

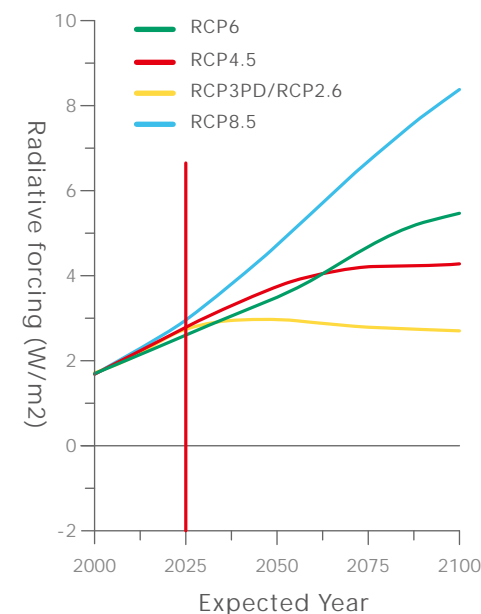
Management structure



2.8.2 Climate change remediation strategy

In December 2015, nearly 200 countries passed the Paris Agreement, promising to keep global temperature rise within 2°C from the pre-industrial level, and aiming to keep the temperature rise to within 1.5°C. The Intergovernmental Panel on Climate Change (IPCC) drafted a special report from the scientific point of 1.5°C in 2018, stating how the 0.5°C difference will affect millions of lives. The EU announced its green new deal in 2019, prompting countries around the world to vie for the goal of Net Zero in 2020. By referencing IPCC's 5th assessment report (Assessment Report 5, AR5), AN-SHIN elected to define future climate change scenario using the “Representative Concentration Pathways” indicator, and opted for RCP2.6 and RCP8.5 risk scenarios (Note 23).

(Note 23) There are four hypothetical scenarios in AR5, namely, RCP2.6, RCP4.5, RCP6, and RCP8.5, meaning that the radiative forcing per square meter will increase by 2.6, 4.5, 6, and 8.5 watts, respectively, in 2100.



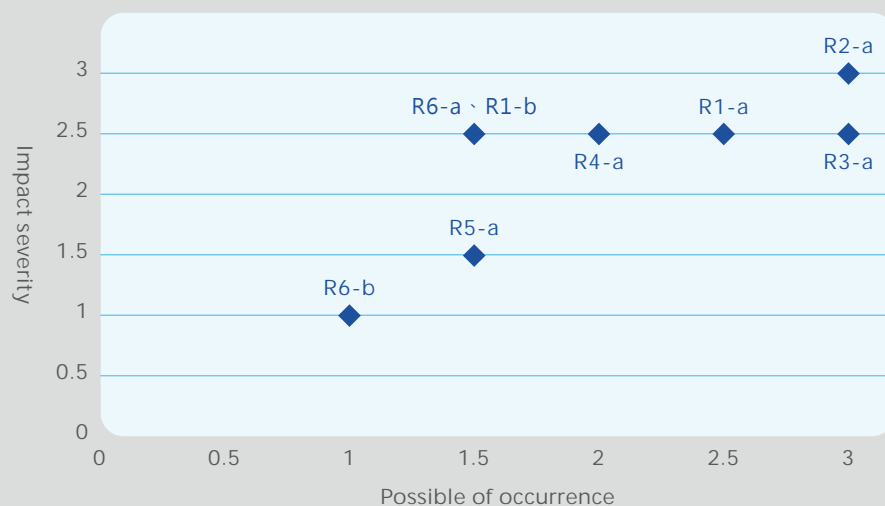
The Dilemma between physical risks and transformation risks:

	Scenario employed	Scenario description	End of the 21 Century	Emissions control
<p>More physical risks entailed in the scenario of the Earth in greenhouse</p> <p>↕</p> <p>More transition risks in the scenario of low-carbon economy</p>	RCP8.5 (Scenario in which massive GHGs are emitted)	<ul style="list-style-type: none"> The risk of climate change disaster devastating stores and the place of origin, including flooding, landslide, and coastal disaster resulting from typhoon or torrential rain which becomes a new normal. 	4°C (Keep the global temperature increase to within 4°C higher than the pre-industrialization level)	Soaring emissions
	RCP2.6 (Scenario in which global warming is mitigated)	<ul style="list-style-type: none"> Unsteady climatic conditions can lead to an unequal distribution of precipitation, which may bring about more frequent and severe droughts and a lack of water, which in turn will alter the quantity of water employed in agricultural areas and leave the farmland barren. Unbalanced temperature distribution caused by climate change could lead to an unsteady supply of agricultural products, ultimately impacting the stability and quality of supply. 	1.5°C (Keep the global temperature increase to within 1.5°C higher than the pre-industrialization level)	Plummeted emissions

Climate-related risk identification

NO.	Type	Risk Type	Risk motivators
R1-a	Transformation risk	Policy and laws and regulations	<ul style="list-style-type: none"> Intensify the obligation to report carbon emissions
R1-b			<ul style="list-style-type: none"> Face litigation risks
R2-a		Technology	<ul style="list-style-type: none"> Substitute low-carbon products for existing products and services
R3-a		Market	<ul style="list-style-type: none"> Customer behavior change
R4-a	Physical risks	Reputation	<ul style="list-style-type: none"> Increase in concern and negative feedback from stakeholders
R5-a		Instantaneousness	<ul style="list-style-type: none"> Aggravated intensity and recurrence of extreme weather conditions
R6-a		Long-term	<ul style="list-style-type: none"> Increase in average temperature
R6-b			<ul style="list-style-type: none"> Alteration to the rainfall pattern

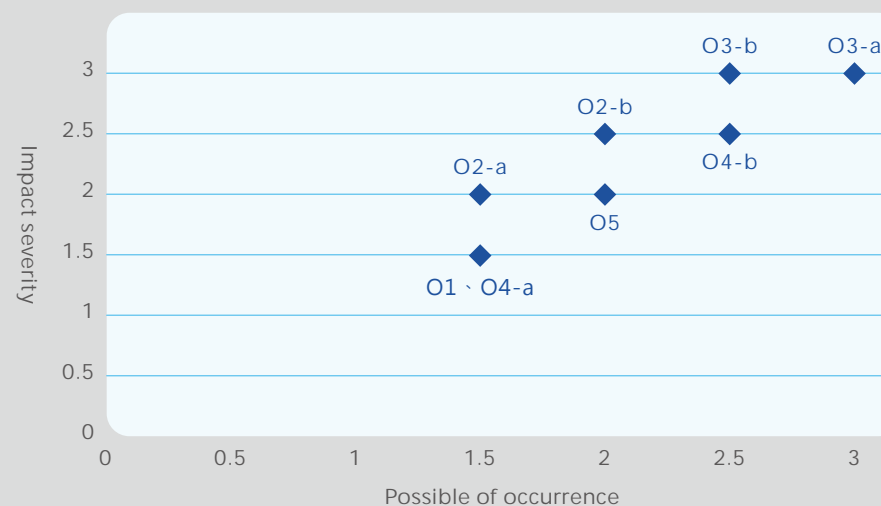
Climate-related risk matrix



Climate-related opportunity identification

NO.	Type	Risk Type	Risk motivators
O1	Opportunity	Physical risks	<ul style="list-style-type: none"> Reduction in paper consumption
O2-a		Resource efficiency	<ul style="list-style-type: none"> Turn to use more efficient building
O2-b			<ul style="list-style-type: none"> Employ more efficient production and distribution processes
O3-a		Product and service	<ul style="list-style-type: none"> Develop low-carbon products and services
O3-b			<ul style="list-style-type: none"> Customers' preference to green products and digital services
O4-a		Market	<ul style="list-style-type: none"> Make good use of the incentives provided by government agencies
O4-b			<ul style="list-style-type: none"> Strive for government subsidies for energy conservation
O5		Resilience	<ul style="list-style-type: none"> Enter new market

Climate-related opportunity matrix



Impact of climate change risk on strategy, operations, and financial planning

Type	Type	Type	Influence timeline	Description of company characteristics	Impact type	Description of scenario in which financial planning is impacted
Risk	Transformation	Policy and laws and regulations	Short-term Goals (1-5 Years)	<ul style="list-style-type: none"> Operating costs increased due to promulgation of GHG emission regulations and additional levy on GHG emissions. 	Increase in operating expenses	<ul style="list-style-type: none"> Taking the carbon emissions in 2023 as an example, since Taiwan enforced its Greenhouse Gas Reduction and Management Act and levied carbon taxes on businesses, the operating expenses increased by at least NT\$8,144.4 thousand. (Note 24)
				<ul style="list-style-type: none"> Due to emission of cooking smoke that violated air pollution regulations, stores were fined and sentenced, increasing the costs. 	Increase in operating expenses	<ul style="list-style-type: none"> Due to store oil fume emissions violating relevant regulations under the Air Pollution Control Act, the Company was penalized and ruled against by competent authorities, resulting in increased operating expenses with fines of approximately NT\$100~1,000 thousand.
		Technology	Short-term Goals (1-5 Years)	<ul style="list-style-type: none"> Comprehensive use of electric motorcycles for delivery services. 	Decrease in market demand	<ul style="list-style-type: none"> Sole employment of electric locomotives for delivery purposes has caused a rise in operating costs.
		Market	Medium and long-term Goals (5-10 Years)	<ul style="list-style-type: none"> To combat climate change, we invested in smart farms, food factories, among other targets. Nonetheless, as a consequence of incorrect market positioning or wrong investment targets, or technical obstacles, we suffered investment losses. 	Early retirement of assets	<ul style="list-style-type: none"> We invested in smart farms, food factories, among other targets. However, the competitiveness weakened by market price resulted in increase in operating costs, impacting profits.
		Reputation	Medium and long-term Goals (5-10 Years)	<ul style="list-style-type: none"> Due to soaring sustainability awareness across the globe or a region, customers, shareholders, public benefit groups, and media have provided more negative feedback about our products and services. 	Decrease in operating revenue	<ul style="list-style-type: none"> Due to soaring sustainability awareness across the globe or a region, negative opinion or message directed towards the brand has led to decrease in consumption demand, impacting operating revenue. More environmentally-friendly ingredients were used when providing goods or services. From January to October 2024, we had used rice that was grown using SPRI-based low-carbon rice planting method as the ingredient to make rice cakes. The purchase cost was NT\$26,514 thousand, which was NT\$1,178.4 thousand more than that of rice cakes made from ordinary rice ingredients.
	Physical	Instantaneous-ness	Short-term Goals (1-5 Years)	<ul style="list-style-type: none"> The increased cost of damage to the store's infrastructure or headquarters systems made the store unable to operate or suspending production, resulting in reduced sales, difficult logistics and distribution, and interruption of the supply chain. 	Decrease in operating revenue	<ul style="list-style-type: none"> Intense weather brings about intense downpours in a short timespan, resulting in disasters such as flooding that damage store equipment, accelerating the depreciation of assets, increasing equipment maintenance costs, putting store operations into a halt, thereby leading to a decrease in operating revenue.
		Long-term	Short-term Goals (1-5 Years)	<ul style="list-style-type: none"> Areas where it rains often and places at a lower elevation are susceptible to flooding, which can hinder businesses from functioning. 	Early retirement of assets	<ul style="list-style-type: none"> Prolonged dry spells due to fluctuation in precipitation will negatively impact the water supply stability of stores, causing operations to disrupt and operating revenue to decrease. In addition, the necessity of stores to buy water from external sources also shoots up operating expenses.
			Medium and long-term Goals (5-10 Years)	<ul style="list-style-type: none"> The risk of climate change disaster causing crop losses, including flooding, landslide, and coastal disaster resulting from typhoon or torrential rain which becomes a new normal. Unsteady climatic conditions can lead to an unequal distribution of precipitation, which may bring about more frequent and severe droughts and a lack of water, which in turn will alter the quantity of water employed in agricultural areas and cause instability in agricultural product supply, thereby negatively impacting supply stability and quality. 	Increased operating costs	<ul style="list-style-type: none"> Increase in average temperature will necessitate increase in air conditioning expenses of stores, increasing the operating expenses; the Company may even has to invest certain amount of costs to alter the business model. Lack of water resources leads to increased water costs.

(Note 24) According to the announcement by the Ministry of Environment, if enterprises do not meet the preferential conditions, they need to pay NT\$300 per ton of carbon emissions.

Reference URL: https://ghg.tgpf.org.tw/LowcarbonSubsidies/faqs_more?id=66f661c2331d4617879fa19827d9484f

Impact of climate change opportunities on strategy, operations, and financial planning

Type	Type	Type	Influence timeline	Description of company characteristics	Impact type	Description of scenario in which financial planning is impacted
Opportunity	Opportunity	Physical risks	Short-term Goals (1-5 Years)	<ul style="list-style-type: none"> Reduce the use of paper at store meetings, headquarters meetings, and employee training courses to stride towards paperless. Increased operating costs in the short term but will improve service efficiency and lower operating costs in the long-term. 	Decrease in operating costs Adjustment of service procedures	<ul style="list-style-type: none"> Developing paperless services or buying software for use in meetings and trainings requires additional budget.
		Resource efficiency	Short-term Goals (1-5 Years)	<ul style="list-style-type: none"> Improve workplace safety and employee satisfaction; lower ingredients LOSS rate and augment production capacity to boost revenue. Soaring waste disposal costs stack up production costs. 	Increase in production capacity	<ul style="list-style-type: none"> Kitchen appliances have been modernized and automated, with some of the components handled in the store now being transferred to the central factory for standardization of processing and distribution. Electric vehicles are employed instead for transportation of ingredients, so as to improve production efficiency and lower operating expenses.
				<ul style="list-style-type: none"> Adopt renewable materials for packaging materials and consumables for non-direct -contact food to reduce consumption of native resources. 	Increase in operating expenses	<ul style="list-style-type: none"> Use paper towels and trays made from native materials and employ renewable materials for store decoration materials and dining tables and chairs, so as to create brand value and increase customers' recognition, thereby driving up operating revenue.
				<ul style="list-style-type: none"> Improve the energy efficiency and water consumption efficiency of existing store (by using LED lights, infrared sensors, inverter air conditioners, water-saving toilet, and water-saving faucet); factoring in energy- and water-saving performance when developing design for new stores. 	Increase in asset value	<ul style="list-style-type: none"> Fully replace store lights with LED lights; install infrared sensor lights in aisles not frequented or rest rooms; fully replace constant-frequency ACs with inverter ACs. Stores are gradually and comprehensively replacing toilets with gold-level water-saving toilets and gold-level water-saving washstands.
		Product and service	Short-term Goals (1-5 Years)	<ul style="list-style-type: none"> The proportion of consumers using delivery platforms is high, and delivery platforms remain a key business focus. 	Increase in market demand	<ul style="list-style-type: none"> According to a survey released by the Market Intelligence & Consulting Institute (MIC) on February 12, 2025, 71.2% of Taiwanese internet users used food delivery services in 2024, remaining flat compared to 2023. foodpanda ranked first with a usage rate of 67.8%, followed closely by Uber Eats at 60.3%.
				<ul style="list-style-type: none"> Supporting local agriculture and fisheries, promoting increased demand for meals. 	Increase in market demand	<ul style="list-style-type: none"> In 2024, the Company continued to use Taiwanese agricultural, livestock, and fishery ingredients to launch products (such as Taiwan Flying Fish Pearl Burger and Braised Pork Belly Pearl Burger), resulting in an increase in operating revenue of approximately NT\$48,538 thousand.
				<ul style="list-style-type: none"> Diminish development of beef products and increase the launch of meals made from other meat (chicken, fish); launching plant-based meals can effectively reduce or adapt to the impact of global climate change risk. 	Increase in market demand	<ul style="list-style-type: none"> Launch meals made from low-carbon meat like chicken and fish and plant-based (meat, milk, egg) meals; each newly launched item is expected to bring an additional revenue of about NT\$14,403 thousand.
		Market	Medium and long-term Goals (5-10 Years)	<ul style="list-style-type: none"> Introduce new, low-carbon, vegetable food items to meet the market needs, thus increasing revenue, and employ the same business model in other international markets. 	Development of emerging markets	<ul style="list-style-type: none"> In response to market demand, the Company fully adopted Rainforest Alliance certified coffee beans. Launched plant-based meat products - Magic Mixed Salad. Launched vegetarian products such as the Fresh Green series.
				<ul style="list-style-type: none"> Promote local agricultural products and replace equipment in line with the government' s subsidy policy in order to apply for subsidies for agricultural products and energy-efficient products. 	Increase in capital obtainment	<ul style="list-style-type: none"> Participated in the government' s climate change-related programs; replaced obsolete equipment to apply for subsidies aimed to promote energy conservation; and successfully obtained government subsidies.
		Resilience	Medium and long-term Goals (5-10 Years)	<ul style="list-style-type: none"> Diversify supply sources to safeguard consistent supply (quantity, quality) in the face of extreme climate change. 	Supply chain stability	<ul style="list-style-type: none"> AN-SHIN FOOD collaborates with multiple farmers and agricultural product suppliers to stabilize the supply chain, control operating costs within a certain range, and diversify and reduce procurement risks. AN-SHIN Smart Farm and Pingtung Food Processing Plant provide some raw materials that the products need to ensure a stable supply.

2.8.3 Climate change risk management

To address the potential crisis of climate change and energy supply, AN-SHIN FOOD combines environmental, social/human rights, and corporate governance aspects to actively promote energy conservation, carbon reduction, and water conservation related projects. The Company identifies climate change-related risks and adopts responsive measures to develop low-carbon vegetarian products and services, strengthen climate resilience, and establish a sustainable development culture. To address the impact of climate change on corporate operations and specifically disclose related information, AN-SHIN FOOD has followed the TCFD (Task Force on Climate-related Financial Disclosures) recommendations framework since 2019 to collect climate change-related data, identify risks, and assess financial impacts, thereby reducing risks and seizing transformation and innovation opportunities.

2.8.4 Climate change indicators and goals

To effectively manage the impact of climate-related risks and opportunities on AN-SHIN FOOD, we followed the “General Description of Taiwan's Strategy and Pathway to Net-Zero Emissions in 2050” published by the National Development Council. Aside from completing energy efficiency improvement and establishing AN-SHIN Smart Farm, we plan to have suppliers install smart electricity meters to monitor their own electricity consumption. In addition, adhering to the energy transformation policy, one of the four major policies of Taiwan for transitioning to Net Zero by 2050, AN-SHIN FOOD also planned to set up energy storage facilities.

Climate change risk matrix analysis process

Collection



The ESG Project Team summarized 16 climate risks and opportunities by following the climate-related risks and opportunities announced by the TCFD, and by referencing benchmark enterprises.

Identification

After examining 16 climate risks and opportunities, we decided to analyze 8 climate risks and 8 climate opportunities in greater depth. Incorporating the responsibilities and division of labor across all levels of the organization into the corporate management system is how we are managing climate-related risks and opportunities.

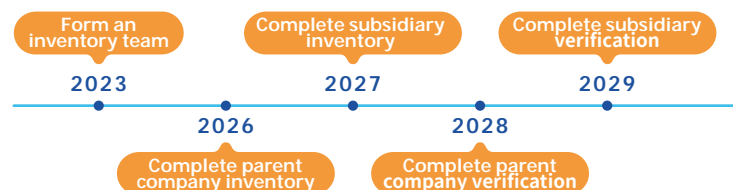
Evaluation

We hold a meeting among the various business units of the company to discuss and identify climate risks and opportunities, and assess the severity of their impact and possibility of their occurrence.

SDGs	Key performance indicator	Management objectives for 2024	Action Plan for 2024	2024 Achievements	Medium- and Long-term Goals
	Improvement in energy efficiency	Sales intensity < 7.45kWh	<ul style="list-style-type: none"> Obsolete equipment with poor energy performance and continue to increase energy efficiency 	<ul style="list-style-type: none"> Failed to meet the target, with a sales intensity being 9.42 kWh. Replaced 139 indoor and outdoor units. 	<ul style="list-style-type: none"> To reduce sales intensity, we will continue to replace obsolete equipment to improve energy efficiency.
	Establish short supply chains	Launch new products by employing ingredients sourced from AN-SHIN Smart Farm, and expand production scale and channels.	<ul style="list-style-type: none"> Expand the production scale and distribution network of AN-SHIN Smart Farm. 	<ul style="list-style-type: none"> AN-SHIN Smart Farm produces 84 tons annually. AN-SHIN Farm vegetables are marketed to retail channels such as Carrefour supermarkets and Wellcome supermarkets, launching multiple AN-SHIN LOHAS vegetable boxes, bagged vegetables, and other products. 	<ul style="list-style-type: none"> The Company continues to research and develop, trial plant, and achieve stable mass production of crops, and establishes standard specification manuals for crops. The Company continues to commit to strengthening the market visibility and channel layout of AN-SHIN Smart Farm. The Company organizes MOS farm-to-table tours to promote food and agricultural education from farm to table. The Company expands vegetable demand for MOS Burger, associates, and external channels. The Company enables more consumers to enjoy safe, healthy, and high-quality vegetables and experience the deliciousness of healthy ingredients.

2.9 Greenhouse gas inventory

In compliance with the FSC's requirements, the Company has planned greenhouse gas inventory operations and is planning to introduce ISO 14064-1, using 2022 as the base year. The greenhouse gas inventory and verification will be conducted in phases (the confirmed schedule will be subject to the planning by consultants and verification companies). The current plan is as follows:



According to the "Sustainability Development Roadmap for TWSE/TPEX Listed Companies" officially released by the Financial Supervisory Commission (FSC) on March 3, 2022, all TWSE/TPEX-listed companies are required to complete greenhouse gas inventory by 2027 and greenhouse gas inventory assurance by 2029 in phases, creating a sound sustainable development (ESG) ecosystem. Although AN-SHIN FOOD is classified as Phase 4—a subsidiary in the consolidated financial statements of TWSE/TPEX-listed companies with capital below NT\$5 billion that needs to complete inventory by 2027, based on its core philosophy of contributing to humanity and society, AN-SHIN FOOD has proactively initiated greenhouse gas inventory in 2023, ahead of regulatory requirements. The company has implemented a series of plans including introducing the ISO 14064-1 greenhouse gas inventory management system and inviting external instructors to conduct 5 related training sessions, aiming to enhance all employees' basic understanding of net-zero emissions.

Starting in 2023, AN-SHIN FOOD launched a greenhouse gas inventory project with 2023 as the inventory year. Through physical training conducted by external instructors, seed personnel were cultivated at stores. The inventory boundary was set to include six locations: AN-SHIN headquarters (Furong Building, Food Inspection Center, Jilin Training Center, Jilin R&D Kitchen) and two demonstration stores (HSR Taoyuan Store and Zhonghua Store). Through cultivating seed personnel and on-site visits, the Company gained preliminary understanding of activity data collection methods and carbon emission quantification methods for various emission sources. Combined with the Tecom digital platform, the Company successfully calculated greenhouse gas emissions for 2023, establishing a basic implementation framework for annual greenhouse gas inventory execution in the future.

Going forward, AN-SHIN FOOD will continue to promote energy conservation and net-zero carbon emissions. Through corporate sustainability intelligence sharing and periodic special reports on related topics, the Company will enhance corporate sustainable development, starting with each individual, and working together to contribute to society and the planet.

2.10 Energy management system



AN-SHIN has implemented a systematic energy management system and put together the "Energy Team", which is responsible for reviewing the planning and improvement work carried out under a management project executed based on energy goals and the scope of target-specific duties, so as to ensure implementation of energy management project, grasp of the progress towards the timeline, and compliance of operation with energy management system requirements. To ensure continuous improvement and effective implementation of the ISO 50001 energy management system, we conducted internal audits from August 26 to August 30, 2024, performed annual management review on September 26, and passed the external audit by SGS, a third-party impartial organization, on November 5, 2024, extending the certificate validity to November 23, 2025. The headquarters is located to the Furong Building on Ren'ai Road. On the design front, Furong Building has power switches for each area and is installed with a smart electricity meter. In 2023, the system was adjusted in response to the time-of-use rate in order to more accurately grasp electricity consumption of the headquarters. At the same time, as a management unit, we continue to deepen energy management literacy to achieve the spirit of energy control. The purpose of the Minsheng store is to obtain the ISO 50001 certificate is to become a pilot store for the implementation of energy management systems. All other AN-SHIN stores follow the standards of the Minsheng pilot store and manage and control energy by the ISO 50001 management system, effectively managing energy consumption, lowering GHG emissions, thereby effective achieving the goal of carbon reduction and energy conservation. 6 procedural documents and forms were given a revamp in 2024. AN-SHIN took several precautionary steps in order to fulfill the energy management it promised to customers; it further identified 13 environmental issues, internal and external alike, and assessed them for risks. An energy-saving action plan is formulated every year. After the case is closed in the current year, we continue to track the implementation and effectiveness.

ISO50001 certificate



2.11 Management of energy, resources, and greenhouse gases



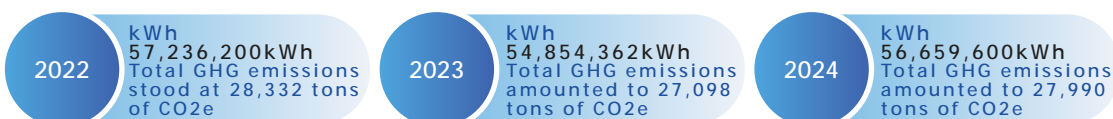
In 2024, the purchased electricity used by AN-SHIN FOOD was 5665.96 kWh, and the total energy consumption was 211,151.33 GJ, or 96.60% of the purchased electricity. The statistical scope covers all stores in Taiwan, the headquarters, the AN-SHIN Academy, and the smart farm. No renewable energy was used.

Electricity consumption and GHG emissions

Item	Unit	2022	2023	2024
kWh	kWh	57,236,200	54,854,362	56,659,600
Secondary energy (Note 25)	MJ	206,050,320	197,475,703	211,151,330
Product intensity	MJ/Production amount	2.27	2.09	2.14
Service intensity	MJ/Service volume	6.49	5.83	6.03
Sales intensity	kWh/NT\$1,000 of operating revenue	10.12	9.23	9.42
Electricity intensity	kWh/total number of stores	188,898	180,442	186,996
Electricity intensity	kWh/square meters	1,041	996	1,130
Scope 2 GHG emissions (Note 25) (Note 26)	Tons of CO ₂ e	28,332	27,098	26,857
GHG emission intensity	Tons of CO ₂ e/NT\$1,000 of revenue	0.005	0.0046	0.0045

(Note 25) The secondary energy is purchased electricity, and the scope of the statistics covers all stores in Taiwan, the headquarters, AN-SHIN Academy, and smart farm. Greenhouse gas emissions are calculated solely for Scope 2 greenhouse gas emissions.

(Note 26) The electricity emission in 2024 was 0.474kg CO₂/kWh.



2.11.1 Energy-Saving Action Plan



AN-SHIN FOOD aims to double the energy efficiency at the stores and the corporate headquarters under the new policy of the Company; the items included for performance requirement should be quantified as far as possible. Through the improvement under the energy-saving action plan, the Company aims at achieving the desired goal. By the end of 2024, there were 303 MOS Burger Stores installed with energy efficient equipment for lighting and air-conditioning, which accounted for more than 30% of power use. For providing customers with a more convenient and friendly environment in stores, AN-SHIN FOOD incrementally introduced the smart toilet system. Customers can take a quick glance at the state of use of the toilet. In addition, the introduction of the smart sensor system allows for higher precision of the power consumption effect. In addition, the Company also introduced energy efficient lighting, air-conditioning and kitchen equipment further to the use of green building materials in the design and decoration of the new stores. The single unit air-conditioners were gradually replaced by the wall-mounted split air-conditioners at the stores that required innovation. There were 834 single unit air-conditioners being replaced with the new split type air-conditioners, which will be more energy efficient and helps to achieve the goal of carbon reduction.

Furthermore, AN-SHIN has brought in high-performance and energy-saving apparatus to switch out the outdated energy-guzzling equipment, and will bring in additional energy-conserving and productivity-boosting machinery in the near future. Currently, we have introduced a fryer that guarantees consistent oil quality and employees' operational safety, as well as an inverter microwave oven with greater wattage, and planned to install them in all stores gradually. This action plan has the potential to enhance the utilization of equipment and promote the safety of store partners operating the equipment; it also offers twofold advantages, namely, it can improve store operations effectiveness and help conserve energy.

Outcome of the action plan for carbon reduction over the years

Item	Unit	2022	2023	2024
Number of indoor and outdoor models	Unit	520	695	834
Expected capacity of electrical power saved each year	kWh	1,951,792	2,607,640	3,468,161
Expected capacity of secondary energy saved in each year	MJ	7,026,449	9,387,504	12,845,830
Effect of carbon reduction by volume (Note 26)	Tons of CO ₂	966	1,291	1,717

Energy conservation and carbon reduction action plan for Headquarters

In 2024, the General Affairs Section conducted comprehensive cleaning and maintenance of air conditioning pipelines to prevent blockages and ensure smooth operation of air conditioning systems, avoiding accelerated equipment operation due to reduced cooling efficiency, which would increase electricity costs. Additionally, headquarters also reduced lighting intensity by removing approximately 52 light panels to achieve energy conservation effects. In 2024, a total of 2,846 kilowatt-hours of electricity was saved, achieving an electricity reduction rate of 2.14%.

Goals for 2024	Method	Results
1% reduction compared to 2023 (excluding public utility allocations)	1.To prevent air conditioning pipeline blockages that could lead to poor efficiency and accelerated operation, thereby increasing electricity costs, comprehensive cleaning and maintenance of air conditioning pipelines was conducted. 2.Headquarters has approximately 250 light panels with hospital-grade illumination, which cannot achieve energy conservation effects. The General Affairs Division conducted lighting intensity adjustments on March 30 and May 2, 2024, reducing 52 light panels and adjusting lighting positions to achieve energy conservation effects.	Electricity consumption in 2024 decreased by 2,846 kilowatt-hours compared to the previous year, achieving an electricity reduction rate of 2.14%.

Store air quality improvement project

The "Regulations for Air Pollution Prevention and Control Facilities in the Catering Industry" became enforceable on January 1, 2022. In order to cut down the pungent odor from the store premises and not disturb the living quality of the neighboring area, AN-SHIN strictly adhere to the regulations. We completed installation of a minimum of two types of equipment for the control of cooking smoke (including a hydro vent and an electrostatic smoke precipitator) in 100 percent of the stores in Taipei City and in New Taipei City in 2021. We aim to upgrade the restaurant's dining atmosphere with the air quality improvement project. Our performance is beyond the legal requirements; we will continue to do so in all stores in the future to do our part for the environment.

Store name	Before installation	After installation
Yonghe Yong'an Store		
Banqiao Guanqian Store		
Xinzhuang Xintai Store		

2.12 Investment in preserving the environment and conserving energy



To estimate spending on environmental protection, we keep track of and examine the expenses associated with preserving the environment or decreasing environmental damage. Apart from evaluating the efficacy of environmental protection measures, this also provides useful analytical insight into internal cost-effectiveness. The drainage equipment of a grease track isolates the oil and other insoluble substances in the drainage water in order to prevent contamination of the gutter due to kitchen waste and oil. Utilizing hydro vent and electrostatic smoke precipitator lessens cooking smoke and odor that pollute the air. In 2024, AN-SHIN FOOD continued to have stores clean the grease traps, clean cooking smoke exhaust, and purchase electrostatic smoke precipitator, so as to prevent cooking smoke and wastewater from contaminating the environment.

The investment in, and expenditures of, environmental protection and energy conservation through the years

Item	Details	Unit	2022	2023	2024
Testing of materials and products	Laboratory consumables and commissioned testing fees	NT\$ thousand	2,183	2,399	4,688
	Lab personnel at the Quality Assurance Section, and operation of hardware	NT\$ thousand	9,137	9,536	11,019
Environmentally-friendly purchase	Electric scooters used for food delivery	NT\$ thousand	0	0	0
	Printing paper: Use of FSC™-certified paper	NT\$ thousand	-	-	-
	Office paper: Use of paper sheet with a carbon footprint mark	NT\$ thousand	247	336	346
	Office paper: Use of PEFC-certified paper	NT\$ thousand	20	55	55
Cleanness and waste disposal	Waste Management	NT\$ thousand	27,619	31,299	33,212
	Cleaning of grease trap	NT\$ thousand	677	1,024	1,007
	Cleaning of smoke exhaust	NT\$ thousand	458	460	857
	Greening plants	NT\$ thousand	903	940	985
	Waste recycling and disposal	NT\$ thousand	1,193	1,395	1,466
Cleanness and waste	Cooking smoke treatment-electrostatic machine, UV treatment system	NT\$ thousand	5,356	7,407	10,243
	Recycling station in the dining area	NT\$ thousand	409	492	592
Implementation of energy conservation measures	Energy-saving equipment	NT\$ thousand	17,967	34,272	65,374
Extension of the service life of equipment/building materials	Equipment recovery and reuse	NT\$ thousand	486	415	354
Purchasing green products	Electronic invoice	NT\$ thousand	3,320	3,603	3,623
Total		NT\$ thousand	69,975	93,633	133,821

2.13 Environmental Regulatory Compliance

We adhere to all applicable environmental protection laws and regulations. Despite so, so there are 303 stores across Taiwan, it's an ideal that we take care of every part. In 2024, we were subject to one instance of penalties of NT\$24 thousand due to 1 violation of the Waste Disposal Act.

AN-SHIN FOOD undertakes a thorough analysis of the underlying reasons for breaching laws and regulations, and suggests ways to prevent similar errors from occurring in the future.

Violations of environmental laws and regulations

Laws violated

Cause

Improvement strategy

Title:

Fines for Violation of Waste Disposal Act

Type of payment:

other expenses (customer compensation and settlement costs, fines)

Subject:

Fines for violation of Waste Disposal Act at Keelung Ren'er Store, Keelung Station Front Store, Keelung Shenmei Store, and Keelung Chang Gung Store

Due to the initial omission of joint forms not being confirmed online, this violated Article 31, Paragraph 1, Subparagraph 2 of the Waste Disposal Act

(penalty notice number: 40-113-040004). The fines and environmental training have all been paid and completed.

All fines have been paid in full, and relevant personnel have also completed environmental training. To avoid oversights, the General Affairs Section should strengthen management in the future.

2.15 Water Resource Management



The majority of our water usage is for store operations. All water sources are put through an advanced water filtration system before being applied for cleaning utensils and prepping ingredients, to reduce the risks of contamination. AN-SHIN prioritize the use of fresh ingredients. The ingredients are sent straight from the source to the store for processing. As a result, we utilize more water for food washing than other catering services. The most significant contributor to wastewater is restaurant kitchens. AN-SHIN has established pre-treatment facility in compliance with the Standards for Drainage Equipment on the Side of Sewer Users, ^(Note 27) According to the Construction Equipment Code of the Construction Technical Rules, grease traps must be fitted to the sinks and containers located in food preparation or treatment areas in restaurants. Therefore, all MOS stores in Taiwan are equipped with grease traps. In 2024, AN-SHIN FOOD's total water withdrawal was 1,057,523.22 cubic meters (m³), and total water consumption was 18,973.82 cubic meters (m³). The statistical scope includes all stores nationwide, headquarters, AN-SHIN Academy, and smart farms. Data on water resource utilization suggests that the headquarters building and operating bases have less water scarcity than the world average, and are not regions with intense water resource pressure. To help limit the consumption of water resources, we implemented strict management of water-saving devices in stores and adjusted the flow rate of the faucet in the dining area. Whenever possible, we opt for the toilets with water-saving labels in newly opened stores. In 2024, we continued the installation of 70 new toilets bearing a label of general-grade water-saving label, which saved 50% to 67% of water in each flush.

(Note 27) Pre-treatment facilities: These are facilities that take care of effluents and meet the sewage competent authority's criteria for effluents quality acceptable into the sewers.

2.14 Paper resource management



AN-SHIN FOOD is taking a proactive approach to digital transformation to reduce paper consumption. Despite this, there remain numerous operations that cannot be entirely devoid of paper. To lessen our carbon footprint and environmental impact, we opt for eco-friendly materials or use lighter paper sheets. The photocopying paper for the headquarters in 2024 was sourced from PEFC-certified paper. We back the idea of keeping the forests safe and healthy by getting certified paper, thus minimizing any negative effects that our operations may have on nature. The carbon footprint of the product takes into account all of the greenhouse gases released over the entire lifespan of the item. Therefore, the paper used for the photocopiers in stores is also lightweight, and has been changed from a general paper of 80 pounds to a product of 70 pounds bearing a carbon footprint mark.

Amount of paper resources consumed over time

Item	Unit	2022	2023	2024
Quantity of general photocopying paper consumed	Sheets	-	-	-
Consumption volume under the PEFC program	Sheets	95,315	87,619	80,638
Number of carbon footprint marks born by products	Sheets	1,173,874	1,342,854	1,258,632
Total	Sheets	1,269,189	1,430,473	1,339,270

Number of installed toilets bearing a general-grade water-saving label over the years

Item	Unit	2022	2023	2024
Toilet bearing a general-grade water-saving label	Set	60	65	70

Water consumption and intensity

Item	Unit	2022	2023	2024
Water withdrawal ^(Note 28)	Tons	866,039.11	1,070,585.59	1,057,523.22
Product intensity	Tons/Production quantity	0.01	0.01	0.011
Service intensity	Tons/Service volume	0.027	0.028	0.03
Sales intensity	Tons/NT\$1,000 of operating revenue	0.15	0.16	0.18
Water intensity	Tons/total number of stores	2,858	3,163	3,490
Water intensity	Tons/square meters	16	17	21

(Note 28) The water withdrawal is calculated by using the unit rate of the water charge/the real water consumption.

Water Withdrawal by Source

Item	Unit	All region	Water-stressed regions
Surface water (total)	m ³	0	N/A
Groundwater (total)	m ³	0	N/A
Seawater (total)	m ³	0	N/A
Generated water (total)	m ³	0	N/A
Water sourced from a third party (total) ^(Note 29)	m ³	1,057,523.22	N/A
Fresh water ($\leq 1,000$ mg/L total dissolved solids)	m ³	1,057,523.22	N/A
Other water ($>1,000$ mg/L total dissolved solids)	m ³	0	N/A
Total water withdrawal	m ³	1,057,523.22	N/A

(Note 29) Water sourced from a third party means the water supplied by Taiwan Water Corporation and Taipei Water Department.

Discharge classified by termination point

Item	Unit	All region	Water-stressed regions
Surface water	m ³	0	N/A
Groundwater	m ³	0	N/A
Seawater	m ³	0	N/A
Water sourced from a third party ^(Note 30)	m ³	1,038,549.4	N/A
Third-party-supplied water for use by other organization	m ³	1,038,549.4	N/A
Total water discharge ^(Note 31)	m ³	1,038,549.4	N/A

(Note 30) The water discharge third party refers to the sewage processing plant collaborated with city water suppliers.

(Note 31) AN-SHIN FOOD, a catering service, produces only wastewater as a by-product of its catering activities.

Water consumption volume

Item	Unit	All region	Water-stressed regions
Total water consumption volume	m ³	18,973.82	N/A
Change in water storage	m ³	0	N/A

2.16

Waste management

To tackle the waste issue, we should commence with reduction, sorting and recycling, and eventually disposal. AN-SHIN is taking decisive steps towards resource sustainability. Simultaneously, we are closely collaborating with the government in support of its initiatives such as policies on plastic usage restriction, waste disposal, industrial waste handling, and sustainable material management, so as to lessen the amount of waste produced.

2.17

Source reduction management

To tackle the issue of waste, we must begin by focusing on reducing its source. To this end, it has been more than 10 years since AN-SHIN launched the campaign, namely, "One Reusable Cup of MOS for One Point of Environmental Friendliness: To Make the Earth More Beautiful". Cumulatively, over 1.382 million cups have been redeemed, leading to a decrease in the usage of at least 7.353 million paper cups and cup lids. In July 2022, in line with government regulations, the Company offered an on-site discount of NT\$5 for users of eco-friendly cups. On Earth Day, we organized an event of 50% off for the users of eco-friendly cups when purchasing from MOS café. In 2024, a total of 1,818,000 paper cups and lids were saved. From July 2022 to December 2024, a total of 3,550,000 paper cups and lids were saved.

In addition, to achieve the goal of reducing disposable drinking cups, AN-SHIN FOOD has increased the number of stores offering eco-friendly cups. As of 2024, a total of 97 stores have introduced eco-friendly cups. We will continue to expand the scope of this service in the future.



AN-SHIN FOOD was recognized as the best brand and won the 2024 Ideal Green Carbon Reduction and Sustainability Award

AN-SHIN FOOD partnered with Edenred to actively introduce electronic voucher services and issue electronic vouchers. From 2019 to the end of 2023, the carbon footprint was reduced by a total of 49,441,373.9 grams of carbon emissions, saving thousands of trees from being cut down. This achievement won the 2024 Edenred Ideal Green Carbon Reduction Sustainability Award - Best Brand.

2.17.1 Sorting and recycling management



As environmental conservation has become a worldwide concern, garbage sorting and resource reclamation are the first step to protect our environment. By following the "Specifications of Resource Recycling Facilities Required of Fast Food Chain Stores, and Other Compliance Matters" and the "Regulations for Management and Disposal of Industrial Waste", AN-SHIN FOOD has a dining area which has clear signage to remind diners of the importance of recycling and waste sorting.

2.17.2 Waste disposal



AN-SHIN acts in compliance with government regulations by declaring the industrial wastes cleanup plan, and pay the fee for the cleanup and treatment of wastes under the Waste Disposal Act. The waste generated every day in stores will be registered by category on the Waste Register, and will be reported monthly to the headquarters in order to control different waste generated. In 2024, a total of 4,368 tons of general waste, 2,018 tons of recyclable waste, and 555 tons of waste oil were produced; they will be disposed of by waste disposal companies approved by the Environmental Protection Administration of the Executive Yuan.

To guarantee the quality, cleanliness and safety of the frying oil utilized in the store, oil residue removal and oil filtering activities are conducted during the store's off-peak hours and when it is shut. To validate the quality of the oil, we also deploy a total polar substance analyzer. ^(Note 32) Upon meeting the oil change criteria, we will switch it out and ensure the discarded oil is disposed of correctly. AN-SHIN discretionarily entrusts an oil recycling company certified by the Environmental Protection Administration of the Executive Yuan to collect waste oil. Every month, as a member of the fast food chain, we submit a report to the Environmental Protection Administration of the Executive Yuan to report on the waste sorting and recycling figures. To ensure compliance with legal standards, we openly divulge the process of treating used cooking oil, providing peace of mind to consumers. If the content of total polar compounds in the total polar tester reaches 21% or more, the oil is too dark, showing signs of stickiness and an oil burning smell, or the temperature is below 170°C, then the oil must be changed without delay.

(Note 32) If the content of total polar compounds in the total polar tester reaches 21% or more, the oil is too dark, showing signs of stickiness and an oil burning smell, or the temperature is below 170°C, then the oil must be changed without delay.



Declaration of Recycling and Sorting of Waste in Chain Fast Food Restaurant Industry



General waste volume over the years

Item	Unit	2022	2023	2024
General solid wastes	Tons	4,153	4,262	4,368
Product intensity	Tons/Production quantity	0.00004	0.00005	0.00004
Service intensity	Tons/Service volume	0.00013	0.00013	0.00012
Sales intensity	Tons/NT\$1,000 of operating revenue	0.00073	0.00072	0.00072
Recyclable waste intensity	Tons/total number of stores	13.71	14.02	10.83
Recyclable waste intensity	Tons/square meters	0.07	0.08	0.08

Amount of recyclable waste over the years

Item	Unit	2022	2023	2024
Recyclable solid wastes	Tons	1,962	1,983	2,018
Product intensity	Tons/Production quantity	0.000022	0.000021	0.00002
Service intensity	Tons/Service volume	0.000062	0.000058	0.000057
Sales intensity	Tons/NT\$1,000 of operating revenue	0.00035	0.00033	0.00033
Recyclable waste intensity	Tons/total number of stores	6.48	6.52	6.66
Recyclable waste intensity	Tons/square meters	0.034	0.036	0.04

General waste oil volume over the years

Item	Unit	2022	2023	2024
Waste oil volume ^(Note 33)	Tons	558	559	555
Product intensity	Tons/Production quantity	0.0000061	0.0000059	0.0000056
Service intensity	Tons/Service volume	0.000018	0.000016	0.000016
Sales intensity	Tons/NT\$1,000 of operating revenue	0.000099	0.000094	0.000092
General waste oil intensity	Tons/total number of stores	1.84	1.84	1.83
General waste oil intensity	Tons/square meters	0.010	0.010	0.01

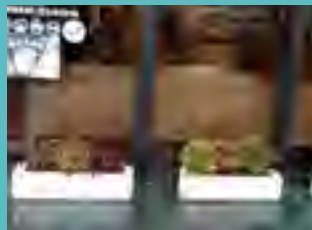
(Note 33) The waste statistics are estimated by the monthly actual average * the actual number of stores per month.

2.18 Environmental greening management



To make the "concrete forest" of the city more pleasant and provide a better living environment, AN-SHIN FOOD has planted vegetation in the entrances, dining areas, window sills, streets, and other areas. AN-SHIN FOOD strives to not only serve delicious and nutritious meals, but also to use its corporate influence to bring about a virtuous cycle in society. Therefore, we have planted vegetation in the entrances, dining areas, window sills, streets, and other areas. We frequently bring in plant maintenance specialists to help with the store's vegetation management. AN-SHIN FOOD headquarters also grows green plants to beautify the office environment. During special festivals, plants will be used for decorating in order to emphasize the festival's theme. By doing this, we create a first-class dining atmosphere, beautify the city, make the living environment more pleasant, and contribute to the beautification of the surroundings and the preservation of our planet.

(Keelung Shenmei Store)



(Huayin Jingzhan Store)



(Store Greening Management)



(Headquarters Greening Management)

2.19 MOS Environmental Education Activities



March 12

MOS Burger 33rd Anniversary Birthday Celebration, Inviting Customers to Community Cleaning for Environmental Maintenance

MOS Burger celebrated its March 12 birthday with community cleaning activities. All employees and operational partners conducted cleaning at stores nationwide and invited customers to participate, demonstrating care for the community and environment. The activity conveyed the spirit of "it is more blessed to give than to receive," creating a positive social atmosphere and realizing the corporate mission of happiness, health, and joyful living.



April 30

MOS Burger Takes Action to Love the Earth: Removing Invasive Plant Species at Yangmingshan National Park

MOS Burger is committed to providing a safe and low-carbon sustainable dining environment, practicing the spirit of "Mountain, Sea, and Sun Day," and encouraging employees to actively participate in environmental protection activities. Due to invasive plant species severely affecting the habitats of Taiwan's native plants, on April 30, 2024, MOS colleagues participated in an environmental education activity at Datun Nature Park to remove the invasive species "Brazilian Dayflower" and called on consumers to jointly protect the Earth's environment.



Promoting Environmental Protection and Biodiversity Conservation: MOS Café Good Friends Series Newly Launched

To promote environmental protection and biodiversity conservation, AN-SHIN FOOD launched newly upgraded "MOS Coffee" and "Latte Coffee" in November 2024, using 100% Rainforest Alliance certified coffee beans, and simultaneously partnered with the Forestry and Nature Conservation Agency of the Ministry of Agriculture to design MOS Café Good Friends series characters and peripheral items featuring 6 endangered Taiwanese animals. The conservation animals were also incorporated into dining tray paper designs, with themed decorations at 10 stores nationwide, hoping to reach more consumers.

In December 2024, the "Come to MOS to Drink Coffee and Love the Earth - Draw and Enjoy Great Gifts" activity was launched, inviting consumers to learn about conservation animals through drawing. After completing the drawing activity, participants could redeem a 3-choice meal discount at MOS Burger. The activity attracted a total of 2,748 participants, successfully conveying conservation concepts to more people.

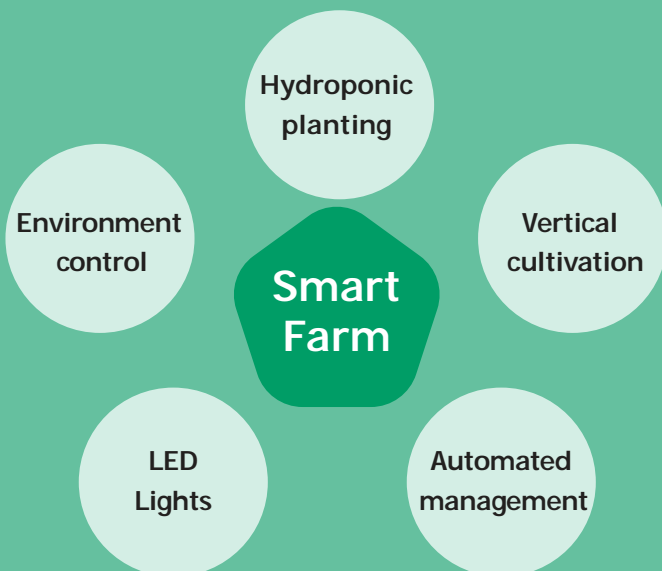


Special Reports | AN-SHIN Smart Farm

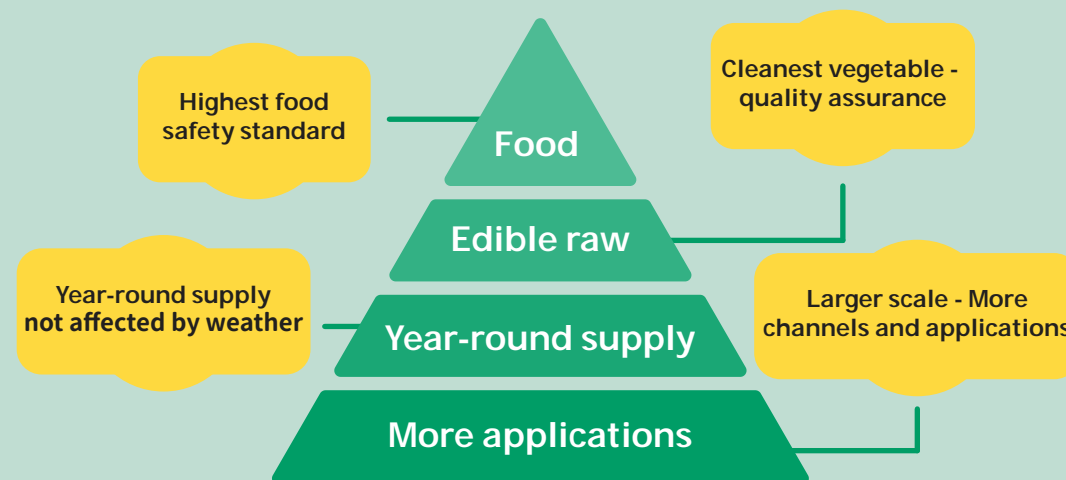
In order to reduce the impact of extreme weather, ensure the stable supply of food materials and solve the problems of pesticide residues in soil-cultivated crops, AN-SHIN FOOD took the lead in establishing "AN-SHIN Smart Farm" among other fast-food catering companies. AN-SHIN Smart Farm is a "full-environment-controlled" vertical farm that utilizes hydroponic cultivation, vertical cultivation, automated management, environmental control, and LED lighting or supplemental light, thereby maximizing production capacity. AN-SHIN Smart Farm maintains a consistent output all year round, effectively conserves water, and surpasses the hindrances of continuous cropping, among other land and climate limitations. Currently, AN-SHIN Smart Farm mass-produces more than dozens of crops, including Boston cream lettuce, oak leaf lettuce, green flame lettuce, red flame lettuce, curly leaf lettuce, kale, and sesame leaves. Production volume is about 40 tons per year and mass production continues in a steady and stable state. In order to meet the requirements for the advancement of farming techniques, three experimental planting racks have been established, and more than thirty varieties of crops have been produced through experimental planting. With a commitment to food safety and deliciousness, AN-SHIN FOOD is continuing to progress and innovate, striving to become a major player in the chain fast food industry to branch out into the market for plant factories. We look forward to furnishing customers with an unprecedented dining experience and also furthering industrial innovation.

● Goal Provide Safe Vegetables That Are Most

● Business Philosophy



● Business Strategy



● Healthy Vegetable Features

AN-SHIN Smart Farm has created a vegetable factory with fully controlled environment. Strict environmental control enables the farm to stably supply pesticide-free and pest-free vegetables that are hygienic and reliable throughout the year.

1. Clean and safe

Healthy and safe vegetables are grown indoor under an environmental control equivalent to clean rooms to ensure zero pesticides, zero heavy metals, zero insect eggs, and zero parasites.

2. Fresh, tender and delicious

Every bite is tender and delicious, suitable for children who do not like vegetables.

3. Easy cooking

Save time for picking and washing vegetables. Use clean drinking water for light washing to enjoy the most natural taste of vegetables.



4. Fresh and healthy

The plants retain the roots and sponge, and can be stored for 8-12 days in the refrigerator. (AN-SHIN vegetables can be stored longer than ordinary vegetables.)

5. Smart planting

With the environmental control technology, data collection, and data analysis to adjust to optimal conditions for growing plants, we can supply fresh and healthy vegetables with consistent quality.



History of AN-SHIN Smart Farm



Since 2019~

2022

2023

2024



At the Food Taipei Mega Show, we revealed our venture into the smart farming sector, with AN-SHIN Smart Farm as the theme of the opening ceremony.



- Continue to improve results in production. AN-SHIN Smart Farm mass-produces more than dozens of crops, including Boston cream lettuce, oak leaf lettuce, green flame lettuce, red flame lettuce, Kyoto mizuna, and curly leaf lettuce. Production volume is estimated to be about 40 tons per year, 30% increase in annual output.



- Expand the production scale and distribution network of AN-SHIN Smart Farm.
- Expand AN-SHIN Smart Farm's vegetable sales channels, including: high-end hotels, hot pot restaurants, regional agricultural product distributors, etc. Increase the proportion of external sales from 10% to 25% in the second half of this year, and prepare for the Phase-II expansion of AN-SHIN Smart Farm's vegetable farm. Expand the vegetable production capacity of 48 tons/year in the future. Increase the demand for vegetables from MOS Burger, affiliated catering companies, and external channels, enabling more consumers to taste safe, healthy, high-quality vegetables and enjoy healthy ingredients.



- Expand the production scale (84 tons a year) and distribution network of AN-SHIN Smart Farm.
- AN-SHIN farm vegetables are marketed to retail channels such as Carrefour supermarkets and Wellcome supermarkets, launching various AN-SHIN healthy lifestyle vegetable boxes and bagged vegetables, allowing more people to purchase vegetables from AN-SHIN smart farms.



- The strawberry farm has reaped commercial benefits by providing products for Japanese restaurants since 2022.



- A LINE@ official account has been established to regularly share product information.

Special Reports

Crafting an Upscale Chain Restaurant Brand

Always committed to the maintenance of food safety and the improvement of self-management of the food sanitation, AN-SHIN FOOD has participated actively in the “Hygienic Grading Assessment of Catering Industry” organized by the health authorities of various cities and counties. ^(Note 34) AN-SHIN FOOD’s six voluntary management items, namely, food sanitation management, personal sanitation management, equipment and utensil management, environment and health management, production process and quality control, and food safety information disclosure ^(Table 1), all meet the Good Hygiene Practice for Food (GHP), transcending high quality goals in terms of food health, environment sanitation, and catering. AN-SHIN FOOD has proactively participated in the “Hygienic Grading Assessment of Catering Industry” programs organized by local health bureaus across various counties and municipalities. As of 2024, the company operates a total of 303 stores nationwide. Among these, 296 stores registered for assessment in accordance with local government evaluation programs ^(Note 35), and all registered stores successfully obtained hygiene certification, achieving a 100% certification rate. Stores in 20 counties and cities, including Taipei City, New Taipei City, Keelung City, Taoyuan City, Hsinchu City, Hsinchu County, Miaoli County, Taichung City, Changhua County, Yunlin County, Chiayi City, Chiayi County, Tainan City, Kaohsiung City, Pingtung County, Taitung County, Hualien County, Yilan County, Penghu County, and Kinmen County, have seen their capability of food safety and sanitation management affirmed by the respective health bureaus, and were given the catering industry grading mark. ^{(Table 2) (Note 36)}

Hygienic Grading
Assessment of Catering
Industry over the years



(Table 1)

6 aspects	Food sanitation self-management
Ingredients sanitation management	Strictly implementation of purchase preservation, ingredients preservation, and ingredients use
Personal sanitation management	Ensure employees dress code, hand hygiene practices, disinfectant processes, comprehension of food poisoning, and annual health check-up
Equipment management	Primary attention on the hygiene management of preparation utensils, instrument sanitation, rags, and temperature management.
Environmental sanitation maintenance	Maintain toilets in a hygienic state and manage waste and cooking oil disposal
Process and quality control	Consistently inspect store operations and verify adherence to safety and sanitation regulations
Food safety information disclosure	Integrity of food businesses’ registered information, ingredient source, and signs posted by health management personnel

The Food and Drug Administration of the Ministry of Health and Welfare has implemented the Restaurant Hygiene Management Classification Assessment System since 2010. Assessment teams composed of local health personnel and expert scholars conduct evaluations of restaurant operators. The assessment focuses on whether hardware equipment, environmental hygiene, process quality, personnel hygiene, and storage comply with Good Hygiene Practice (GHP) standards, and confirms the completeness of food business operator registration data, food ingredient sources and preservation records, posting of hygiene management personnel identification plates, waste management, enhanced guidance for personnel on food poisoning concepts, and improvement of personnel hygiene habits.

(Table 2) Hygienic Grading Assessment of Catering Industry for 2023 and 2024

County/city	The number of stores in the year of sign-up	Number of Excellent certificates	Number of Good certificates	Number of certificates falling short	Certificate validity date
Keelung City	4	1	3	0	2026.12.31
	1	1	0	0	2025.12.31
Taipei City	112	112	0	0	2026.12.31
New Taipei City	56	56	0	0	2026.12.31
Taoyuan City	25	25	0	0	2026.12.31
Hsinchu City	6	4	2	0	2025.11.08
Hsinchu County	8	8	0	0	2025.11.30
Miaoli County	3	3	0	0	2026.12.09
Taichung City	30	30	0	0	2025.10.19
Changhua County	2	2	0	0	2025.10.30
Nantou County	0	0	0	2	-
Yulin County	1	1	0	0	2026.12.31
	2	2	0	0	2025.12.31
Chiayi City	3	3	0	0	2026.12.31
Chiayi County	1	1	0	0	2026.12.31
Tainan City	11	11	0	0	2026.11.01
Kaohsiung City	19	19	0	0	2026.12.31
Pingtung County	3	3	0	0	2026.11.13
Taitung County	1	1	0	0	2026.12.31
Hualien County	1	1	0	0	2026.12.31
Yilan County	5	5	0	0	2025.10.17
Penghu County	1	1	0	0	2026.12.31
Kinmen County	1	1	0	0	2026.11.30
Total	296	291	5	2	

(Note 34) The evaluation is carried out against the “Sanitation Management Grading and Evaluation System of the Catering Industry” and “Notes for Sanitation Management Grading and Evaluation System of the Catering Industry” promulgated by the Food and Drug Administration of the Ministry of Health and Welfare.

(Note 35) The data is based on the number of AN-SHIN FOOD stores that registered during 2023-2024.

(Note 36) In 2024, AN-SHIN FOOD proactively took part in the Hygienic Grading Assessment of Catering Industry evaluation organized by the health bureau of each county or city government; all participating stores were granted a mark showing they had passed the Hygienic Grading Assessment of Catering Industry. By December 31, 2024, stores in the counties/cities yet to obtain a grading mark were those located in Nantou county, primarily due to the Company not taking part or the health bureau of the county/city not holding the event.



3 Talent Development and Social Co-prosperity



- Employees • Customers
- Media • Public welfare organizations

3 | Management Directive



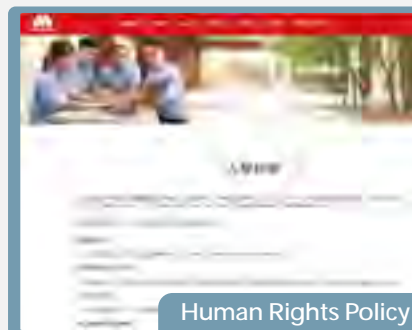
Society/Human Rights	Material Topic	Medium/General Topics	Meaning to AN-SHIN FOOD	Policy and Commitments
	Employment	—	AN-SHIN values every employee, and the Company believes that only respected employees work with dignity and happily so that the employee cohesion for the corporate can be achieved.	Accordingly, the Company has established and announced the “ Work Rules” and “ Employee Code of Conduct” . We comply with relevant labor-management and labor laws, protect reasonable working hours and income of employees, and aims to establish a healthy working environment, in order to contribute efforts jointly with employees.
	Labor/Management Relations	—	The Company provides various transparent communication channels to listen to employees’ opinions and feedbacks, In addition, the Company also performs coordination, communication and response promptly, in order to promote healthy and friendly working environment, thereby achieving AN-SHIN’ s goal of sustainable operation.	AN-SHIN comply with International Bill of Human Rights and relevant laws and regulations, such as gender equality, the right to work, and prohibition on discrimination, etc., and human rights policy has also been established. In addition, to protect the rights and obligations of both labor and management, to allow both labor and management to collaborate and to achieve business development jointly, the Company has established the Work Rules according to the regulations of the Labor Standards Act and also requests all employees to comply with relevant regulations.
	—	Social and Economic Regulatory Compliance	Proper social and economic regulatory compliance is an important basis for an enterprise to achieve stable growth and sustainable operation.	Accordingly, AN-SHIN complies with social and economic laws and regulations, and also reviews relevant regulatory requirements periodically.
	Education and Training	—	All employees are important assets of the Company, and the Company provides education and training in order to allow employees to contribute efforts and to grow with the Company jointly.	AN-SHIN FOOD has established the “ Employee Education and Training Operation” and provides diverse education and training. All department heads and store partners are able to receive these professional management training in order to allow AN-SHIN to continuously provide quality services to customers under such fast changing business environment.
	Occupational Safety and Health	—	The right to life is far more important than the right to work, and employee safety is the most important labor criteria that AN-SHIN and all employees must protect and maintain with best effort jointly.	As an employer, AN-SHIN complies with labor laws and regulations, fulfills corporate social responsibility and implement employee care and protection properly, and the safety and health policy has also been established.
	—	Indirect Economic Impact	MOS Burger with community type of stores as the main business model is committed to the promotion of local prosperity while valuing the positive interaction with local neighborhood communities and residents.	The business philosophy of “ Contribution to the mankind and society” is implemented thoroughly.
	—	Local Community	Over the past years, the Company has continued to organize social welfare activities in order to contribute love and care to all parts of Taiwan and is committed to become a friendly neighbor of the local community.	The business philosophy of “ Contribution to the mankind and society” is implemented thoroughly.

Society/Human Rights	Material/ General Topics	Performance Measurement Indicators	Goals for 2025	Action Plan for 2024	2024 Achievements	Medium-term Goals (3-5 Years)	Long-term Goals (5-10 Years)
	Employment	Talent Recruitment	The number of official employees recruited for the annual operation was adjusted to 341 people.	Talent recruitment and job vacancies are implemented and maintained periodically according to the target set for each month.	In 2024, the actual number of official operation employees recruited was 245 people.	Continue to recruit professionals, and provide employment opportunities.	Establish a positive corporate image and reputation, attract more outstanding professionals, and maintain a stable employee turnover rate.
		School campus recruitment events	10 people recruited for the intermediate and senior supervisor trainees.	Most of the campus field recruitment events were changed to online recruitment.	The Company participated in 34 sessions of campus recruitment events, and 2 people reported for the positions of intermediate and senior supervisor trainees.	The Company continues to participate in each campus recruitment event, and provides employee opportunities, in order to cultivate new young force.	Strengthen cooperation with colleges and universities, continue to participate in campus talent recruitment activities, attract and train more outstanding young talents to become leaders in the industry.
		Freshmen Ceremony	200 people attended the freshmen ceremony.	Freshmen ceremony is organized, and transparent communication channel is provided to freshmen.	In 2024, Freshmen Welcome Party was organized, and a total of 218 new employees became part of the AN-SHIN Food.	The Freshmen Ceremony and Freshmen Welcome Party will continue to be organized, in order to allow freshmen to become familiar with the workplace swiftly.	Continue to improve the new employee training plan, strengthen the support and training for new employees to integrate into the workplace, and improve their loyalty and work efficiency.
	Labor/Management Relations	Human Resource Evaluation Committee Meetings	Two meetings are convened annually.	Human Resource Evaluation Committee meetings are organized, and the list of personnel for promotion is submitted.	In 2024, 2 Human Resource Evaluation Committee meetings were convened, and 18 employees were promoted.	The Human Resource Evaluation Committee meetings will continue to be organized, and two meetings are convened annually.	Ensure the efficiency and effectiveness of the people's evaluation meetings, establish a fairer and more transparent talent evaluation system, and motivate employees to work.
		Labor-Management Meetings	At least one meeting is convened quarterly.	Meetings are convened to discuss and resolve labor-management related issues of the Company, and to review the content of Work Rules.	4 labor-management meetings were convened in 2024, and 17 proposals were passed.	Labor-management meetings will continue to be organized, and at least one meeting is convened quarterly	Establish a solid labor-management relationship, promote communication and understanding between both parties, and jointly solve problems and improve work efficiency
		Remuneration Committee	At least two meetings are convened annually.	Remuneration and benefit system and regulations are reported.	3 Remuneration Committee meetings were convened in 2024, and 9 proposals were passed.	The Remuneration Committee meetings will continue to be organized, and at least two meetings are convened annually.	Evaluate the remuneration system on a regular basis, adjust the salary level reasonably, and attract and retain outstanding talents.
	Social and Economic Regulatory Compliance	Legal Compliance	Implement labor-management regulatory compliance educational promotion.	Internal educational promotion and the Labor Standards Act related training are organized during the monthly store manager meeting.	In 2024, a total of 8 labor-management regulatory internal educational promotions were organized, in order to reduce the risk of violation of labor-management related laws and regulations.	<ul style="list-style-type: none"> Internal educational promotion will continue to be implemented during the monthly store manager meeting. Share cases in meetings participated by sections of each region. 	<ul style="list-style-type: none"> Strengthen the internal publicity and knowledge transfer at the store managers monthly meeting to improve store management and service quality. Strengthen the content sharing and exchange of section meetings among districts, promote learning and collaboration among districts, and improve overall operational efficiency.
	Training and Education	Talent Cultivation	Cultivate domestic and overseas stationed operating and management talents.	Organize operation and headquarters management staff education and training.	In 2024, 3,176 people completed the professional competence training, 172 people completed the supervisor skills training, and the total number of training hours was 328 hours.	The Company will continue to cultivate operation and management talents.	Formulate comprehensive training programs, enhance the professionalism of operational and management talents, and optimize the organizational structure and operational efficiency.

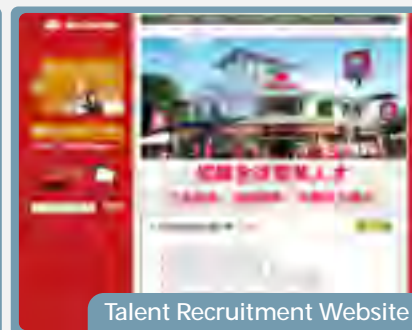
Society/Human Rights	Material/ General Topics	Performance Measurement Indicators	Goals for 2025	Action Plan for 2024	2024 Achievements	Medium-term Goals (3-5 Years)	Long-term Goals (5-10 Years)
	Occupational Safety and Health	Maternal Health and Protection	<ul style="list-style-type: none"> Maternal health and protection is promoted during the monthly store manager meeting. Group classification is implemented for management. Health risk assessment for 100% of employees under the maternity program has been completed. 	<ul style="list-style-type: none"> Equipment maintenance for the breastfeeding room. Obtained the Outstanding Breastfeeding room. Excellent Level, Certificate, and implement maternity protection program promotion/case acceptance. Health care and evaluation for female employees under protection. Physicians assist individuals of the maternity protection program through consultation and evaluation. 	In 2024, a total of application management employees was 37 people, and risk assessment completion rate for each workplace reached 89%. In addition, for employees under maternity protection program, maternity protection interviews and appropriateness evaluations were performed for female employees under pregnancy and within one year after child birth.	The Company will continue to care maternal health and protection.	<ul style="list-style-type: none"> Establish a sound maternal health protection system, provide comprehensive support and protection, and create a female-friendly work environment. Establish a sound maternal health protection system, provide comprehensive support and protection, and create a female-friendly work environment.
		Prevention for Occupation Induced Cerebrovascular and Cardiovascular Disease	<ul style="list-style-type: none"> Continue to track and implement relevant prevention methods to each individual. Official employees overwork evaluation form completion reaches 78%. 2~ 3 session of stress relief seminar and course is organized annually. 	<ul style="list-style-type: none"> An overload program is established, and cooperating with the physical examination schedule, an overwork evaluation is conducted along with subsequent analysis. Job assignment and improvement plan. Relevant seminars are arranged. 	Based on the occupational assessment for cerebrovascular disease risk levels, 3,373 individuals do not require interviews, 92 are recommended for interviews, and 2 need interviews. Overwork assessment interviews are scheduled during each month's on-site service.	Continue to prevent occupation induced cerebrovascular and	Implement health promotion activities to raise employees' health awareness, and reduce the incidence of occupational-induced diseases.
		Illegal Infringement Prevention	<ul style="list-style-type: none"> 1 session of illegal infringement prevention seminar is organized annually. Assessment and survey is performed during field service, and the result is provided to each store. 	<ul style="list-style-type: none"> Workplace violence program educational promotion is implemented. Internal and external illegal infringement assessment is performed. Relevant seminars are arranged. 	A total of 5 case was reported for the year, and investigation was performed immediately. In addition, the Company continues to perform illegal infringement internal and external risk assessment.	Implement the execution of illegal infringement prevention plan.	Strengthen the illegal infringement prevention plan to protect the personal and property safety of employees.
		Ergonomic Musculoskeletal Injury Prevention	Hazard verification completion rate is 81%.	<ul style="list-style-type: none"> Musculoskeletal symptom survey questionnaires are implemented according to the physical examination schedule. If there is any subsequent musculoskeletal issue related to work, workplace onsite analysis is performed and improvement recommendation is provided. 	<ul style="list-style-type: none"> After the survey, a total of 3,373 questionnaires were recovered, of which 693 showed musculoskeletal symptoms. The second stage further inquiries relevant parts and levels for the discomfort symptoms and a detailed explanation thereof. After assessment, they have been determined to be non-work related ergonomic hazards. 	Prevention of ergonomic musculoskeletal injury is implemented properly.	Continue to implement the prevention plan of human-induced musculoskeletal injury to reduce the incidence of industrial accidents and protect the health of employees.
		Subsequent Follow-up, Investigation and Improvement of Accidents	Subsequent follow-up is performed and recorded for employees of occupational injuries, and educational promotion and hazard precautions are provided for occupational injury hazards monthly, in order to increase Employees' awareness on occupational injuries.	After the job resumption program, the number of employees assisted to resume their jobs is 34 persons-time. The Company will continue to improve job resumption program, measures and to enhance the effectiveness of job resumption.	The subsequent follow-up, investigation and improvement of accidents will continue to be tracked.	Establish a comprehensive accident investigation and improvement mechanism to reduce the occurrence of accidents and improve safety protection measures.	Subsequent follow-up is performed and recorded for employees of occupational injuries, and educational promotion and hazard precautions are provided for occupational injury hazards monthly, in order to increase Employees' awareness on occupational injuries.

3.1 Fortune Workplace and Inclusion

The criteria for fortune workplace includes providing competitive salary and benefit, allowing employees to work securely, providing two-way communication channels, respecting and listening to employees' feedbacks, and providing stage for employees' performance, in order to allow employees to develop and improve continuously. AN-SHIN Food's employment imposes no restriction on the age, educational background and experience. All job applicants with passion in the catering service industry are welcome. After job applicants are selected by the Company internally, pre-service practice training and job shift system are arranged, and complete job promotion program is also provided, in order to cultivate outstanding management talents.



Human Rights Policy



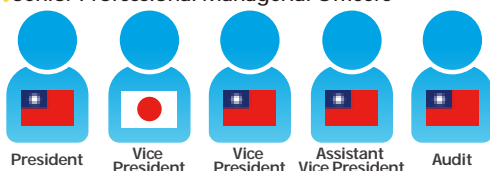
Talent Recruitment Website



3.2 Talent Diversity

AN-SHIN FOOD is committed to creating a warm and personable workplace where every team member can experience the beauty of genuine interaction through sincere communication, enriching their own life stories. AN-SHIN is an international enterprise, and the Company's headquarters and stores employ outstanding catering talents from different countries along with the promotion of fusion of diverse groups. In addition, employees are able to learn the merits of different countries and mutual inclusion. Up to December 31, 2024, the total number of employees of AN-SHIN FOOD is 5,778 people, among which 150 people are foreign employees, including diverse talents from Japan, Canada, China, Hong Kong, Malaysia, Indonesia, Vietnam, Myanmar, South Africa, and Philippines, etc., and the number of employees remains consistent with the number in last year without a seasonal difference. For 2025, the Company expects to expand the recruitment to approximately 341 people. Among the senior professional managerial officers, there is 1 manager from Japan, and the number of R.O.C. citizens in the senior professional managerial officer positions accounts for 75% with details as described in the following:

Distribution of Domestic and Foreign Senior Professional Managerial Officers

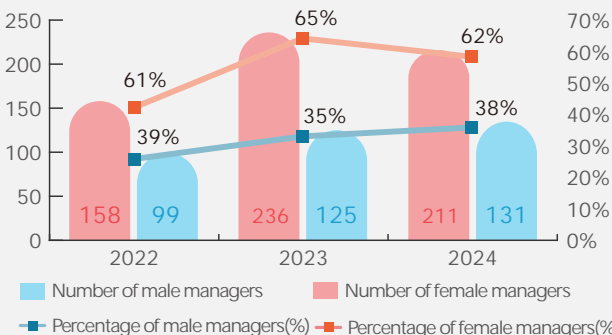


Total Number of Employees and Ratio Classified According to Domestic and Foreign Nationalities for Past Years

Type	Ratio	Male	Female
Domestic Citizens	97%	1,830 persons	3,798 persons
Foreign Nationality	3%	40 persons	110 persons

AN-SHIN FOOD advocates gender equality and ensures female employees have the opportunity to participate in the Company's decision fully, and also realizes female employees' fair chance to participate in the decision-making and leadership at all level of the corporate hierarchy of the Company. In 2024, there were 211 female employees at managerial positions (including administrative management and operation management), a decrease of 25 female employees from 2023. Currently, female management staff accounts for 62% of the total management staff.

Total Number of Employees and Ratio Classified According to Managerial Position and Gender for Past Years



Total Number of Employees and Ratio Classified According to Employment Type, Contract and Gender for Past Years (Note 1)(Note 2)

Year		2022		2023		2024	
		Male	Female	Male	Female	Male	Female
Number of employees (Classified according to employment type)	Administrative management positions	32	60	35	61	31	50
	General employee	23	48	21	47	26	47
	Operating management positions	99	158	90	175	99	161
	Store employees	175	293	158	252	162	245
	Part-time employees (Note 3)	1,462	3,016	1,542	3,144	1,552	3,405
Number of employees (Classified according to employment contract)	Total	1,791	3,575	1,846	3,679	1,870	3,908
	Official employees (Note 4)	1,791	3,575	1,846	3,679	1,870	3,908
	Temporary employees (Note 4)	0	0	0	0	0	0
	Total	1,791	3,575	1,846	3,679	1,870	3,908

(Note 1) Employee data collection coverage scope refers to Taiwan.

(Note 2) The calculation of total number of employees refers to the full-time and part-time employees up to December 31.

(Note 3) The internal part-time employees of the Company refer to employees without guaranteed minimum or fixed working hours. According to the regulatory requirements, the maximum monthly working hours is 214 hours, and the Company's internal regulations specify that the maximum working hours for part-time employees must not exceed 190 hours/month. The Company encourages employees to rest appropriately and also supervises and manages employees of low (<20 hours/month) and zero working hours, in order to understand the employee work shift condition periodically.

(Note 4) Official employees refer to full-time and part-time employees signing non-fixed term contract.

(Note 5) Temporary employees refer to employees signing fixed-term contract.

Total Number of Employees and Ratio Classified According to Job Rank, Age Group and Gender for Past Years

Employee type	2022							2023							2024						
	Under 30 years old		31-50 years old		Above 51 years old (inclusive)		Total	Under 30 years old		31-50 years old		Above 51 years old (inclusive)		Total	Under 30 years old		31-50 years old		Above 51 years old (inclusive)		Total
	Male	Female	Male	Female	Male	Female		Male	Female	Male	Female	Male	Female		Male	Female	Male	Female	Male	Female	
Administrative management positions	0	0	25	56	7	4	92	0	3	28	55	7	3	96	0	0	27	45	5	3	82
General employees	6	26	15	21	2	1	71	6	20	15	25	0	2	68	6	17	20	26	0	4	73
Operating management positions	36	54	63	99	0	5	257	24	55	63	112	3	8	265	24	39	72	114	3	8	260
Store employees	128	176	45	92	2	25	468	104	137	53	90	1	25	410	107	109	51	105	4	31	407
Part-time employees	1,095	1,312	289	976	78	728	4,478	1,121	1,198	331	1,097	90	849	4,686	1,031	1,199	410	1,256	110	950	4,956
Number of part-time employees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total number of employees	1,265	1,568	437	1,244	89	763	5,366	1,255	1,413	490	1,379	101	887	5,525	1,168	1,366	580	1,546	122	996	5,778

Employee Ratio According to Managerial Position, Non-managerial Position, and Gender^(Note 6)

Type	2022			2023			2024		
	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio
Senior managers (Headquarters)	4	0	0.1%	4	0	0.1%	2	1	0.1%
Intermediate level managers (Headquarters)	29	60	1.7%	32	64	1.7%	30	50	1.4%
Entry level managers (Headquarters)	100	158	4.8%	90	175	4.8%	99	161	4.5%
Employees (employees of non-managerial position)	1,658	3,357	93.5%	1,720	3,440	93.4%	1,739	3,696	94%

Employee Educational Background Distribution

Year	2022		2023		2024	
	Headcount	Ratio	Headcount	Ratio	Headcount	Ratio
Under bachelor' s degree	2,687	50.1%	2,605	47.1%	2,497	43.2%
Bachelor	2,647	49.3%	2,883	52.2%	3,241	56.1%
Master	32	0.6%	37	0.7%	40	0.7%
Doctoral degree	0	0%	0	0%	0	0%
Total headcount	5,366		5,525		5,778	

New Employee and Employee Turnover Structure for Past Years ^(Note 7)

New Employee and Employee Turnover Structure for Past Years		New employees									Resigned Employees								
		2022			2023			2024			2022			2023			2024		
		Headcount		Ratio	Headcount		Ratio	Headcount		Ratio	Headcount		Ratio	Headcount		Ratio	Headcount		Ratio
Gen der	Male	119		42.3%	116		47.9%	124		43.5%	137		36.4%	141		48.6%	114		37.1%
	Female	162		57.7%	126		52.1%	161		56.5%	239		63.6%	149		51.4%	193		62.9%
Age group		Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio	Male	Female	Ratio
	Under 30 years old (inclusive)	94	116	74.7%	77	79	64.5%	77	89	58.2%	96	177	72.6%	94	95	65.2%	64	109	56.4%
	Above 31 and under 50 years old (inclusive)	22	41	22.4%	33	40	30.2%	41	54	33.3%	39	54	24.7%	38	43	27.9%	40	70	35.8%
	Above 51 years old	3	5	2.8%	6	7	5.4%	6	18	8.4%	2	8	2.7%	9	11	6.9%	10	14	7.8%
Region	Taipei, Taoyuan, Hsinchu	191		68.0%	174		71.9%	165		73.4%	276		73.4%	203		70.0%	217		70.7%
	Central region	45		16.0%	33		20.0%	57		13.0%	49		13.0%	50		17.2%	45		14.7%
	Southern region	40		14.2%	32		18.9%	54		13.0%	49		13.0%	34		11.7%	36		11.7%
	Hualien, Taitung	4		1.4%	3		2.5%	7		0.5%	2		0.5%	2		0.7%	6		2.0%
	Kinmen	1		0.4%	0		0.7%	2		0%	0		0%	1		0.3%	3		1.0%
New employment/turnover rate (%)		5.0%			4.0%			4.9%			7.0%			5.0%			5.3%		
Total headcount		281			242			285			376			290			307		

(Note 6) AN-SHIN FOOD' s definition for managers is as follows:

Senior managers: Managerial officers

Intermediate level managers: Headquarter managerial positions

(rank of director and above) -operation managerial positions (rank of section chief and above)

Entry level managers (operation): Operation management positions (rank of store manager and above)

(Note 7) Since the change of part-time employees is relatively frequent, presently, the number of new full-time employees are statistically counted only.

Employee voluntary resignation rate and non- voluntary resignation rate

Item content	2022	2023	2024
Store employee voluntary resignation rate	6.0%	3.0%	6.4%
Store employee non-voluntary resignation rate	Less than 0%	Less than 0%	Less than 0%

Ratio of minimum wage of each region and employees receiving minimum wage

Item content (Subject: Operation PT, FT, FT3)	2022			2023			2024		
	Northern region	Central region	Southern region	Northern region	Central region	Southern region	Northern region	Central region	Southern region
Regional average hourly wage	161	156	161	177	177	178	185	184	185
Percentage of store employees receiving minimum wage in the region	0%	0%	0%	0%	0%	0%	0%	0%	0%

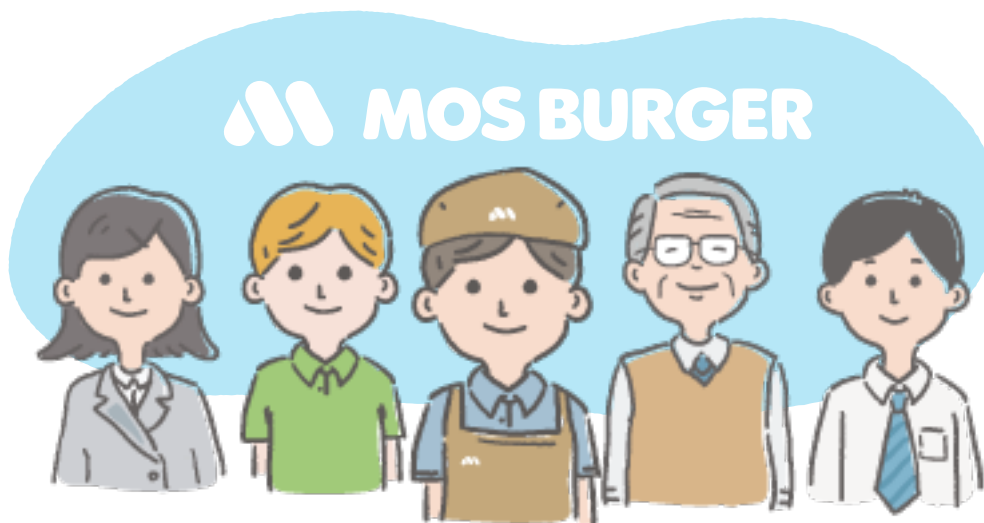
Total Number of Employees and Ratio Classified According to Job Rank, Nationality and Gender for Past Years (Note 8)

Employee type	R.O.C.		China		Japan		Canada		Indonesia		Hong Kong		Malaysia		Vietnam		Myanmar		The Philippines		Thailand		U.K		Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Administrative management positions	30	50	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	81
General employees	25	47	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	73
Operating management positions	98	161	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	260
Store employees	156	235	0	1	0	0	0	0	0	1	0	0	4	5	1	2	0	1	0	0	0	0	1	0	407
Part-time employees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of part-time employees	1,521	3,305	0	24	0	0	0	1	2	14	2	1	2	9	17	38	8	11	0	1	0	1	0	0	4,957
Total number of employees	1,830	3,798	1	25	2	0	0	1	2	15	2	1	6	14	18	40	8	12	0	1	0	1	1	0	5,778

Employee Information of Each Business Location (Note 8)

Employee type	R.O.C.		China		Australia	
	Male	Female	Male	Female	Male	Female
Administrative management positions	31	50	0	0	0	0
General employees	26	47	0	0	0	0
Operating management positions	99	161	0	0	0	0
Store employees	162	245	0	0	0	0
Part-time employees	1,552	3,405	0	0	0	0
Number of part-time employees	0	0	0	0	0	0
Total number of employees	1,870	3,908	0	0	0	0

(Note 8) It refers to employees of Taiwan only, excluding MOS Xiamen and Australia.



3.2.1 Salary Bonus System and Various Benefit Systems



To promote social, economic and political fusion, all employees of AN-SHIN FOOD are entitled to salaries and benefits equally without difference due to gender, age, nationality, physical/mental disability, race or other criteria, and the Company also actively provides employment opportunities to people of re-employment and people of disability. In addition to compliance with the Labor Standards Act and other relevant labor laws and regulations, AN-SHIN FOOD also conducts employee work performance evaluations periodically. For store employees, evaluation is performed according to the "Regulations Governing Employee Performance", and the aforementioned evaluation result is used as the reference basis for employee job promotion, transfer, salary, profit sharing, bonus issuance, education and training as well as career planning, etc. AN-SHIN FOOD upholds the principle of profit sharing with employees and compliance with Labor Standards Act and other relevant labor laws and regulations. In addition, the Company also reviews salary and job promotion system periodically via the Remuneration Committee and Talent Development Committee along with the Human Resource Evaluation Committee for objective review, such that through overall salary and bonus system, employees are able to enjoy their works and find personal value, thereby promoting diverse employment and social stability. AN-SHIN cooperates with employee career development needs and provides diverse benefits, including travel allowance, language learning allowance, maternity allowance, children's education subsidy, annual physical examination and group insurance health care, etc. In addition, the Company also provides opportunities for outstanding talents to participate in overseas training and visits, allowing them to have the opportunities to utilize language skills to accumulate experience, to improve competency and achieve personal goals. All benefit expenses of AN-SHIN FOOD are appropriated according to the laws, and relevant details of salary information is as follows:

Part-time employee benefit and security

Bonuses and allowances

Benefits and subsidies

Retirement System

Employee Welfare Committee

Lifetime learning

Group insurance (accident injury/ accident health care) / travel allowance (allowance provided according to the years of service and working hours) / employee meal discount/affiliates home appliance at employee discount price / stores and the Company organize irregular gathering and entertainment events / friends introduction and sharing coupons / job referral bonus.

Complete employee security (entitled to labor/health insurance, labor pension appropriation).

Birthday gift money / Dragon Boat Festival gift money. Mid-Autumn festival gift money.

Birthday gift money / Dragon Boat Festival gift money. Mid-Autumn festival gift money.

Official employee benefit and security

Bonuses

Benefits and subsidies

Retirement System

Employee Welfare Committee

Lifetime learning

Employee profit sharing and stock subscription for capital increase / stock ownership trust program for outstanding employees / performance bonus / various target achievement bonus/ participation in employee remuneration distribution / year-end bonus.

Employees receive periodic health examination allowance / group accident injury insurance/ store personnel work meal allowance/ periodic employee gathering and dinner events / employee friends sharing coupons / subsidies for wedding and funeral / childbirth incentive money / Accommodation for employees from external counties and cities / physician's periodic store onsite service and outpatient / affiliates home appliance at employee discount price / irregular external product and contracted supplier discount events / remote area salary allowance/ employee rent subsidy / job referral bonus / transfer bonus / maximum subsidy of NT\$20,000 per club established after one year.

The Company complies with the regulations of the Labor Standards Act, stipulates employee retirement related regulations, and has also established the "Labor Retirement Reserve Supervisory Committee". For new employees and original employees selecting the new retirement pension regulations, 6% of the monthly wage is appropriated for depositing in the personal pension account of the Bureau of Labor Insurance; For original employees selecting the old system of pension regulations and original employees selecting the new pension regulations with the preservation of original seniority, pension payment standard is calculated and appropriated according to the original employee retirement regulations in order to appropriate the proper amount of pension reserve for depositing in the dedicated account at the Bank of Taiwan. Presently, approximately 0.1% of the employees select the old system of retirement while all other employees select the new retirement system.

Annual travel allowance of NT\$2,000 to NT\$6,000 per person per year / festival gifts and year-end party event/ Dragon Boat Festival and Mid-Autumn bonus/ birthday gift money/ Dragon Boat Festival and Mid-Autumn gift money / employee emergency relief fund.

Employee education and training / Internal electronic newsletter / Manager reading session / Outstanding employee selection for overseas training / Providing external course and seminar information / Foreign language education subsidy. For employees qualifying the subsidy criteria, each person is entitled to the incentive fund of NT\$5,000 to NT\$10,000 / Language subsidy of NT\$1,500 to NT\$2,000 per person per month.

Starting salary for university/college freshman

Job duty	Job title	Unit	Average monthly salary in 2022	Average monthly salary in 2023	Average monthly salary in 2024
Operation management trainees	Intern team lead (FT)	NT\$	31,000~33,000	31,000~33,000	32,000~39,000
Operation official service person	Official service person (FT3)	NT\$	27,500~28,500	27,500~28,500	30,000~34,000
Headquarters assistant	Assistant (STAFF)	NT\$	26,000~31,000	28,000~31,000	29,000~31,000
Headquarters assistant specialist	Assistant specialist (STAFF)	NT\$	30,000~36,000	30,000~36,000	31,000~36,000
Intermediate and senior supervisor trainees	Intern team lead (FT)	NT\$	35,500~37,500 (including monthly performance bonus 2,500~3,500)	35,500~37,500 (including monthly performance bonus 2,500~3,500)	36,500~38,500 (including monthly performance bonus 2,500~3,500)

Annual total compensation ratio and annual total salary and compensation change ratio

Year	Unit	2022	2023	2024
Managerial position	%	293%	296%	286%
Non-managerial position	%	104%	119%	24%

Male and female employee salary ratio (Note 9)

Type	Unit	Male	Female
Headquarters assistant	%	17	31
Non-managerial position	%	14	38

Average and median of annual salary for non-managerial positions

Year	Unit	2022	2023	2024
Average annual salary of non-managerial positions	NT\$ thousand	603	621	623
Median of annual salary for non-managerial positions	NT\$ thousand	548	562	574
Number of employees of non-managerial positions (Note 10)	People	950	975	954



(Note 9) This data is calculated based on the indicator definition provided by the domestic Ministry of Labor.

Reference website: https://www.gender.gov.tw/gecdb/Stat_Statistics_DetailData.aspx?sn=EysMabrhMoWtwK31e0N8hQ%40&d=m9vw9odNZAz2Rc5Ooj%24wIQ%40%40

(Note 10) For 2024, the number of full-time employees of non-managerial positions is disclosed according to Article 4 of the Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies.

Emergency Relief Fund Account



AN-SHIN FOOD upholds the philosophy of “One Family for MOS Employees”, in order to provide support and care to employees. To care employees encountering accidents in their lives such that they are facing difficulties and requiring emergency aids, AN-SHIN FOOD has announced the “Regulations for Employee Emergency Relief Fund Establishment and Application”, on April 2013 in order to establish the emergency relief fund account. During the reporting to job of employees, the relief fund amount is signed according to personal will, and it is deducted as donation during the issuance of monthly salary. The relief fund donation is managed and under the custody of the Employee Welfare Committee as a specialized fund for emergency relief of employees with needs. Accordingly, limited resources can be utilized and people’s love and care are gathered to provide timely care and assistance to employees with needs, in order to assist them to overcome difficulties. In case where there is any family emergency and living difficulty or where any employee is subject to major injury or disease such that he or she cannot attend to work to receive remuneration, a special case can be applied and discussed in order to apply for the emergency relief fund.

AN-SHIN FOOD’s emergency relief fund account is able to satisfy special needs not covered by the insurance, in order to provide appropriate support to employees within the shortest time. The account budget source is from the employee donations of their own free will, and after accumulation of small amounts, sufficient budget can be achieved. Since the implementation of the Regulations for Employee Emergency Relief Fund in 2013, more than 88 employees have received subsidies and support, with the subsidy amount exceeding NT\$6.35 million, in order to assist employees with needs to overcome difficult time and to also assist employees’ families to face difficulties.



AN-SHIN FOOD provides subsidies to events organized each year, and also releases the “Employee Stock Ownership Trust” program, in order to stimulate and retain management talents. All entry level managers achieving certain standards are eligible to participate in the program, and employees appropriate 10% of their monthly salaries while the Company also appropriates a corresponding amount for depositing in the personal trust account, in order to allow employees to invest in the Company’s stocks in a fixed term and fixed amount approach. In other words, employees participating in the stock ownership trust program are able to achieve stable financial management effect and to share the business outcome with the identity of a shareholder. In order to ensure all employees can enjoy travel subsidies and avoid missing out on benefits due to time constraints, the AN-SHIN FOOD Welfare Committee adjusted the travel subsidy program in 2024, changing it to allow employees to receive points on the platform that can be used to redeem shopping, transportation, travel, accommodation and other related benefits. These points have no expiration date.

Activity and Event Subsidies for Past Years

Item	Activity/Event Content	2022		2023		2024	
		Number of People Benefited	Subsidy Amount (NT\$ thousand)	Number of People Benefited	Subsidy Amount (NT\$ thousand)	Number of People Benefited	Subsidy Amount (NT\$ thousand)
Club Subsidy (Note 11)	According to the club assessment score and number of club members, different subsidies are provided. The maximum amount of subsidy that can be applied by each club is NT\$20,000. If a club applies for an event project, after it is reviewed, an additional maximum amount of subsidy of NT\$15,000 may be provided to each club.	200	183	200	310	199	290
Stock Ownership Trust	Improve employee benefit, increase employees’ cohesion for the Company, and share business outcome of the Company.	230	11,050	266	11,793	231	11,526
Children Education Subsidy	When an employee’s child qualifies all academic subjects (including physical education and ethics) without failing any subject, the employee may apply for the children education subsidy.	63	119	94	137	111	160
Travel allowance	Employees qualifying the seniority requirements may apply for the travel allowance for themselves.	960	4,378	989	4,422	1,045	4,546
Marriage subsidy	Employees qualifying the marriage regulatory requirements may apply for the marriage subsidy for themselves.	11	213	15	337	8	112
Maternity subsidy	After the end of the maternity leave and resuming to one's own job, the employee may then apply for the maternity subsidy.	5	54	5	84	2	6
Maternity subsidy	In case of death of an employee’s parent, foster parent, step parent, spouse, child, he or she may apply for the relative funeral subsidy.	80	435	84	628	55	218
Total		1,549	16,432	1,653	17,711	1,646	16,858


(Note 11) The number of people benefited refers to the total number of club members of all clubs (total of 9 clubs).

AN-SHIN Club Events



The AN-SHIN FOOD Employee Welfare Committee (referred to as the Welfare Committee) is committed to creating a workplace with work-life balance, encouraging employees to establish clubs to promote interaction and provide leisure options after work. Employees can also make cross-departmental friends through these clubs. In 2024, a total of 9 clubs were in operation. To effectively manage welfare funds and achieve the original purpose of club establishment, the Welfare Committee will re-register clubs in 2025 to reorganize resources.

2024 club Introduction

Mountaineering Club	The purpose of the establishment is to allow employees to develop the habit of routine exercise while enhancing friendship among employees. The mountaineering club organizes mountaineering activities annually in order to allow club members to improve their health jointly and to get close to the nature while enhancing the exchange and bonding among each other, thereby improving team cohesion and establish excellent interpersonal relationship among personnel of headquarters and stores. Mountaineering club also participates in the co-organization of environmental and ecological education activities, in order to arouse people's love and care of the great nature.	Charity Club	The purpose of the establishment is to provide service to the disadvantaged, remote children or elderly, and also visit relevant institutions, in order to share love and care to children and elderly through activities.
Badminton Club	It is presently the largest club with the greatest number of members. Through the sports of badminton, club members are able to exercise, to relieve from stress and to promote the exchange and conversion among employees of different departments while improving one's physical strength and bonding with each other at the same time.	LOHAS Cycling Club	Through the sports of cycling, club members are able to achieve the effects of aerobic fitness and improvement of cardio-pulmonary function while exploring the city landscape at the same time. Accordingly, employees may have greater understanding on humanistic ecology.
Yoga Club	The purpose of the establishment is to allow female employees to achieve physical and mental relaxation through yoga as working women may feel stress from work and family. Yoga club provides beginner and advanced classes step by step in order to allow students to learn proper body extension, to strengthen cardio-pulmonary function, to maintain proper posture and to enhance muscular endurance, thereby achieving physical and mental balance.	Chinese Professional Baseball League Research Club	Club members are able to develop team work skills and the spirit of never give up through ball game watching and appreciation of baseball's power and charm. In addition, club activity can also be combined with employee travel, allowing club members to watch ball games at different stadiums, such that employees are able to achieve physical and mental relief during their free time.
Badminton Club	It is a club established by the Operation Department, and the goal is to provide a stage for operation employees at Hsinchu, Taichung, Changhua and Nantou to enjoy the joy of singing. In addition, club members are able to achieve stress relief through the club activities and to enhance the exchange among each other.	International Happy Singing Club	Singing is one of the best ways to relieve stress from busy lives. International Happy Singing Club organizes regular activities to enhance exchanges and friendship among employees and build cohesion as a team.
Board Game Club	The club is established to improve exchange interaction among employees and interpersonal skills. In addition, the club also provides additional recreation choice to employees during their free time after work, allowing employees interested in board games to participate in activities together. Accordingly, employees are able to achieve stress relief after work and to learn team work skills and problem solving skills, etc. during the game process, and diverse topic interest and exploration may also be stimulated.	 <p>Club Budget Subsidy</p> <p>The maximum subsidy per club per quarter is NT\$10,000, in other words, each club is entitled to the maximum subsidy of NT\$40,000 per year.</p>	

Number of Club Activity Participants for Past Years (Note 12)

Club	Type	Year of Establishment	2022		2023		2024	
			Session	Persons-time	Session	Persons-time	Session	Persons-time
Mountaineering Club	Sports type	2018	6	90	8	92	12	96
Badminton Club (1 Club, 2 Club) (Note 13)			9	207	46	Approximately 8~14 people per session	45	Approximately 8~10 people per session
Yoga Club			4	272	5	210	5	246
Singing Club	Entertainment type	2020	2	Approximately 15-20 people per session	4	About 60 people in total	4	Approximately 15~20 people per session
Board Game Club		2021	3	45	3	42	1	15
Charity Club	Service type	2022	2	30	2	30	3	92
LOHAS Cycling Club	Service type		2	24	4	45	2	20
Chinese Professional Baseball League Research Club			5	35	6	24	4 physical sessions, over 200 on-line live broadcasts	45 participants at physical sessions
International Happy Singing Club	Entertainment type	2023			5	43	6	60

LOHAS Cycling Club



Chinese Professional Baseball League Research Club



(Note 12) The calculation method of number of participants refers to the total of number of participants for all sessions for the whole year of 2024.

(Note 13) The statistics refers to the number of sessions and number of participants of activities organized by Badminton Club 1 and Club 2 in total.

MOS Charity Club Public Welfare Activities

2024.3.30

Food Education Activity, Good Shepherd Social Welfare Foundation Spreading Warmth and Love Through Food Education Activities

In March 2024, MOS Burger Charity Club collaborated with Good Shepherd Social Welfare Foundation to host a food education activity, allowing love to be continuously transmitted. In addition to club members, there were also MOS partners who volunteered to participate, sharing nutritional knowledge with children through relaxed and interactive methods.

During the activity, children learned to make honey-glazed grilled chicken cheese burgers, sequentially adding cheese, vegetables, and grilled chicken thigh to burger buns, stacking nutritious and delicious burgers with their own hands. Looking at the children's satisfied smiles, our partners felt deeply gratified, and the children's soft "thank you" made everyone feel even warmer. The Charity Club conveys love and care through food education activities and will continue to promote such activities in the future, implementing MOS Burger's philosophy of "Contributing to Humanity, Contributing to Society."



2024.11.15

Keelung Blood Donation Drive

In November, the Charity Club invited partners to roll up their sleeves and help those in need with their blood donations.



2024.3.30

Visit of Elderly Living Alone with Huashan Foundation

Elderly Visitation and Care Activities Bringing Warmth and Love in Winter

MOS Burger Charity Club collaborated with the Huashan Foundation in 2024 to organize visitation activities for elderly people living alone. Through the caring response of partners, nearly 300 MOS Burger charity items were collected and delivered to the elderly's homes by Charity Club members and MOS partners in groups. During the visits, partners built closer relationships through caring greetings and conversations, while documenting the elderly's daily needs and important reminders. This information was provided to the organization after the activity to help deliver resources that better meet their needs. Through listening and interaction, partners deeply understood the importance of respect and patient communication, and extended this care to their daily service.

The Charity Club cares for the disadvantaged in society through practical actions and will continue to spread love and warmth in the future, implementing MOS Burger's philosophy of "Contributing to Humanity, Contributing to Society."



MOS Sports Day

**Building a Healthy Workplace and
Strengthening Partner Cohesion;
Enjoy Work, Embrace Life!**

To create a healthy workplace and strengthen partner cohesion, MOS Burger held the MOS Sports Day at the National Taiwan University of Arts store, realizing work-life balance through the Olympic spirit. Store Managers' Team-Building Event

Store managers dressed in red sportswear symbolizing unity participated enthusiastically in an energetic event featuring motivational talks and warm-up activities, showcasing their energy through team name designs and interactions.

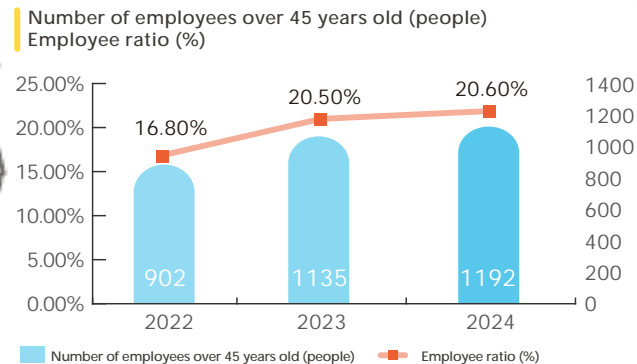
The event included five competitive games testing eyesight, hand speed, teamwork, and strategic planning. Store managers gave their best effort, demonstrating sportsmanship while gaining joy and communication opportunities throughout the competition. After the competition, the top three teams were rewarded to symbolize the honor and achievement of their efforts.

Participants shared their experiences and gains from the event with store partners, embodying MOS Burger's philosophy of "making customers feel happy and friendly" and continuing to convey the spirit of "enjoying work and being passionate about life" to all partners.

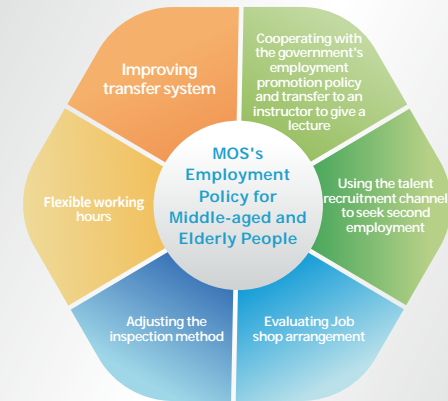


3.2.2 Middle-aged and Elderly Recruitment Plan

Re-employment personnel tend to have stable emotion and extensive social experience, and AN-SHIN FOOD looks forward to pass on their rich life experience to young store employees, in order to create harmonic store atmosphere, thereby providing warm and friendly services to customers. Accordingly, since the establishment of AN-SHIN FOOD, the Company continues to provide employment opportunities to re-employment working women and middle-aged and elderly job applicants. In 2024, the number re-employment people of AN-SHIN FOOD of the age group exceeding 45 years old and still under employment was approximately 1,192 people, accounted for 20.6% of the total number of employees, an increase of 0.1% from the same period of last year. In addition to fulfilling the corporate social responsibility, the Company also aims to reduce the gap between different age groups and to establish diverse workplace culture, in order to achieve social harmony.



MOS's Employment Policy for Middle-aged and Elderly People
Fulfilling Corporate Social Responsibilities, Activating the Energy of Senior People and Promoting the Inheritance of Experience



3.2.3 Middle-aged and elderly experience camp

AN-SHIN FOOD collaborated with external unit to organize the middle-aged and elderly friendly enterprise visits and product creation experience event. Through the collaboration method, the Company aimed to recruit re-employment people and elderly employees with passion in the service industry or equipped with store management expertise, in order to allow to exploit their talent at the workplace. Middle-aged and elderly employees are equipped with not only extensive experience but also great skills in customer service and handling, such that they can serve as the role model for young employees. In 2024, a total of 3 workplace experience camps and recruitment events for mid-to-senior aged workers were held, with 62 participants in total.

First step toward employment: experience first, interview later

MOS Burger has partnered with employment service stations across various counties/cities and community organizations to launch the "Workplace Experience" program, providing valuable opportunities for job seekers—experience the job first, then proceed to interviews.

This program allows job seekers to personally experience the working environment, understand job responsibilities and corporate culture, and collaborate with current employees to gain practical experience and workplace advice before formal interviews. Through this experience, job seekers gain increased confidence while helping companies select more suitable talent, creating a win-win situation. Additionally, this program helps job seekers integrate into the workplace more quickly, while enabling companies to more accurately assess applicants' actual abilities and adaptability, reducing the risk of turnover due to poor job fit. We sincerely invite employment service stations and community organizations from all regions to join our promotional efforts, working together to create a smooth employment pathway, generating more job opportunities and better lives for society.



MOS Received Awards for Service of Senior Employees

MOS Burger was certified by New Taipei City as an age-friendly workplace

In response to the government's policy promoting employment for middle-aged and senior workers, MOS Burger has once again been honored with the "New Taipei City Age-Friendly Workplace Certification for Middle-Aged and Senior Workers." Moving forward, we will continue to create an age-friendly employment environment. To address changes in the employment population structure, AN-SHIN FOOD will continue supporting employment opportunities for middle-aged and senior workers, providing quality employment opportunities and environments, encouraging second-career seekers and middle-aged job applicants to try boldly, demonstrate their self-worth again, and fulfill the company's management philosophy of "Contributing to Humanity, Contributing to Society."



MOS Burger has been awarded the Taipei City Age-Friendly Enterprise Certification for Middle-Aged and Senior Workers

MOS Burger has once again been awarded the "Friendly Enterprise Certification for Middle-aged and Senior Citizens" by the Taipei City Government. In response to changes in the employment population structure, AN-SHIN FOOD actively supports the employment of middle-aged and senior citizens by participating in multiple workplace experience activities for seniors organized by silver hair resource centers across Taiwan. Through these activities, job seekers not only gain in-depth understanding of the corporate culture and job content, but also promote exchange and learning among MOS partners who coordinate the activities. MOS Burger advocates for a diverse and inclusive workplace environment and provides quality employment opportunities, encouraging second-career seekers and middle-aged job applicants to bravely try again, demonstrate their self-worth, and implement the corporate management philosophy of "Contributing to Humanity, Contributing to Society."



3.3 Intermediate and Senior Supervisor Trainee System



To cope with the future development of the Company, AN-SHIN FOOD has organized the intermediate and senior supervisor trainees recruitment event since 2010. Up to the present day, a lot of administrative outstanding employees have been cultivated and are assuming managerial positions in various departments of the headquarters. In 2024, the Company continued to implement the elite talent training model in order to actively cultivate talents of comprehensive skills. After employees enter the company through the intermediate and senior supervisor trainee selection program, the Company will arrange a series of pre-service education, on-job training and job duties. The method of job transfer once every six months is adopted in order to perform appropriate talent and position training in practice. After the training is complete, the Company will then assign appropriate department and position according to personal expertise and evaluation, or trainees may also be assigned to overseas or affiliates for further career development. AN-SHIN FOOD aims to cultivate greater outstanding management talents through the intermediate and senior supervisor trainee system.



3.3.1 Intermediate and Senior Supervisor Trainee Seminar



To cultivate future senior managerial talent and establish a long-term talent pipeline, the Company is recruiting mid to senior-level reserve staff and implementing a 2.5-year development program. The program is divided into two phases: operations and headquarters.

The first phase focuses on operations training, where participants learn fundamental store and team management. Monthly specialized learning discussions are conducted based on their learning progress.

After completing the first phase, trainees return to headquarters for departmental training, which is further divided into two stages. The first stage involves rotation through two departments to gain experience and learn professional skills. During their first year at headquarters, trainees will gain clearer understanding of how different departments operate through presentations by department managers who share their work responsibilities and expertise. Related discussion topics are established, such as: "Process Improvement and Work SOP Development", "Marketing 2025 Lunar New Year Theme Event Planning", "Social Media Promotion SP", "Methods to Enhance Customer Satisfaction at Stores". In addition to specialized departmental courses, the program includes general management courses covering: time management, listening and communication skills, presentation skills. Course training is provided to lay the foundation for professional knowledge and management skills for reserve staffs.

A comprehensive and systematic training program for intermediate and senior supervisor trainees, in order to allow them to understand the overall operation mechanism of the Company, thereby improving their thinking and enhancing various job skills. Through diverse cultivation of courses and work reports, etc., supervisor trainees are able to advance with the current trend, to develop innovative thinking and key communication, analysis and decision making skills in the future, thereby becoming talents of great potential for the Company in the future.

MOS's Dedication to Talent Cultivation

Cradle for Cultivating New Talents

—MOS Burger Training Store

MOS Burger's training stores serve as cradles for cultivating new talents, not only imparting skills but also emphasizing work attitude.

Mr. Hung-Wen Lai, Store Manager of Zhubei Wenxing Store, shares that he joined MOS 20 years ago as a part-time employee. He deeply appreciates MOS's emphasis on food safety in the kitchen and has always led by example, demonstrating professionalism and persistence to reassure customers. During the preparation process for the training store, he conveyed to his partners the commitment to customers and witnessed the team's growth, ultimately successfully passing certification. He hopes to extend this persistence to more stores, ensuring that all customers can enjoy safe and delicious products.

Ms. Xiang-Yi Wang, Store Manager of Taoyuan Arts Plaza Store, states that her goal at MOS is to lead the store to become a training store. During the preparation period, she focused on passing evaluations, striving for excellence, and motivated partners through interviews and guidance, ultimately achieving her goal successfully. She is committed to passing on MOS' philosophy, helping employees love their work, learn correct concepts and integrity values, and create a warm and friendly store atmosphere to attract more customers and talents to join the MOS team.



Store manager Hung-Wen
guiding partners



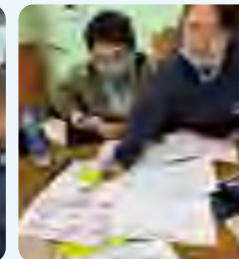
Store manager Xiang-Yi
guiding partners

Evolution of district manager training

—Building outstanding talent to drive store growth

District managers not only guide store operations and talent development but also serve as crucial bridges between the Company and store partners, communicating company philosophy and strategies to stores while helping store managers implement and optimize these strategies. They play a key role in store operations management, which is why we have designed comprehensive training programs to help district managers grow. The course content covers skill enhancement, specialized seminars, and cross-field management sharing, expanding District Managers' perspectives and thinking through diverse learning approaches to further build an elite team and create high performance.

The training focus for 2024 is team communication and guidance, including external instructor lectures and book club activities. The book club is divided into three parts: "Shared Reading, Shared Knowledge, and Shared Creation." Through exchanging perspectives, more innovative insights are sparked, achieving mutual growth and progress.



Youth-Elderly Inclusion Workplace X Customized Training

—Creating a Happy Workplace, Achieving Self-Fulfillment

AN-SHIN FOOD actively provides opportunities for young people and second-career seekers, while encouraging employment of middle-aged and elderly individuals, creating an intergenerational inclusive workplace environment. To meet the needs of different generations, we use MOS's exclusive MAPS learning roadmap to conduct interviews with new partners, clearly plan learning and promotion paths, and develop personalized growth plans based on individual characteristics, helping partners find the most suitable work roles and achieve self-growth and accomplishment.

Before officially starting work, partners undergo pre-employment training through video materials on the digital learning platform to establish a basic understanding of their jobs. Next, dedicated instructors (OJT) provide practical training to ensure partners can communicate promptly and adapt to their work. Furthermore, to enhance learning efficiency, we optimize workstation teaching aids, visualize operating procedures, and utilize color management, allowing partners to memorize more easily, quickly get up to speed, and reduce learning pressure and anxiety. AN-SHIN FOOD is committed to creating a happy and friendly workplace where every employee can develop with peace of mind and fully demonstrate their capabilities. We continuously promote the mutual growth of employees and the Company, aiming to achieve a win-win situation and sustainable operations.



MAPS Learning Map

3.4 Diverse Industry-Academia Integration with Youth Power



AN-SHIN FOOD is dedicated to the cultivation of young talents in the catering industry, and collaborates with numerous colleges and universities annually. In addition, the Company also welcomes internal employees to participate in continuing education at schools, and hopes that every employee of AN-SHIN FOOD is able to grow together with the Company.

School departments of diverse industry-and academic collaboration model

Diverse industry-and academic collaboration model	2022	2023	2024
Industry-academia collaboration program	3	5	8
Sandwich internship program	93	94	95
Summer internship program	9	9	9
Dual-system training flagship program	2	_(Note 14)	_(Note 15)
Department continuing education course	1	1	0
Department employment-oriented credit course	1	1	0
Industry academy program	2	3	2
Total	111	113	115

(Note 14) The Ministry of Education terminated the project in 2023.

3.4.1 AN-SHIN Learning Program



To cultivate industry talents and to strengthen job skills for chained catering brand operation and management practice, to reduce the gap between school learning and job skills, to allow students to develop pre-service competitiveness during school learning period, to mitigate difficulty in adapting to workplace learning of students, and to overcome the issue of job turnover, etc. AN-SHIN FOOD has actively engaged in industry-academia collaboration with universities in 2019, in order to establish a "AN-SHIN Learning Program" suitable to each university. The "AN-SHIN Learning Program" adopts the corporate class lecture model, allowing school and industry teachers to plan courses jointly, such that field experience and scenarios can be introduced into the course, allowing students to participate in an internship at the workplace as a full-time employee after completing the course and qualifying the corporate evaluation. Accordingly, freshmen graduating from school are able to enter the job field smoothly without difficulties.

In 2024, AN-SHIN FOOD continued to organize the "AN-SHIN Learning Program" with the Expert Academy of National Pingtung University of Science and Technology. A total of 13 courses were provided with 9 internal lecturers, and 9 students from different departments applied to participate in the program. AN-SHIN FOOD looks forward to cultivating the front-line managerial officers for the corporate group via the method of customized industry collaboration method in conjunction with the professional educational capability of TECO Catering Group, and to further cultivate outstanding catering talents in Taiwan.

AN-SHIN Learning Program Series of Courses for Past Years

Item	Unit	2022	2023	2024
Schools collaborated	Schools	1	1	1
Departments collaborated	Departments	8	8	3
Number of courses	Courses	9	9	13
Enterprise lecturers	People	7	7	9
Number of students benefited	Courses	20	20	16



|| National Pingtung University of Science and Technology || industry-academia course



3.4.2 Campus Workplace Experience Camp

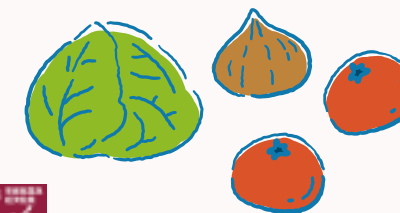


AN-SHIN FOOD actively collaborates with various schools to cultivate chained catering brand operation and management practice industry talents, in order to strengthen competency and to cultivate outstanding supervisor trainees, to apply school knowledge and skills at work, thereby promoting sustainable operation of the industry. AN-SHIN FOOD continues to organize "Workplace Experience Camp" through cooperative education collaboration. The key focus of the event is to allow students to understand the workplace early and to provide job opportunities to students willing to participate in the catering service industry. In addition, the Company also looks forward to allowing students to understand the importance of food safety and to establish proper knowledge through food safety related courses.

In 2024, a total of 5 sessions of cooperative education collaboration workplace experience events were organized with a total of 218 participants. During the date of the event, the corporate development history of AN-SHIN FOOD, corporate business management philosophy and AN-SHIN FOOD' rigorous service process were introduced. In addition, students were also invited to enter the simulated kitchen to experience the product manufacturing process and to taste the burgers and salads made by them through hands-on experience. Accordingly, students were able to understand how AN-SHIN FOOD controls food safety through the event.

Number of sessions of workplace experience camp and number of participants for past years

Item	Unit	2022	2023	2024
Number of sessions of workplace experience camp	Session	4	8	6
Number of participants of workplace experience camp	Headcount	108	285	245



3.4.3 Industry-Academia Collaboration Project



To assist young students with relatively little social experience to successfully enter the job field from school and to develop professional competency early, in recent years, AN-SHIN FOOD continues to expand the implementation of cooperative education collaboration projects with various colleges and universities. In 2024, AN-SHIN FOOD increased the cooperative education collaboration program with 2 new college and university departments. For those with outstanding performance during the internship period, they are qualified to apply for scholarship according to the scholarship regulations. In 2024, 12 students qualified the criteria, and a total of NT\$78 thousand of scholarship fund was issued. To retain outstanding talents and to allow them to become the main job force of AN-SHIN FOOD, AN-SHIN FOOD has provided numerous great benefits to attract students of cooperative education program to continue to stay at their job positions after school graduation, and such benefits include retention bonus, performance bonus, salary adjustment after qualifying competence examination, bonus for attending to work reaching certain fixed working hours in the current month for some of the job ranks, and benefits equivalent to official employees, etc.

Departments of colleges/universities under cooperative education collaboration program and number of interns

Item	2022	2023	2024
Departments of colleges/universities collaborated	97	111	113
Number of interns	46	29	47

3.4.4 Various Incentive Systems

AN-SHIN FOOD engages in three-party collaboration dual-system training program with schools and the Ministry of Labor, in order to allow students to provide service to the Company while continuing their studies at schools. In addition, for students with qualified academic performance at the end of each semester, completing weekly report on time and submitting score cards within the deadline, they are qualified to receive scholarship for the semester as an encourage to such students. In 2024, a total of 2 students qualified the criteria, and a total of NT\$6 thousand of scholarship fund was issued. In addition, to encourage employees to refer jobs to outstanding talents, the Company has established the job referral bonus system, and for those qualifying relevant criteria and submitting job referral bonus applications, job referral bonus is issued. In 2024, a total of NT\$85 thousand of job referral bonus was issued, and the number of people benefited was 88 persons-time.

Issuance of Scholarship for Past Years

Item	單位	2022 (Note 15)	2023	2024
Dual-system trainee semester scholarship	NT\$ thousand	33	18	6
	People	9	5	2
Job transfer bonus	NT\$ thousand	Issuance suspended	161	672
	People		25	107
Job referral bonus	NT\$ thousand	36.5	78.5	85
	People	37	92	88

(Note 15) The figures in the 2022 ESG Report are incorrect. Please use the data of this year as the main source.



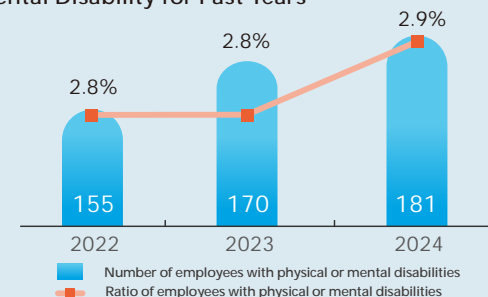
3.4.5 Creating Employment Training Academy for People with Physical or Mental Disability

People with physical or mental disability have been seen as social liabilities for a long period of time; however, we believe that people with physical or mental disability are innocent and kind in general as angels. Accordingly, the internal of the Company called this group of employees "Little Angels", and we believe that "they have the capability of handling works as long as the work is divided into small tasks, and they are able to perform tasks properly". Little angels also need to be provided with job opportunities and as long as they can be guided progressively to become familiar with the job, they are able to enter the job field to contribute efforts.

To eliminate education inequality, and to ensure disadvantaged group has the proper channel to receive education and occupational training, AN-SHIN FOOD collaborates with regional physical disability departments for a long period of time, in order to allow MOS Burger to become a school supporting community employment. AN-SHIN FOOD has employed people with physical or mental disability for a long period time, and we hope that with the corporate power, their image in the society can be altered in order to become assisting labor force to the society. In 2024, the total number of people with physical or mental disability employed by the headquarter and stores was 181 people, accounted for 2.9% of the total number of employees.



Employment Status of People With Physical or Mental Disability for Past Years

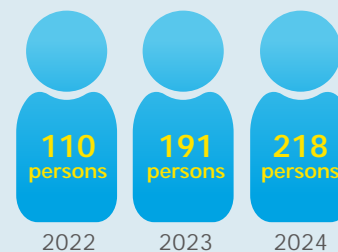


Number of on-job employees with physical or mental disability and ratio for past years

Item	2022	2023	2024
Administrative management positions	1	2	0
General employees	2	1	1
Operating management positions	1	2	0
Store employees	2	2	5
Part-time employees	149	163	175
Sub-total	155	170	181
Ratio over total number of employees	2.8%	2.8%	2.9%

3.4.6 8th Term of Freshmen Welcome Ceremony and Freshmen Seminar

AN-SHIN FOOD has organized freshmen welcome ceremony and freshmen seminar since 2016, which has become a tradition of the Company, and up to 2024, a total of 1020 people have attended the ceremony and seminar. Through a series of activities, freshmen with energy and passion in love of MOS Burger are able to understand the corporate culture of AN-SHIN FOOD. During the freshmen welcome activities, in addition to the visit of affiliates of TECO Catering Group, on-job employees are also invited to share their experiences, and freshmen representatives also share their thoughts and feelings in order to promote two-way communication. In 2024, AN-SHIN FOOD organized the 9th term of freshmen welcome ceremony and freshmen seminar, and a total of 218 new employees became part of the family of AN-SHIN FOOD.



Number of people participating in freshmen welcome ceremonies and parties for past years

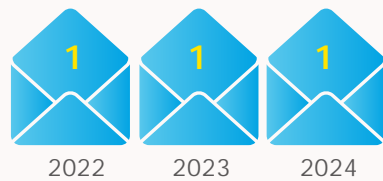


3.5 Listen to Internal Feedbacks



AN-SHIN FOOD is committed to the protection of the rights and interests of employees, and all comments and thoughts reflected by employees are understood and handled by the Company timely. AN-SHIN FOOD has always valued labor-management relationship harmony, and we have established numerous communication channels in the internal of the Company. "Independent Director Contact Mailbox", "Audit Office Mailbox" and "Employee Feedback Mailbox" are set up on the website. Responsible unit is also set up to handle relevant affairs. In addition, employees sharing the same interest and concept are also encouraged to establish clubs. In 2024, a total of one case was received through the employee suggestion box. In the past, most cases handled were related to labor-management communication or inquiries about employee welfare policies. All cases were resolved within the same year they were received.

Number of case received through employee feedback mailbox for past years



Employee feedback section



Investor section

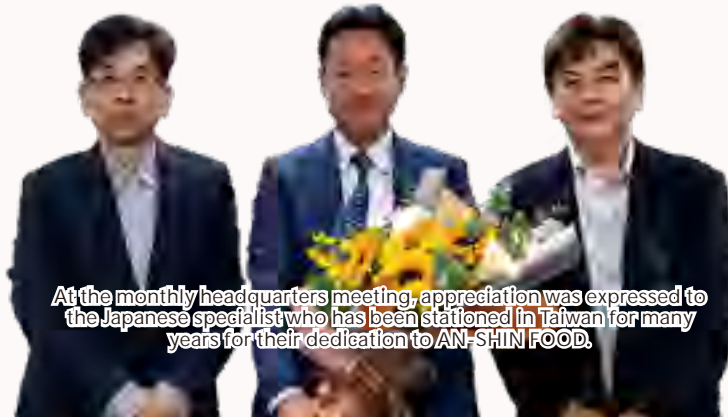


3.5.1 Headquarters monthly meeting

AN-SHIN convenes headquarters monthly meeting during the last week of each month, and the main purpose of the meeting is to allow each department to convey important information, to recognize outstanding personnel, and to allow headquarters employees to gather together, in order to promote exchange and achieve sufficient communication. Apart from other general enterprises, we adopt the Japanese corporate culture of convening meetings with attendees standing instead of sitting at desks, and the purpose is to replenish the meeting content and to reduce meeting time. In addition, the standing posture allows meeting attendees to have a sense of tension such that it is able to indirectly stimulate active discussion. Furthermore, a standing posture is able to stimulate thinking.



Monthly headquarters meeting routine announcements



At the monthly headquarters meeting, appreciation was expressed to the Japanese specialist who has been stationed in Taiwan for many years for their dedication to AN-SHIN FOOD.

3.5.2 Store manager meeting

AN-SHIN FOOD regularly convenes regional store manager monthly meetings on a monthly basis and also convenes national store manager meeting quarterly. In addition to allowing headquarters managers to convey important information to Operation Department, speeches are also arranged by inviting outstanding store managers to share their experience. Furthermore, operation rewards are also presented in order to encourage stores of outstanding performance. AN-SHIN FOOD looks forward to promote internal exchange through the national store manager meeting and gathering store managers in Taiwan, thereby achieving the effect of mutual encourage at the same time.



Group photo at the Store Managers Conference on March 18, 2024

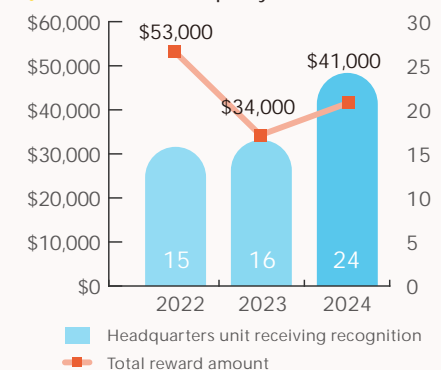
3.5.3 Recognition for Outstanding Personnel

AN-SHIN FOOD has always valued customer service, and the service subject of the "operation end" is "customers", and the service subject of the "headquarters end" is "operation employees". In other words, "operation employees" are the "customers" that the headquarters end must focus on. It is imperative to listen to customers' voice in order to understand the needs and feedbacks of customers. Accordingly, the headquarters end must value the needs of the operation end and treat them as its own customers by listening to their needs carefully and providing assistance timely. Through survey on the satisfaction of the operation end on each department of the headquarters end, the employees of headquarters are reminded to listen and value the voices and feedbacks of "customers".

For departments or employees with outstanding performance, AN-SHIN FOOD provides recognition and rewards publicly. Accordingly, the Operation Management Section conducts the "Operation satisfaction on each unit of headquarters" on the operation end quarterly, and ranking is also arranged sequentially. Departments and employees of outstanding performance are reported by managers, and public recognition is presented during the headquarters monthly meeting of each month. In 2024, a total of 24 departments and employees received the recognition and rewards.

Item	單位	2022	2023	2024
Headquarters unit receiving recognition	Departments	15	16	24
Total reward amount	NT\$ thousand	53	34	41

Departments recognized and total reward amount for past years



3.5.4 Recognition for Senior Employees

AN-SHIN FOOD appreciates employees' long term contribution and effort, and accordingly, the Company organized the senior employee recognition meeting on March 18, 2024. In 2024, there were a total of 108 employees "with seniority of 10 to 25 years", and for those "with seniority of 20 years and above", a golden coin was presented to each of the senior employees. Through the recognition and reward presentation meeting, AN-SHIN shows its appreciation for employees' effort and encourages employees to continue their effort. AN-SHIN FOOD deeply believes that employees are the most important cornerstone of corporate management, and it is important to stand together with employees in order to allow employees to understand the business policy of the Company, to recognize the business philosophy, and to achieve corporate consensus, thereby establishing greater future for the Company.



3.5.5 Social Regulatory Compliance



AN-SHIN comply with International Bill of Human Rights and relevant laws and regulations, such as gender equality, the right to work, and prohibition on discrimination, etc., and human rights policy has also been established. In addition, to protect the rights and obligations of both labor and management, to allow both labor and management to collaborate and to achieve business development jointly, the Company has established the Work Rules according to the regulations of the Labor Standards Act and also requests all employees to comply with relevant regulations. In 2024, there was a total of 3 case violating the social laws and regulations, and the penalty fine was approximately NT\$12 thousand. The reason for relevant department violating the laws and regulations had been understood, and improvement strategy was proposed, in order to prevent occurrence of similar mistake.

Loss amount for violating social laws and regulations

Item content	2022	2023	2024
Total amount of monetary loss due to violation of Labor Standards Act	50,000	40,000	120,000
Total amount of monetary loss due to violation of employment discrimination	0	0	0

Social laws and regulations

Title: Administrative Penalty Notice from Yilan County Government
Type of payment: other expenses (customer compensation and settlement costs, fines)

Cause

On December 16, 2024, the Labor Affairs Bureau of Yilan County Government sent a letter, Ref. No. Fu-Lao-Zi-1130179724, accompanied by a penalty notice and payment receipt for a fine of NT\$50,000.

Social laws and regulations

Title: Adjudication and Penalty Notice from the Employment Discrimination Review Committee of the Tainan City Government Labor Bureau
Type of payment: other expenses (customer compensation and settlement costs, fines)

Cause

Penalty Document for AN-SHIN FOOD SERVICES CO., LTD. The respondent AN-SHIN FOOD SERVICES CO., LTD. was reported for allegedly violating Articles 17 and 21 of the Gender Equality in Employment Act. After review by the 3rd meeting of Tainan City Employment Discrimination Evaluation Committee in 2024, the committee determined that the respondent's violations were established. Accordingly, this bureau imposes a fine of NT\$20,000 in accordance with Article 38, Paragraph 1 of the same Act.

Social laws and regulations

Title: Taichung City Government Labor Affairs Bureau Assessment and Disposition Letter
Type of payment: other expenses (customer compensation and settlement costs, fines)

Cause

On August 16, 2024, the Company received notification letter No. 1130229180 from Taichung City Government informing of the penalty result, stating that the reporting unit violated Article 24 of the Labor Standards Act. The penalty notice and payment receipt were attached, with a fine amount of NT\$50,000.

Improvement measures

1. The Company acted according to the law and the finance unit was requested to assist in paying the fees within the deadline.
2. Please request operations managers to propose improvement strategies and implement proper management to prevent recurrence.

Explanation on violation of social laws and regulations



3.5.6 Explanation on violation of social laws and regulations

The Company complies with regulations of Article 11 or the proviso of Article 13 of the Labor Standards Act, where an employer terminates a labor contract pursuant, the minimum period of advance notice shall comply with the following requirements:

1

Where a worker has worked continuously for more than three months but less than one year, the notice shall be given ten days in advance.

2

Where a worker has worked continuously for more than one year but less than three years, the notice shall be given twenty days in advance.

3

Where a worker has worked continuously for more than three years, the notice shall be given thirty days in advance.

4

After receiving the advance notice referred to in the preceding paragraph, a worker may, during hours of work, ask for leave of absence for the purpose of finding a new job. Such leave of absence may not exceed two work days per week. Wages shall be paid during such leave of absence.

3.6 Talent Training Management System

N-SHIN FOOD has established a comprehensive training management system, and starting from new employee stage, employees have received solid training. In addition to learning according to the clear learning road map, employees are assisted to improve various operation skills and management competency. Furthermore, corresponding courses are also planned according to the strategic goal of the Company for the current year, in order to facilitate the Company to achieve the annual goal.

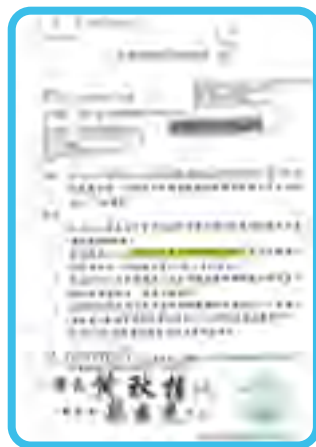
For operation employees, AN-SHIN FOOD has established a competency improvement program, including the Company's operation policy and strategy, food safety professional knowledge, product creation and sales process, understanding of customer demands and future product trends, etc. In addition, during different stages, relevant hands-on drills related to store operation management are also arranged. Furthermore, we also plan project courses according to the operation field demands or annual strategy goal of the Company, in order to strengthen the professional skills of employees. Therefore, in 2024, in addition to basic competency courses, AN-SHIN FOOD arranged a special project course on "Store Manager Mindset Development and Management Enhancement" for partners newly appointed as store managers, to help new store managers improve their competencies and overcome management bottlenecks.

In terms of headquarters staff, in addition to continuously strengthening colleagues' general management capabilities, multiple project courses and seminars were held in 2024. For instance, building upon the SOP and process establishment course project from 2023, a more advanced "Process Design and Cross-departmental Communication" course was launched. This not only established processes but also achieved process optimization and facilitated cross-departmental communication, improving personnel management capabilities and efficiency. Additionally, the "Leadership with People and Heart - DiSC Team Communication Skills" and "Stellar Decoding" team management and communication courses were offered to help managers enhance team strength and create better team performance.

In addition to courses, multiple professional seminars were held in 2024, such as: ESG seminars focusing on the Company's annual goals, food safety for internal management, legal compliance seminars, and information security seminars. Through these seminars, we hoped to enhance partners' awareness of current ESG and food safety trends, as well as relevant regulations that should be observed in their positions. Sharing, growth and care are the core values consistently maintained by AN-SHIN FOOD during the talent training process. Accordingly through comprehensive talent training management system, the Company aims to cultivate outstanding talents.



TTQS Bronze Medal



TTQS Bronze Medal valid period extension official letter

3.6.1 Diverse Systematic Education and Training

AN-SHIN FOOD continues to provide diverse education and training to employees. Through such professional management training, AN-SHIN FOOD is able to lead and to continuously provide quality services to customers under such fast changing business environment. To eliminate education inequality, AN-SHIN FOOD has established a comprehensive employee education and training system, which is divided into orientation training and on-job training. In addition, through internal and external two-way training methods, the foundation of sustainable operation and development of the Company are maintained. To strengthen the completeness of employee training and to improve the continuing-education channel, department managers and employees may be assigned or may self-apply for the participation in the courses and training held by external agencies depending upon the needs, in order to improve the employees' professional competency and core competitiveness. In addition to the regular education and training courses arranged based on the job grade and the need, we organize project-based courses based on the Company's vision and strategic goals, including training related to management skills and external professional competence training. For the training courses of management, we provide annual budget for each unit at headquarters and employees can apply for funds to take external courses. In 2024, employees spent a total of NT\$478,879 on external training ^(Note 16).

Not limited to classroom learning and professional seminars, experiential learning activities and various fun operational competitions represent the diverse and engaging talent training direction that MOS Burger strives for. We have organized "Burger Express," "Cashier Express," "Blackboard Drawing Competition," "Creative Rice Burger Design Competition," and others. In 2024, we held the MOS Ironman Challenge. Inspired by the triathlon competition, which consists of swimming, cycling, and long-distance running, where each event must be completed to achieve victory, this challenge reflects how MOS Burger store partners provide meals from ingredient preparation, production to packaging—no step can be overlooked. Not only must operations be implemented accurately, but quick and agile action is also an essential condition. Therefore, in the competition, we designed four stages to test professional knowledge and skills:

Stage 1

Quick-response professional knowledge quiz

This is a quick-response professional knowledge quiz where contestants must use their work expertise to intuitively answer correctly within 10 seconds. Having the right professional knowledge is essential to perform well in the competition.

Stage 2

Quality Control

When preparing products, it's not just about following assembly steps - contestants must accurately assess ingredient freshness. They need to use all five senses to select the correct ingredients and products for quality control, including evaluating color, taste, aroma, and texture.

Stage 3

Product preparation

After correctly preparing products, they must be quickly provided to customers, with every detail completed attentively.

Stage 4

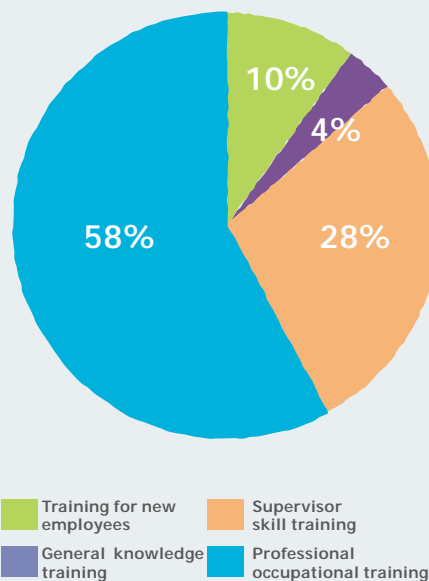
Food safety and sanitation

Rules must be followed at each stage to earn points. Rigorous food safety and hygiene control is essential to truly provide customers with safe and reliable products.

The competition stages are planned differently from previous years. To give outstanding store team members an opportunity to perform, the MOS Iron Man Challenge restricts store managers to serving only as coaches, guiding excellent team members to participate in the competition. From preliminaries to finals, 176 skilled competitors from central and southern stores represent their locations to compete for glory. Through this operational competition, we hope to strengthen work awareness among team members, promote exchange between stores, establish healthy competition, inspire each other through interaction to create new possibilities, drive work passion and enhance capabilities, and serve as learning models for other team members.

(Note 16) The business-related expenses were NT\$209,300 and the headquarters-related expenses were NT\$269,579.

The operation training course is mainly to train supervisor trainees of operation, and the training course for new employees is mainly to learn the knowledge related to the Company's philosophy, food safety and health, product operation standard, and customer service concept, etc. After completion of courses, employees are arranged to perform actual operation learning at training stores. Through the combination of OFF J.T. and OJT training, new employees are able to apply and use basic knowledge learned to the store operation in practice. The new employee training ratio over the overall training courses is 23.2%. The manager talent and skill training is mainly to improve the management skill in principle, and it accounts for 9.5% of the overall training. Professional competency training focuses on the knowledge and skills necessary for the store operation management, such as: customer service, inventory taking, work shift, OJT guidance skills, etc., and it accounts for 70.3% of the overall training. The last one is the 1.4% general education. Greater professional management talents are cultivated through training, and the overall management capability of store is improved continuously, in order to provide greater service and delicious products to customers, thereby allowing the brand of MOS Burger to continue to grow and to achieve sustainable operation.



AN-SHIN Knowledge Electronic Newsletter



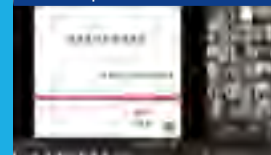
AN-SHIN Manager Management Electronic Newsletter

Training for new employees

After new employees reporting to work at the headquarters and stores, AN-SHIN FOOD will request all new employees to proceed to the Tamsui AN-SHIN Academy for the four-day new employee basic training and hands-on operation course. New employees are able to understand AN-SHIN FOOD's business philosophy and corporate culture during the training process as well as to further realize AN-SHIN FOOD's commitment and effort in "customer" and "food ingredients". AN-SHIN FOOD aims to allow employees to have basic understanding on the store operation works through course teaching and hands-on operation, such that they are able to become familiar with the working environment and to contribute effort at work. In 2024, a total of 4,161 persons-time participated in the new employee orientation.

After the new employee orientation, the partners to be appointed with the position as operating officers go to the internship shop for a six-week practical training. The goal is not only to improve their basic operational skills, but also to understand the corporate culture in depth and learn correct work concept and attitude, in the hope that they can independently provide professional services after returning to the service store. All new employees at headquarters must complete orientation and undergo a two-week internship at a store. After getting to know the store's operations through the internship, they can better understand the roles they need to play in the future and the assistance they can provide in the operations. In addition, after the internship, the "pre-employment training" at the headquarters will be held after entering the headquarters. The courses include work attitude and workplace etiquette, company organization overview, and establishment of premium internal customer relationships. In 2024, "pre-employment training for managers" was arranged for new managers to quickly understand the company's relevant organizational and personnel regulations. In 2024, a total of 65 people participated in the pre-employment training (employees and managers) at the headquarters.

New employee orientation - Corporate introduction



New employee orientation - Kitchen hands-on practice course



New employee orientation - Kitchen hands-on practice course



Digital Course Development Plan

The pandemic has changed our lives and learning approaches. Although the pandemic has ended, the course transformation plan continues. Considering that MOS Burger has over 5,000 partners distributed throughout Taiwan, in order to reduce the fatigue of long-distance travel, we have implemented online learning platforms and revised course materials. Synchronous or asynchronous courses have replaced the original physical courses, continuously enhancing our partners' work competencies.

In addition to the expanded use of asynchronous courses, the main focus of courses in 2024 includes continuing to build knowledge-based asynchronous courses. Digitalization and blended learning have been the key focus in recent years. Partners first learn basic knowledge through asynchronous courses, while classroom time is dedicated to practical applications and case studies. For example, in the "Duty Manager Management Course," managers first learn basic shift management operational knowledge on the learning platform, while the physical course involves discussing work planning and staff allocation for different time periods. Diverse learning resources and materials enhance the practical nature of the courses, significantly improving course effectiveness.



ESG education and training

Sustainable development has become one of the important strategies in business operations for many companies, especially with the increasing attention to ESG sustainable development. To enhance employees' basic knowledge about ESG and to understand the company's initiatives and implementation in environmental sustainability, multiple seminars were organized in 2024 for headquarters managers and operational store managers.

These seminars included a synchronous online ESG lecture hosted by Hong-Xian Li, Senior Specialist of the Business Planning Department, who shared the Company's internal ESG strategic planning and implementation results with headquarters partners. The sessions covered basic ESG knowledge, current store implementations, and future execution goals to facilitate sharing with store managers. To enhance employees' understanding of environmental, social, and governance issues, the Company specifically arranged for section-level managers and above from headquarters and operational unit managers to attend the annual AN-SHIN FOOD lecture series (featuring external experts). PwC Sustainability Development Services Company President Jui-Ting Chang was invited to share practical knowledge about ESG net-zero carbon emissions, enabling managers to understand how to implement net-zero carbon emissions in their work. This aims to strengthen internal collaboration and cultural transformation within the enterprise, while elevating brand image and market competitiveness.



Special Assistant Ya-Ting Lin attending the class

Average education and training hours of employees of headquarters and operation

Year	2022						2023						2024					
Employee type	Total training hours (hours)		Total persons-time (people)		Average training hours (hours/person)		Total training hours (hours)		Total persons-time (people)		Average training hours (hours/person)		Total training hours (hours)		Total persons-time (people)		Average training hours (hours/person)	
Gender	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Administrative management positions	413.5	629.5	77	147	5.37	4.28	267	483.2	75	139	3.6	3.5	1,280	2,008	140	338	9.14	5.94
General employees	887.6	1,803.4	227	472	3.91	3.82	672	1,692	156	391	4.3	4.3	550	681	74	129	7.43	5.28
Operating management positions	2,151.1	4,011.4	298	523	7.22	7.67	1,998	4,301	326	678	6.1	6.3	5,803	7,060	237	370	24.49	19.08
Store employees	4,386.8	7,415.5	452	775	9.71	9.57	4,746	7,304	160	248	29.7	29.5	76	324	2,085	4,105	0.04	0.08
Part-time employees (Note 17)	4,757.1	9,119.2	4,283	7,774	1.11	1.17	3,420.5	6,125.8	1,679	2,965	2.0	2.1	3,401	5,318	324	506	10.50	10.51
Total	12,596.1	22,978.9	5,337	9,691	27.3	26.5	11,103.5	19,906	2,396	4,421	50.3	50.2	11,110	15,392	2,860	5,448	82.1	75.7

(Note 17) Store part-time employees are distributed at various parts of Taiwan and offshore islands, and since 2015, the online E-learning system has been implemented in order to adopt the remote teaching to replace the classroom teaching method.

Average training hours for occupational safety and health external training

Year	2022						2023						2024					
Type	Total training hours (hours)		Total persons-time (people)		Average training hours (hours/person)		Total training hours (hours)		Total persons-time (people)		Average training hours (hours/person)		Total training hours (hours)		Total persons-time (people)		Average training hours (hours/person)	
Gender	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Occupational safety (Note 18)	27	27	2	2	13.5	13.5	21	21	1	3	21	16	90	330	15	45	6	7.3
Fire prevention administrator	30	42	3	6	10	7	12	12	1	11	12	7.5	42	138	4	13	10.5	10.6
First aid	19	16	2	1	9.5	16	24	24	2	1	12	12	21	84	7	28	3	3
Total	76	85	7	9	32.5	36.5	57	57	4	14	45	35.5	153	579	24	88	6.3	6.5

(Note 18) The labor safety course includes Class C labor safety and health manager re-training, Class B labor safety and health manager re-training, TSMC labor safety courses, etc.

3.6.2

Outstanding Store Manager Election Contest

The TCFA Outstanding Store Manager Selection is a major event for chain stores. For store managers representing their companies in the competition, it serves as both recognition and encouragement. Therefore, MOS Burger sends excellent store managers to participate in the competition each year. To make these outstanding store managers role models for their colleagues, AN-SHIN FOOD not only encourages them to participate in the Outstanding Store Manager Selection but also arranges development courses for them. The main competencies being trained focus on the following two directions:



Outstanding store manager competency training

Writing skill training

Most of the store managers are unfamiliar with describing the "store management experience" and "store commercial circle innovative business method" of store managers in writing. In addition to the different between written document and verbal expression, modern people tend to use social software and to express in partial sentences and phrases.

Expression skill training

"Communication" is an important skill to store managers, and understanding how to express one's own thoughts is the key to communication. During daily work, store managers must provide response to customer timely in the operation field and they may also need to react and handle matters immediately. Accordingly, despite that their reaction capability is normally higher, their expression may be incomplete or may cause misunderstanding as they tend to seek fast response and reaction.

Training Focus

We implement training on store managers to allow them to write down their thoughts in notes, and the re-organize the content they wish to express again, followed by using the list type of approach for summarization, in order to improve their writing skills.

Training Focus

The training focus is divided into two parts. The first part is related to "how to convert thoughts in one's brain into logical texts that can be easily understood by others", and the second part refers to the training of "ability to tell stories". Such training is able to allow their expression content to become rich and to also increase the listener's willingness to accept messages, thereby achieving effective communication.

In addition to enhancing individual competencies, improving store service capabilities is also quite important during the selection process. Through internal mystery shoppers and self-assessment by store staff, weaker areas of the store are identified. The manager and team members collectively brainstorm how to make adjustments and improvements to enhance product and service quality, providing consumers with better experiences and allowing both the store manager and the store to grow together.

Beyond internal courses, the process of exchanging ideas with excellent store managers from the same and different industries can bring different inspirations and broader perspectives to the store, further enhancing store operation and management capabilities. In 2024, six outstanding store owners, namely Yi-Hun Chen, Yuan-Hsun Chen, Chia-Chun Chen, Yung-Ze Lin, Wei-Liang Lin, and Chi-Jing Weng, were sent to the excellent store owner contest. A total of 30 outstanding store owners in the gastronomy category participated in the contest, and seven of them were selected as excellent store owners. MOS Burger this year saw the outstanding cross-generational leadership performance of I-Han Cheng, manager of the Kang Ning store, who was honored as the 2024 National Outstanding Store Manager; and Wei-Liang Lin, manager of the Kaohsiung Zhongzheng store, who serves as a MOS Coffee ambassador and has captured customers' hearts through his unique coffee management philosophy, winning the Excellence in Store Management Experience Award.

Number of outstanding store manager election contest awards for past years Count

Year	Number of excellent store managers	Number of outstanding store managers	Best Innovation Award	Store Sanitation Award	Store Affairs Excellence Award
2022	6	1	0	1	0
2023	7	1	1	1	0
2024	6	1	0	0	1



February 24, 2025, President Ching-Te Lai meets with the "27th National Outstanding Store Managers" (Pictured on the right is MOS Burger National Outstanding Store Manager - I-Han Cheng from the Kang Ning store)

Received the honor of 2024 TCFA national outstanding store manager award and the outstanding store manager election

3.7 Talent Cultivation System



3.7.1 AN-SHIN Academy

MOS Burger's Tamsui Education and Training Center "AN-SHIN Academy" is located at Tamsui, a place with great view and landscape. Since the establishment in 2012, it has been established for over 10 years and has always been an important learning site for MOS Burger to train employees. The academy has trained a lot of "energetic, open, passionate, honest and righteous" employees of MOS. Since the academy has complete software and hardware facilities, it is a place suitable for talent training and organization of group events. The academy is provided not only for internal education and training of AN-SHIN FOOD but also for external groups to organize experience camp courses. For the training courses from the new employee basic education and training course at the beginning to a series of store manager cultivation training courses, employees are able to learn how to prepare safe and delicious meals and how to become a trustworthy manager or leader in an appealing, warm and friendly learning environment.

At AN-SHIN Academy, trainees are able to learn professional knowledge during the training courses. In addition, interactive games are designed for trainees monthly according to holidays and festivals such that they are able to learn from playing games and have fun during learning. Accordingly, trainees are able to learn professional skills from the courses and to also learn communication skills during the interaction process, thereby discovering each other's merits and strengths. For example, during Halloween, trainees were divided into teams to subdue monsters, in order to learn teamwork spirit and to contribute efforts to their teams. During Thanksgiving, trainees were requested to write to the people they thank the most and were also encouraged to express their appreciation to those people in person, thereby allowing trainees to learn how to express gratitude. For the Christmas event, trainees were divided into teams to participate in contests, in order to learn how to complete tasks more efficiently in a team. Through the lively and interesting holiday and festival games organized monthly, employees are able to relieve work stress such that under progressive learning, employees are able to learn the attitude and the role necessary for their personal jobs or teamwork, which is also beneficial to enhance the team cohesion of MOS employees.



3F、2F

The 2nd and 3rd floors of the academy provide accommodation space for trainees, and several lounges are also provided with recreation and entertainment facilities, such as fitness equipment, table tennis room, etc., and they are provided for trainees' use freely.

1F

The first floor space includes classrooms and a large lecture hall available for rent, an honor system store for energy replenishment anytime, and recreational facilities such as a social lounge.

AN-SHIN Academy also organizes different activities according to holidays, such as the Lantern Festival riddle-guessing event in February, the Dragon Boat Festival activities in June, etc. In 2024, a total of 28 events were held with 262 participants.

Month	Holiday and festival events	2024Session
1	AN-SHIN FOOD prize quiz event	2
2	Lantern festival riddle guessing event	1
3	MOS birthday event	3
4	Earth day bingo interactive event	2
5	Mother's day event	4
6	Dragon boat festival event	4
7	Coloring event	2
8	International homeless animals bingo	2
9	Guess the burger event	1
10	Halloween event	2
11	Guess the burger event	2
12	Christmas origami event	3
Total		28



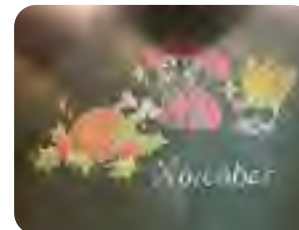
AN-SHIN Academy Facebook



AN-SHIN Academy dragon boat festival blackboard



MOS birthday event



AN-SHIN Academy Thanksgiving blackboard



Guess the burger event



Halloween event

Resource Sharing - Dormitory for All Employees in Taiwan

To solve the accommodation problem of employees from external counties and cities during the training period, the AN-SHIN Academy and Jilin Training Center of AN-SHIN FOOD are equipped with employee dormitory in order to provide free accommodation to trainees participating in the Company's training. In addition, the Company also upholds the philosophy of resource sharing, external department application for accommodation is also provided. Furthermore, after becoming official employees, the Company also provides dormitory for the areas of Tianmu, Shidong, Beiyi Wuxing, Beian, Linku Zhulin, Sanchong, Taichung Zhonggang Chengching, etc., in order to provide accommodation to non-local county or city employees at discount rent. AN-SHIN FOOD plans to continue to increase the employee dormitories at different areas in 2024, in order to allow employees to work securely and to service the public.



AN-SHIN Academy Dormitory

Dormitory use status for past years

Item	Dormitory distribution		Unit	2022	2023	2024
Employee dormitory	AN-SHIN Academy		Beds	83	83	83
	Jilin Training Center			6	6	6
	Store employee dormitory			49	46	52
Total		138		135	141	
Use subject	Internal employees	AN-SHIN Academy	Persons-time ^(Note20)	544	699	848
		Jilin Training Center ^(Note 19)		-	-	-
		Store employee dormitory		378	388	355
	External unit	AN-SHIN Academy	Persons-time	644	721	1,007
		Jilin Training Center		0	0	0
		Store employee dormitory		-	-	-
	Total			1,566	1,808	2,210

(Note 19) It is provided for temporary rental of internal employees under training only; therefore, its utilization rate is not statistically calculated.

(Note 20) The number of people (in person-time) getting accommodation is the sum of the number of people (in person-time) getting accommodation in all the months for the year.

Explanation on classroom use status for past years

Item	Subject	Unit	2022	2023	2024
Training classroom	Internal employees	Persons-time	1,192	1,291	1,877
	External unit	Persons-time	1,301	1,643	2,332

Number of people benefited from external group place leasing for past years

Item	Activity/Event Content	2022	2023	2024
		Number of People Benefited	Number of People Benefited	Number of People Benefited
Rental discount for recreation space	AN-SHIN Academy is equipped with comfortable and quiet environment. In addition to internal training and accommodation of employees, the academy is also provided for leasing by external groups at reasonable price, in order to share resource.	1,301	1,643	2,332



3.8 Promotion of Safety Culture and Establishment of Healthy Workplace



Safety is an important living requirement next to physiological needs, and health is also an essential criteria for maintaining human health and improving living quality. Accordingly, it is imperative to care the occupational safety and health of employees, which is also an important factor to ensure health and to promote welfare for different age groups, to achieve social advancement and civilization development. As an employer, to ensure the occupational safety and health of employees, AN-SHIN has established a Safety and Health Section to implement a safety management system in order to comply with the labor laws and regulations, to fulfill corporate responsibility and to properly implement employee care and protection. Furthermore, the Company has also established a safety and health policy while requesting employees to have a certain understanding on occupational safety and health regulations close related to their works. Furthermore, employees have the obligation to comply with such laws and regulations in order to protect their own safety at work. Accordingly, the Safety and Health Section also utilizes various innovate method to protect the health of employees with dedication, such that during daily work, employees are able to be aware of their own health condition.

Safety and health policy

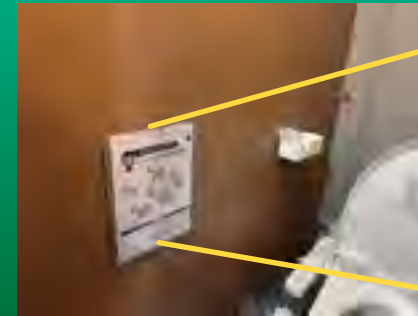
Regulatory compliance, education and training.

Hazard prevention, continuous Improvement.

Health promotion, participation of all employees.

Headquarters toilet wall posted with health related educational knowledge

In 2024, AN-SHIN FOOD continues to update the workplace health promotion and education posters monthly, and washrooms are posted with propaganda posters, in order to assist employees to further increase health related knowledge and to care for their own health.



Headquarter office health exercise

The Safety and Health Section plays health exercise activity video at 15:00 every day, so partners at the headquarters can take a break from work for health exercise at this time in the afternoon.



3.9 Occupational safety and health inspection



To eliminate workplace hazards, the Safety and Health Section of AN-SHIN FOOD continues to perform safety and health inspection at each store monthly, and the occupational safety and health management personnel proceeds to each store for inspection. Hazard identification and risk assessment are performed on each operation in advance, and prevention control measures for hazards are proposed, in order to ensure the occupational safety of employees at the workplace.

3.9.1 Operating Environment Measurements



AN-SHIN FOOD complies with laws and regulations, and entrusts operating environment monitoring institutions approved by the Ministry of Labor to perform carbon dioxide measurements every six months, in order to ensure that the carbon dioxide concentration of the customer seating area and work area of each store is within the value specified by the regulations, thereby protecting the working environment safety of employees. In 2024, all stores of AN-SHIN FOOD complies with the statutory acceptable concentration of 5,000ppm and below.

3.9.2 Safety and health education and training

AN-SHIN FOOD has established comprehensive occupational accident network reporting mechanism. With such mechanism, the accident type of employees can be analyzed, and the recovery status of victim of occupational accident can be tracked, and reinstatement of work is also evaluated. According to the accident type analysis result, the most common accidents of employees refer to cutting injury, burn injury and falling. Accordingly, education and training seminars and promotion have been particularly organized for employees. Furthermore, to significantly reduce all types of violence at each area and to cooperate with the government's 5 occupational safety laws, the Company establishes document files and organizes courses related to workplace illegal infringement, workplace mental health and workplace musculoskeletal injury prevention, maternity protection plan promotion, etc.



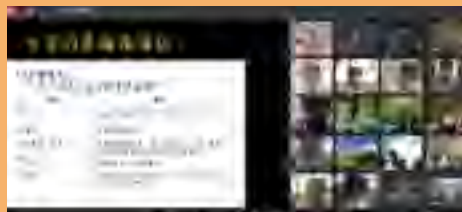
Occupational accident preventive measures



New employee fire prevention course

For new and existing full-time employees, personnel safety and health education and training - accident prevention courses are organized. In 2024, a total of 3 sessions were organized.

Due to many changes brought about by the pandemic, we adjusted some of the physical courses into online training courses to enable more partners to participate in the courses and help them understand how to respond to work emergencies.



Employee health field service



Since the establishment of the Safety and Health Section in 2015, up to the end of 2024, an accumulated number of 1,318 sessions have been implemented in order to maintain the health of employees of AN-SHIN FOOD. Its members include occupational safety personnel and employee health service nurses. In addition, 3 employee health service physicians are also hired for the northern, central and southern regions. Accordingly, issues related to maternity, illegal infringement, overload, ergonomics, workplace mental health, reinstatement of work, job allocation evaluation and occupational injury and accident are tracked and care is also provided. Furthermore, store visits are also arranged to inspect the placement of first-aid kit, to perform health consultation on employee health examination report and to provide recommendations on working environment improvement measures, etc. In 2024, a total of 216 sessions of employee health field service was performed.

Item	2022	2023	2024
Field service session	162	216	216
Number of employees participated	324	432	218

Overload prevention topic course

We promote overload prevention at each monthly meeting of the Operation Department. In addition to the overload questionnaires provided in conjunction with the physical examinations, we promote overload prevention among partners through notices and meetings, so that partners can better understand the prevention of overload.

Item	2022	2023	2024
Organization session	10	0 ^(Note 21)	3
Number of participants	558	0 ^(Note 21)	45

(Note 21): In 2023, due to the gradual lifting of the lockdown as a result of the pandemic, the government made a rolling adjustment to prevent gatherings from increasing the risk of infection. During the 18 on-site service sessions each month, we enhanced the dissemination at the store and gave feedback on on-site problems.

3.10 Accident and Occupational Injury/Disease Tracking



Accident refers to unforeseeable incident or unfortunate occurrence caused by intention, fault, improper conduct or negligence of the involving party. The cause and effect exit between the bodily illness and hazardous factors at work; therefore, illness may become occupational injury/disease. Occupational injury/disease is also classified into occupational injury and occupational disease. Occupational injury refers to acute illness, and occupational disease refers to chronic illness that tend to occur after a longer period of time. Accordingly, it is imperative to "prevent" occupational injury/disease. To implement occupational safety and health control, AN-SHIN FOOD has established an implementation organization with responsibly allocation, in order to enhance prevention of occupational injury and to head toward the goal of establishing a workplace of outstanding sanitation standard.

3.10.1 Occupational Accident Reporting Mechanism



AN-SHIN FOOD declares its statistical analysis of occupational accidents online monthly in compliance with relevant regulations of the Occupational Safety and Health Act. To provide guidance to the handling of occupational accidents occurred, the Company has established the occupational accident reporting mechanism, in order to timely understand the occupational accident status of employees. In addition, we also analyze the cause of accident of employees and implement improve measures. Furthermore, the recovery condition of occupational accident victim is also tracked in order to perform job allocation and reinstatement evaluation. The Safety and Health Section also conducts accident investigation immediately, in order to perform accident investigation analysis, handling and establish improvement measures. Relevant safety and health matters are promoted periodically, in order to prevent re-occurrence of similar accidents.

AN-SHIN FOOD declares its statistical analysis of occupational accidents online monthly in compliance with relevant regulations of the Occupational Safety and Health Act. The statistical data on occupational hazards were compiled on the basis of the indicators of critical disability injury announced by the Ministry of Labor and GRI Standard for selection of disability injury frequency rate (FR) and disability injury severity rate (SR) in the calculation (the statistical data exclude traffic accidents in commuting)



Explanation of calculation equation:

Disability injury frequency rate (FR)=Total number of people with disability injury of the whole year ÷ Total number of working hours × 1,000,000

Disability injury severity rate (FR)=Total number of days lost due to disability injury of the whole year ÷ Total number of working hours × 1,000,000

Occupational disease rate = (Number of times of occupational disease/Total number of working hours lapsed) × 1,000,000

Absence rate = (Total number of days of absence / Total number of working days) × 100%

Average number of days lost due to disability injury = Total number of days lost/Total number of people suffered from injury and death

Disability injury statistics (excluding traffic accident data due to commute to/from work) (Note 22)

Year	2022		2023		2024	
Gender	Male	Female	Male	Female	Male	Female
Disability injury frequency rate	0.69	2.07	1.09	2.19	0.30	1.69
Disability injury severity rate	25	59	17	39	4	31
Occupational disease rate	0	0	0	0	0	0
Number of accidents of death due to work	0	0	0	0	0	0
Absence rate	0.22%	0.27%	0.09%	0.1%	0.08%	0.16%
Average number of lost days due to disability injury	28	36	16	18	14	19

(Note 22) XX Chen at Zhongxiao Store 2 slipped and applied for 90 consecutive days of leave.

3.10.2 Employee Job Reinstatement Evaluation

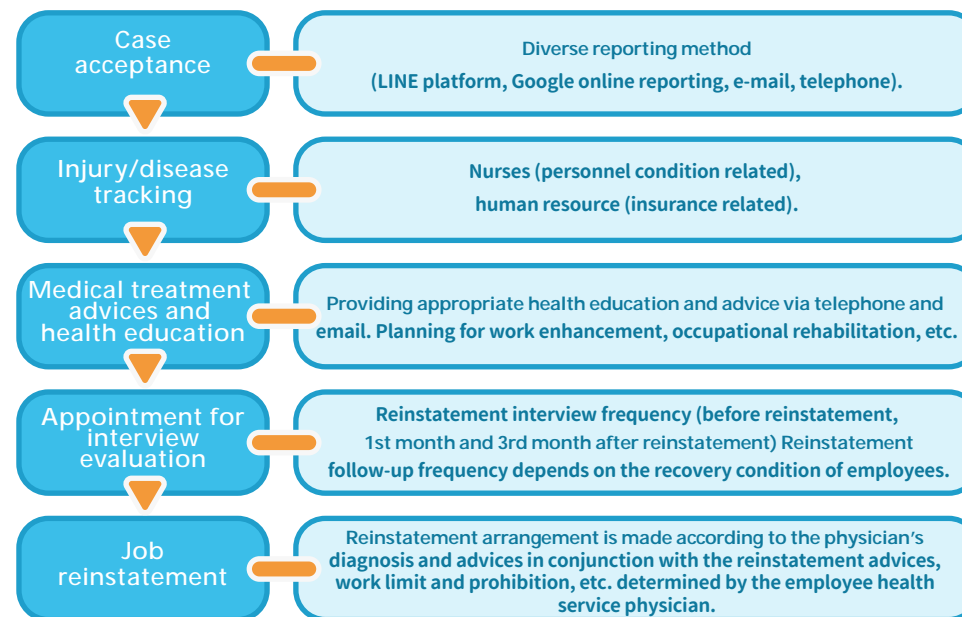


For employees that cannot return to the workplace, AN-SHIN provides occupational guidance evaluation, and after various testing and evaluation, job transfer advices are provided to employees. Occupational accidents are unexpected accidents, and minor type of accidents may cause employees to lose their financial source, and severe type of accidents may cause partial disability, full disability or death, and employees may even lose faith to return to the workplace. For those suffered from severe injuries, they may have certain level of post-trauma stress symptom and other mental conditions. Since 2016, the Safety and Health Section has established the job reinstatement program based on the philosophy of assisting employees to return to their works and to implement the measures of job allocation of recovered employees after reinstatement, appropriate job assignment for pregnant employees, proper job assignment for employees suffered from illegal infringement with workplace adjustment, etc.

From 2016 to 2024, after the job reinstatement program, the number of employees assisted to resume their jobs was 34 persons-time. The Company will continue to improve the job reinstatement program, and measures and enhance the effectiveness of job reinstatement. At the end of 2020, for the outcome and implementation efficiency of the job reinstatement program, record forms and tables were updated, in order to allow evaluation personnel to record the process of evaluation of personnel more efficiency during evaluation. Since the second half of 2021, through the measures of informing personnel the issuance of job reinstatement diagnosis, numerous times of telephone interviews and care through mails, etc., the record content has been improved, allowing evaluation personnel to properly understand the condition of the reinstated personnel via face-to-face interviews or video conference interviews, such that evaluation of high efficiency and precision can be achieved. After the reinstated employees have returned to the workplace for a period of time, the Company also inquires the work status via telephone interviews in order to understand whether they are able to handle the current job after returning to the workplace.

Furthermore, we also properly use resources provided by hospitals at Northern, Central and Southern regions and Hualien, such as the work hardening centers of National Taiwan University Hospital, Taipei Veterans General Hospital and Shuang-Ho Hospital at the Taipei area, Chung Shan Medical University Hospital and Changhua Christian Hospital at the Central Region, National Cheng Kung University Hospital and Kaohsiung Medical University at the Southern Region, etc., in order to link employees with the professional work hardening centers of local medical centers for occupational rehabilitation and therapy, such that post-injury employees are able to access professional medical care and rehabilitation. Prior to returning to the workplace, the Work Hardening Center performs job competence evaluation and provides competence evaluation report, following which the employee health service physician and the occupational rehabilitation physician conduct workplace environment evaluation jointly, in order to adjust needs and assistance necessary for the employees.

Reinstatement Service Guide



Illegal Infringement Prevention and Accident Handling Mechanism

Illegal infringement in the course of job performance is known as "workplace violence". Workplace violence refers to events where a worker is subject to abuse, threat or attack at a work-related environment, such that it explicitly or implicitly causes challenges to his/her safety, benefit or physical/mental health. AN-SHIN plans and adopts necessary safety and health protection measures according to the Occupational Safety and Health Act and guidelines, and also lists such protection measures in the occupational safety routine work items, in order to implement workplace environment risk assessment and hazard identification. Furthermore, illegal infringement prevention measures are also implemented for the operating environment, such as internal and external illegal infringement risk assessment and hazardous risk identification, in order to identify possible hazardous risks early such that engineering or administrative improvement can be made to reduce the risk of employees suffering from illegal infringement.

To protect employees from infringement of rights, AN-SHIN has established the illegal infringement reporting system, such that in case of occurrence of illegal infringement incident, it can be handled according to the illegal infringement prevention and incident handling process. For regular illegal infringement prevention promotions, through internal headquarters monthly meeting, store manager monthly meeting, internal contact form, and knowledge and literacy educational training organized periodically, or irregular manager meeting, managers are able to self-evaluate and understand illegal infringement at the workplace. AN-SHIN FOOD's Chairman also leads the employees to take the oath on "Zero Tolerance" for illegal infringement, and has established the organizational culture of anti-illegal infringement at workplace.



Illegal infringement incident handling flow chart



Written declaration for prevention of workplace violence

Evaluation and Interview Program for Prevention of Cerebrovascular and Cardiovascular Disease Induced by Abnormal Overloads

The cause of cerebrovascular and cardiovascular disease, except for personal factor (such as original illness or living habit, etc.), is related to workload; therefore, AN-SHIN has planned relevant evaluation and interview programs. After the collection of data through questionnaire survey, backend evaluation scores are performed and files are created, in order to establish personal overwork table for submission to the physician for evaluation. In addition, Brief Symptom Rating Scale (BSRS-5) is also used to perform personal overall evaluation. Interview consultation is conducted during the field service. If an employee is determined to have the need for consultation with professional physician or requiring treatment, it is hospital referral advice and assistance are provided immediately, and suitable job allocation evaluation plan is arranged.

2024 pre-field service 10-year risk and overload risk assessment

A table with multiple columns and rows, likely representing individual employee data for the 2024 pre-field service risk assessment. The columns include personal information, risk scores, and assessment results.



A table with multiple columns and rows, likely representing individual employee data for the overload evaluation and recommendation. The columns include personal information, evaluation scores, and recommendations.

Overload evaluation and recommendation table

Maternity Protection Reporting Mechanism

Risk identification and hazard evaluation are performed during the employee health field service, and working environment for maternity protection is also one of the essential items of the evaluation. Based on the consideration of gender equality and protection of female employees with childbirth plan, the Company adopts measures to reduce concerns of female employees on the workplace environmental safety during the pregnancy period and postpartum job reinstatement, in order to enhance the maternal workplace friendliness. Since 2016, AN-SHIN has followed and complied with the guidance of the Occupational Safety and Health Administration, Ministry of Labor to implement maternity protection properly. Since 2020, in addition to the maintenance of electronic reporting system, the Company further provides a female pregnancy badge for their wearing during work, and the Company insists to provide the latest information from the pregnant women care website of Health Promotion Administration, thereby achieving the effect of warm reminder and allowing mothers of newborns to feel security.



Maternity notification Interview with pregnant female employees

3.10.3 Health Examination Subsequent Follow-up

Every employee may use the QR Code provided onsite during the annual health examination in order to complete the electronic health examination questionnaire survey, and the backend of the system is able to display the statistical analysis of the questionnaire survey, in order to further track and understand the health promotion demands of employees. For employees determined to require further interview after the questionnaire survey screening, including ergonomic hazard prevention evaluation, overload evaluation table, Brief Symptom Rating Scale, routine health awareness, four-cancer examination demand and the conditions of smoking, betel nut chewing and drinking, etc.

Item		Unit	2022	2023	2024
Waist (cm)	Male \geq 110 ; Female \geq 100	People	155	119	197
BMI (kg/m ² m)	\geq 35	People	149	163	196
Blood pressure (mm-Hg)	SBP \geq 180 ; DBP \geq 110	People	55	54	70
cholesterol (mg/dL)	\geq 300	People	31	32	35
Triglycerides (mg/dL)	\geq 500	People	12	9	13
Low-density lipoprotein (mg/dL)	\geq 200	People	41	34	44
Alanine aminotransferase/ALT (IU/L)	\geq 200	People	2	8	8
Creatinine (mg/dL)	\geq 2.5	People	3	3	2
Glucose (AC) (mg/dL)	\geq 126	People	94	81	142

3.10.4 In 2024, Taiwan faces various infectious disease challenges, requiring mutual reminders and prevention efforts for

After the downgrade of COVID-19 prevention measures, more people are removing masks, and the public is gradually relaxing vigilance against the epidemic. However, since February 2024, infectious diseases such as typhoid fever, measles, adenovirus, dengue fever, and influenza have broken out successively. Therefore, it is still necessary to enhance self-protection awareness, strengthen disinfection, block the transmission of pathogens, ensure partners can work in a safe environment, and track health status in a timely manner to provide necessary assistance and care.

3.11 Health Promotion and Management

3.11.1 Employee Health Examination

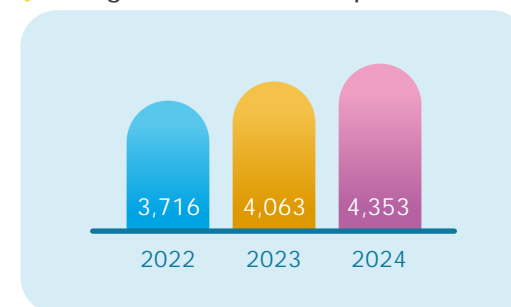
AN-SHIN FOOD provides employee health examination service superior to the regulatory requirements annually according to the Regulations of Labor Health Protection and Regulations on Good Hygiene Practice for Food, and its content includes the catering industry meal service physical examination and general physical examination. After the physical examination, the physician of employee health service establishes health examination report classification for health examination abnormal items according to the health examination classification management of Regulations of Labor Health Protection. In addition, management and care are also implemented and provided, in order to ensure that catering food practitioners are of good health condition without infectious diseases. To prevent overwork of workers, the Company complies with the requirements specified in the "overload prevention clause" of the Occupational Safety and Health Act (Paragraph 2 of Article 6 and Paragraph 1 of Article 21 of the Occupational Safety and Health Act, Article 324-2 of the Regulations for Occupational Safety and Health Facilities), employer shall adequately plan and adopt the necessary safety and health measures to prevent ailments induced by exceptional workload, such as working shifts, working at night, and long working hours.

In 2023, with the overload questionnaire, Brief Symptom Rating Scale, Framingham 10-year cardiovascular disease risk prediction along with the personal health report, the Company implemented classification management from Level 0 to Level 4. For Level 1 to Level 4, nurses perform telephone interviews via e-mail and telephone periodically on a weekly to monthly basis, in order to provide health education consultation and to track outpatient status, as well as to arrange field service and employee health service, following which physician then performs consultation via video conference or face-to-face method.

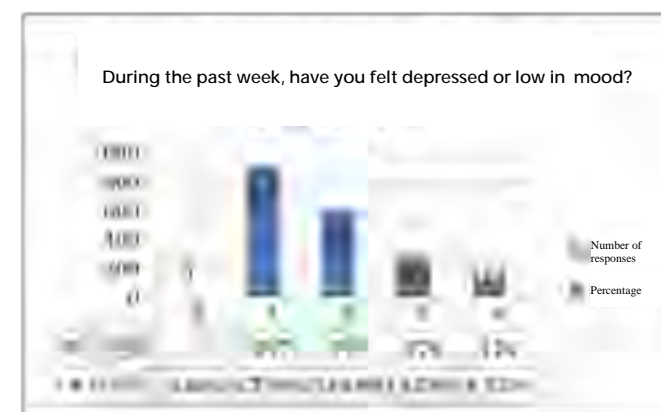
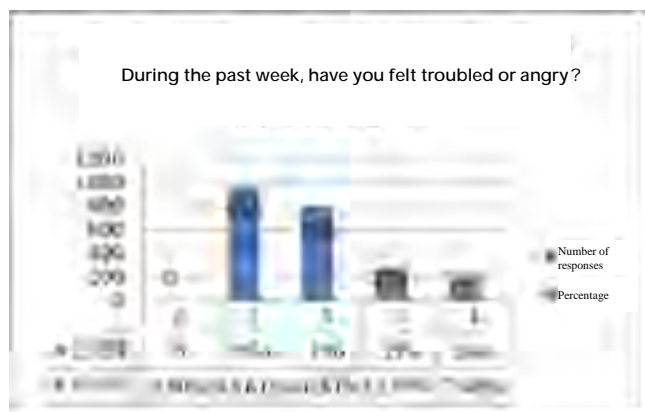
During the annual physical examination, employees must use the QR Code provided at the physical examination field onsite in order to complete electronic version of health examination questionnaire survey, following which the system backend is able to display the statistical analysis of the questionnaire survey, and the employee's health promotion needs can be further tracked and understood. For employees determined to require further interview after the questionnaire survey screening, including ergonomic hazard prevention evaluation, overload evaluation table, Brief Symptom Rating Scale, routine health awareness, and the conditions of smoking, betel nut chewing and drinking, etc.

After the collection of data through questionnaire survey, backend evaluation scores are performed and Excel is used for files creation, in order to establish personal physician evaluation forms. In addition, Brief Symptom Rating Scale (BSRS-5) is also used to perform personal overall evaluation. Interview consultation is conducted during the field service. If an employee is determined to have the need for consultation with professional physician or requiring

Annual number of employees subsidized for regular health check-ups



Employee Health Examination Questionnaire



3.11.2 Health Promotion Label of Health Promotion Administration



To promote all employees to establish health knowledge and to implement health promotion, since 2017, AN-SHIN FOOD has retained Chi Hsin Clinic to provide assistance on the organization of health workplace activation program for a period of four months to a total of 16 hours of health activities and seminars. The contents includes the courses of personal weight management, nutrition knowledge, and exercise, etc. With professional health management lecturer, nutritionist and exercise instructor, along with smart pedometer, employees are encouraged to participate in person, such that employees are able to achieve health at workplace, and making the workplace a healthy place capable of providing employee health benefit and care rather than work fatigue.

In 2017, AN-SHIN obtained the activation label certificate, and also applied for the health promotion label in 2018. Furthermore, the promotion label has been expanded to all stores in Taiwan, encouraging all employees to participate in the program and to achieve healthy workplace jointly. In 2018, the healthy workplace activation label continued to be implemented, and under the joint effort of all employees, the healthy workplace promotion certification was obtained, and chained store certification was also obtained. In 2021, the Company actively pursued the health improvement label and obtained the certification again. The Company will continue to upgrade the knowledge of health for all and improve health for all. From 2019 to 2020, the Company regularly organized health promotion events to protect the right of the partners in health. The COVID-19 pandemic was not over in 2022 such that group activities still could not be organized completely. Nevertheless, the health improvement plan of the Company was not suspended due to the pandemic. In addition to internal announcement, and the supply of promotional materials, all of the topics included balanced diet, home fitness exercise, health education on diseases, and psychological counseling. The Company provides the most hearty and warm care to employees through dynamic presentation of the idea. Employees participate in various health promotion activities, extending from headquarters staff to all operational employees of all stores in Taiwan, in order to allow health promotion to be deep-rooted in every employee's mind. In 2025, the Company aims to head toward a healthy workplace with outstanding performance.



Healthy workplace and health promotion certification
(January 1, 2022 - December 31, 2024)

Health promotion activities organized in 2024

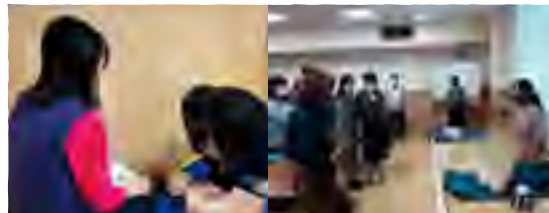
Traffic safety seminar

In April, the Operation Department organized the traffic safety seminar, and employees were guided to understand the importance of motorcycle riding safety during the course, and proper riding and important matters related to vehicle driving were taught in the seminar and relevant case were also shared, thereby ensuring that partners are able to work securely and safely at the workplace. In 2024, the number of participants was 316 people in person-time.



AN-SHIN's Workplace AED+CPR first-aid education and training course

For the regular first-aid education and training courses in 2024, the education course of initial training and re-training were performed for headquarters staff, and a total of 3 courses were organized. The completion rate was 85%, and a total of 92 headquarters staff completed the



Handcrafted aroma diffuser with dried flowers workshop

Handcraft-related workshops have become one of the popular healing arts in the past decade. They can help partners at headquarters reduce stress by creating handi-crafts that are both beautiful and practical. These creations add a touch of nature and artistry to living spaces while enhancing concentration and creativity. In 2024, the number of participants was 15 people in person-time.



Needle felting workshop

To provide partners at headquarters with more stress-relief and wellness methods during their busy work schedules, the Safety and Health Team has invited a professional needle felting instructor to teach how to use soft wool to create unique, personalized keychains. This activity not only cultivates patience and creativity but also results in practical everyday items that add a touch of warmth to daily life. In 2024, the number of participants was 12 people in person-time.



Coffee relaxation workshop

The Safety and Health Team will arrange for partners to learn about coffee while enjoying it, including hand-brewing techniques and understanding how to pair coffee with suitable desserts. By immersing in the aroma of coffee, participants will discover that relaxation can be simple and accessible. In 2024, the number of participants was 20 people in person-time.



Maternity Protection Plan

AN-SHIN FOOD complies with the "Act of Gender Equality in Employment" and the "Regulations for Implementing Unpaid Parental Leave for Raising Children" in order to provide unpaid parental leave for raising children related benefits to employees. When an employee has serviced the Company for one full year, he or she may then apply for the unpaid parental leave for raising children before his or her child reaches the age of three years old, and the maximum period of leave must not exceed two years.

Statistics of application rate for unpaid parental leave for raising children, reinstatement rate and retention rate in the most recent three years

Item	Gender	2022	2023	2024
Number of employees qualifying for application of parental leave	Male	6	7	10
	Female	25	23	30
	Total	31	30	40
Actual number of employees applying for parental leave	Male	2	7	5
	Female	11	21	25
	Total	13	28	30
Parental leave application rate (Note 23)		42%	93.3%	75%
Total number of employees expected (required) to reinstate after parental leave	Male	2	6	5
	Female	11	10	25
	Total	13	16	30
Total number of employees actually reinstated after parental leave	Male	2	4	4
	Female	4	10	15
	Total	6	14	19
Parental leave reinstatement rate (Note 24)		46%	87.5%	63.3%
Total number of employees actually reinstated after parental leave in last year	Male	0	5	6
	Female	10	13	23
	Total	10	18	29
Number of employees completing the parental leave and remaining at job position 12 months after reinstatement	Male	2	4	4
	Female	4	5	20
	Total	6	9	24
Parental leave retention rate (Note 25)		60%	50%	82.7%

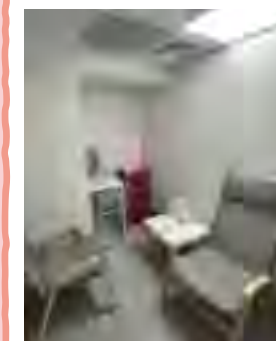
(Note 23) Parental leave application rate = Actual number of employees applying for parental leave / Number of employees qualifying for application of parental leave x 100.

(Note 24) Parental leave reinstatement rate = Total number of employees actually reinstated after parental leave / Total number of employees expected (required) to reinstate after parental leave x 100.

(Note 25) Parental leave retention rate = Total number of employees completing the parental leave and remaining at job position 12 months after reinstatement / Total number of employees actually reinstated after parental leave during the previous reporting period x 100%.

The Safety and Health Section has established the online reporting form, and reporting can be made via mobile phones or computers. For female employees reported, the Safety and Health Section provides protection measures, working environment hazard identification risk assessment, and periodic tracking in order to provide care and assistance. In addition, we provide relevant health education and consultation channels during the maternity protection period to indirectly enhance the health care for next generation. To protect female employees and to provide safe and comfortable working environment, stores are able to adjust suitable job content or work location according to the willingness of female employees.

According to the Female Maternity Workplace Protection Guideline, Gender Equality in Employment Act, and Standards for Establishment and Administration of Public Breastfeeding (Collecting) Rooms, since 2015, the Company has set up breastfeeding room at the headquarters. In 2016, the Company also applied and approved for the government breastfeeding room budget subsidy, in order to further improve and qualify the outstanding breastfeeding room evaluation. In 2017, the Company obtained the outstanding breastfeeding room certification label presented by the Department of Health, Taipei City Government, in order to provide private and comfortable breastfeeding room to employees of AN-SHIN FOOD. Due to the pandemic impact, the outstanding breastfeeding room was extended to August 2021 according to the regulations of the Department of Health. In 2022, in addition to the establishment of the breastfeeding room, due to the relocation of the company address of the headquarters, the Safety and Health Section also re-applied and qualified the outstanding breastfeeding room evaluated by the Department of Health, Taipei City Government; the breastfeeding (collecting) room was recognized as exceptionally outstanding again by the Department of Health, Taipei City Government in 2023.



Nursing Room Experience Sharing

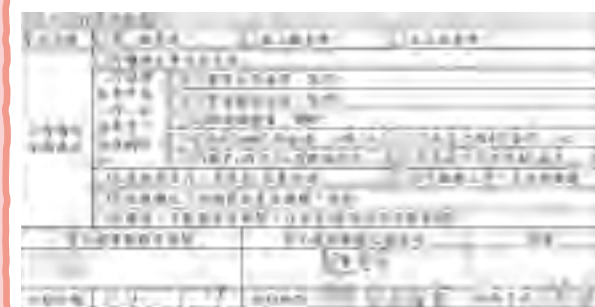
AN-SHIN FOOD Headquarters Ms. Li

I am very grateful to the Safety and Health Team at headquarters for providing such a comfortable nursing room. Initially, I was concerned about whether I could continue breastfeeding after returning to the workplace. On one hand, I worried about the inconvenience of bringing a breast pump to the office daily, storing milk, and cleaning and sterilizing the pump equipment.

However, the nursing room at headquarters is well-equipped, allowing me to use it with peace of mind. I can store breast milk in the refrigerator specifically designated for breast milk, and there is also a sterilizer available for use. It is truly convenient, enabling me as a working mother to work with confidence while successfully continuing to breastfeed!



Postpartum video interview



Postpartum video interview result notice

AN-SHIN FOOD Friendly Workplace Promotion Plan

In 2024, AN-SHIN FOOD continues to promote human rights and a friendly workplace, with the Human Resources Department and the Safety and Health Team working together to protect employee rights and health. Since 2023, we have actively promoted the campaign "Maintaining a Friendly Workplace is Everyone's Responsibility" through announcement contact forms, in-store promotional materials, and information posted at headquarters to remind colleagues to create a safe working environment together. In 2024, we have further strengthened workplace safety and employee care measures. The headquarters office continues to display promotional slogans on "Employee Health, Prohibition of Sexual Harassment, and Rejection of Illegal Infringement," reminding employees to pay attention to health and prevent illegal infringement. In addition, the Safety and Health Team has launched "Do You Need Us?" information cards, providing resources for sexual harassment reporting, legal consultation, and free psychological counseling appointments in various counties and cities, ensuring that employees can receive timely assistance to protect themselves and others.

Through these actions, AN-SHIN FOOD is committed to creating a safe, friendly, and happy workplace environment, allowing every employee to work with peace of mind and grow happily.



3.12 Strengthen Community Influential Power



To implement the business philosophy of "Contribution to the mankind and society", AN-SHIN FOOD organizes various public welfare activities in order to extend to different counties, townships and communities, such that stores are valued as communication bridge with community residents, in order to maintain proper interaction relationship with community residents and to spread warm as well as to exploit the social positive influential power, thereby establishing a warm and friendly community environment jointly. AN-SHIN FOOD utilizes the LBG/B4SI framework to summarize the public welfare activities and social contributions in 2024.

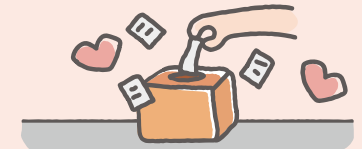
3.12.1 Public Welfare Activities

In addition to implement the business philosophy in the daily work, store managers also seek solutions for expanding the spirit of "Contribution to the mankind and society" with employees continuously. Accordingly, store employees participate or organize various public welfare activities spontaneously in order to implement the corporate management philosophy through actual actions, thereby conveying the business philosophy of MOS to greater number of people and to exploit stronger influential power, such that love can be shared and extended further.

Invoice Charity Donation

Contribution

AN-SHIN FOOD has set up the "Invoice and Petty Cash Donation Box" for a long period of time to allow customers to donate invoices or petty cash freely. Consumers may also donate electronic invoices to Good Friend Mission Foundation via "Charity Code 101" or may also use MOS Card Purchase to bind with the electronic invoice for donation.



Output

GOOD FRIEND MISSION set up "Receipt Donation Boxes" in MOS Burger stores across Taiwan in 2024, collecting a total of NT\$385 thousand through prize redemption, while "Small Change Donation" collected NT\$413,365. These charitable funds were used to support services for 1,184 children, adolescents and their families at the Taiwan Children's Home, providing them with necessary resources and assistance. The service content covers multiple aspects, including: Addressing the needs of disadvantaged children and adolescents, committed to providing equal opportunities and resources to help them overcome adversity.

- 1 Among these, living assistance for children and adolescents helped 219 person-times, with subsidies including medical expenses, emergency relief, New Year red envelopes for self-reliant youths, as well as daily necessities and childcare fees for economically disadvantaged families.
- 2 The Foundation provides after-school meal services every Thursday at children and youth care centers (Daqiao Center and Xinxing Center), currently serving approximately 50 children.
- 3 To enrich the growth experiences of children and adolescents, the Foundation also organizes diverse learning activities, including outdoor exploration activities such as hiking, camping, and cycling, as well as different types of learning experiences such as mobile game competitions and professional speaker sessions, serving a total of 234 person-times. In addition, 14 table tennis learning activities, 17 basketball learning activities, 6 e-sports learning activities, as well as drama, table tennis, cooking, and various other learning activities were held, with cumulative total service person-times exceeding 1,000.
- 4 Besides diverse learning, the Foundation also arranges tutoring teachers to assist children and adolescents with low academic achievement through remedial teaching and companionship. At the same time, for children and adolescents who have experienced trauma or emotional instability, physical and mental care methods such as rehabilitation, massage, and yoga help them learn to pay attention to their physical conditions and practice emotional regulation to enhance social adaptation abilities. A total of 148 individuals were served.

Influence

- 1 Living assistance is provided to families facing sudden difficulties, offering immediate aid through financial support, material resources, or psychological support. This helps alleviate economic pressure, ensures basic living needs are met, and reduces the psychological burden on caregivers. For families facing illness, medical subsidies enable them to actively pursue treatment and recover sooner.
- 2 Not only does this fulfill children's basic nutritional needs and safeguard their physical health, but it also creates a safe learning environment, enhancing educational equity. The program supports the development of disadvantaged children and youth, reducing family impacts on their health and education.
- 3 Helps youth learn new skills through recreational activities while exploring career development.
- 4 Enables children and youth to learn body awareness and practice being present in the moment, alleviating emotional instability to restore social adaptation functions. Focuses on children and youth who have experienced traumatic events and currently face physical and mental instability, attending to their health and well-being through physical care approaches.

Goods and supplies donation

Contribution

In 2024, a total 7 sessions of goods and supplies donation events were organized by stores



1 Moo Hsin Food Bank

Location : Douliu Store

Time : August 01, 2024 ~ August 23, 2024

Content : Yunlin County has the most serious youth outflow problem among all townships in Taiwan, with a population consisting mostly of elderly residents. In a situation where there are few young people available to provide care, the store hopes to help them through donation activities.

5 Waiting-for-Home Babies Association - AN-SHIN Fruit and Vegetable Sponsorship

Location : Waiting-for-Home Babies Association- 6 F., No. 85, Sec. 4, Ren'ai Rd., Da'an Dist., Taipei City

Store Participant : Chiayi Store

Time : August 04, 2024 ~ August 20, 2024

Content : Inviting everyone to participate in fruit box donations, allowing the association and Taiwan's eco-friendly small farmers to deliver the freshest fruits to units in need, ensuring the nutritional health of children in orphanages.

2 Huashan Foundation

Location : Douliu Store

Time : August 01, 2024 ~ August 23, 2024

Content : Participating in a charity baseball game event together with the Huashan Foundation, collecting love points from everyone and exchanging them for MOS classic black tea, which will be provided to the Huashan Social Welfare Foundation for charity sales on the day of the baseball game.

6 Love collection (World Vision)

Location : MOS Burger Kang Ning Store

Store Participant : Kang Ning Store

Time : August 16, 2024 ~ August 23, 2024

Content : The Company provides balanced and stable meals for children through fundraising to improve their life care and learning.

3 Accompanying children to grow up well

Location : Southern Kaohsiung Office, Taiwan Fund for Children and Families

Store Participant : Kaohsiung Zhongzheng Store

Time : August 05, 2024 ~ August 25, 2024

Content : goods and supplies donation events were organized by stores.

7 Convey Happiness (Eden Social Welfare Foundation)

Location : Eden Social Welfare Foundation

Store Participant : Kang Ning Store

Time : August 26, 2024

Content : Through the concept of "Bringing Happiness Through Food," store partners were mobilized to raise funds and prepare caring meals for the Eden Social Welfare Foundation, allowing friends with disabilities to experience warmth and happiness while enjoying the meals.

4 Catholic An Ren Family-MOS Gold Point Free Food

Location : An Ren Family-No. 272-1, Suantou Village, Liujiao Township, Chiayi County

Store Participant : Chiayi Store

Time : August 04, 2024 ~ August 18, 2024

Content : Initiated a program with store partners where customers can donate MOS membership card points, which are then exchanged for products provided to institutional children.

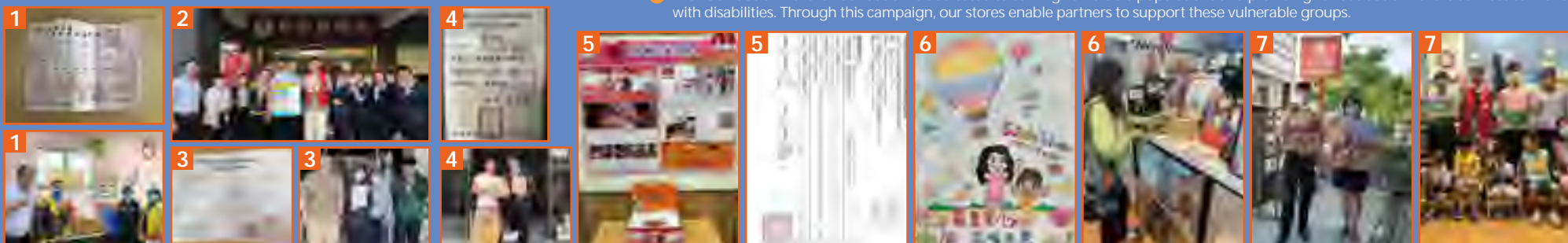


Output

- 1 Donated a batch of supplies to the Moo Hsin Service Association.
- 2 Invited everyone to participate in donating gold points, and after the event, the Douliu store provided MOS tea for the Huashan Foundation to use in charity sales at a public baseball game.
- 3 Donated 8 boxes of curry packs, 48 cans of soy milk, and 24 bottles of mineral water to partners of the "Taiwan Fund for Children and Families."
- 4 Initiated a campaign with store partners and customers to donate MOS membership card points to redeem products for children in institutions.
- 5 Donated 6 boxes of fruit (totaling 30 catties) to the "Waiting-for-Home Babies Association."
- 6 Donated a total of NT\$2,000 to World Vision Taiwan.
- 7 Mobilized store partners to collect gold points for redemption and personally prepared caring meals delivered to the Eden Social Welfare Foundation.

Influence

- 1 Through fundraising activities, the store manager experienced the hard work of social service units and will continue to implement charitable activities in the store in the future to help more people in need.
- 2 The store helped promote activities through posters and promotional materials, allowing charitable activities to spread information more quickly and enabling more people to participate in charitable events.
- 3 Through timely help and warm care, everyone became more concerned about child and youth issues, contributing efforts to disadvantaged children in society.
- 4 Through these activities, children who were forced into institutions due to family problems could experience warmth and human kindness, while also raising partners' awareness about disadvantaged children.
- 5 Through this activity, we can continue to attract more participants, improve the quality of life for children in orphanages, while supporting environmental protection and the development of friendly agriculture, bringing positive social and environmental benefits.
- 6 Many economically disadvantaged children in Taiwan face insufficient meals and nutritional deficiencies. This fundraising campaign aims to provide them with balanced and stable meals to improve their living and learning conditions. We hope to spread awareness of this initiative and encourage more people to contribute to helping these children.
- 7 The Eden Social Welfare Foundation is dedicated to serving vulnerable populations and providing various social welfare services to friends with disabilities. Through this campaign, our stores enable partners to support these vulnerable groups.



Blood Donation Event

Contribution

In 2024, stores organized a total of 3 sessions of elderly care events

1 Blood Donation - Let love be infinite

Store Participant : Douliu Store
Time : August 23, 2024

2 Blood donation youth event

Store Participant : Kaohsiung Wuchia Store 2
Time : August 26, 2024

3 Blood donation together

Store Participant : Kaohsiung Zhong-zheng Store
Time : August 25, 2024

4 Donate one bag of blood to save one life

Store Participant : Luodong Station Store
Time : August 16, 2024

5 Love in blood donation

Store Participant : Kang Ning Store
Time : August 14, 2024



Output

Proceeded to 5 blood donation sites to participate in blood donation

- 1 Yunlin blood donation station
- 2 Kaohsiung blood donation center - Wuchia donation room
- 3 Kaohsiung blood donation center - MRT Fengshan blood donation room
- 4 Luodong blood donation vehicle
- 5 Xizhi blood donation room

Influence

Allow store employees to understand that "one small contribution is able to assist others", and blood donation is one of the methods for us to contribute to the society.



Elderly Care

Contribution

In 2024, stores organized a total of 3 sessions of elderly care events

1 Caring for the Elderly and Bringing Warmth

Location : Agape Elderly Care Charity Association
Store Participant : Kaohsiung Wuchia Store 2
Time : July 16, 2024 ~ August 14, 2024

Content : to ensure elderly individuals living alone can supplement their nutrition, regain strength, and enjoy their meals, our stores are collecting food items with longer shelf life such as curry packs and soy milk. These provisions will allow seniors to replenish their energy when needed.

2 Double ninth festival thanksgiving tea party

Location : Luodong Station Store
Store Participant : Luodong Station Store
Time : October 17, 2024

Content : In collaboration with the Huashan Foundation, we are hosting a "Double Ninth Festival Thanksgiving Tea Party," inviting elderly individuals living alone to participate in hamburger-making activities. We aim to accompany these seniors in celebrating this traditional festival together.

3 "Chrysanthemum Cup" Celebration, Happy Father's Day

Location : Luodong Station Store
Store Participant : Luodong Station Store
Time : July 01, 2024 ~ August 05, 2024

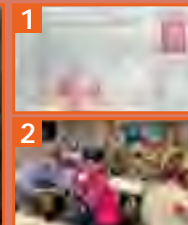
Content : The Store Manager hoped that disadvantaged elderly individuals at the Huashan Foundation could also enjoy a happy Father's Day. Therefore, the manager proactively contacted the Huashan Foundation and encouraged store partners and customers to participate in this meaningful event and send love together by personally delivering donated konjac products to the elderly's homes.

Output

- 1 Donated 8 boxes of soy milk and 6 boxes of curry packets.
- 2 Co-hosted a "Double Ninth Festival Thanksgiving Tea Party" with the Huashan Foundation.
- 3 Participated in Father's Day activities held at the Huashan Foundation.

Influence

- 1 Due to the aging population in today's society, there are many elderly people living alone. Through the Agape Elderly Care Charity Association, we hope to enable store partners and more customers to contribute to society.
- 2 During the process, our partners discovered that interacting with the elderly is a very interesting experience. Through educational and entertaining activities, we helped the elderly eat healthily while having fun.
- 3 This allowed the elderly to enjoy the heartfelt gifts from store partners and customers during Father's Day, creating a sweet celebration.



Contribution

Held one event caring for the disadvantaged in 2024

Caring for the Disadvantaged



"Passing Warmth from Hand to Hand" - Heartwarming Handmade Sponsorship

Location : Puzi Office, Taiwan Fund for Children and Families, 3F, No. 2, West Sec., Puzi 2nd St., Puzi City, Chiayi County

Time : August 04, 2024 ~ August 24, 2024

Content : During the summer holiday, store managers initiated a fundraising campaign at the stores, inviting craft teachers to join them at the Taiwan Fund for Children and Families to enjoy DIY Korean felt doll activities with children from disadvantaged families. While playing and learning, the children developed creativity, concentration, and imagination as they made their own unique felt dolls.

Output

They visited the Puzi, Chiayi Office of the Taiwan Fund for Children and Families to participate in the DIY craft activities.

Influence

Through these activities that care for the disadvantaged, we hope that our partners remember to practice MOS Burger's business philosophy of "Contributing to Humanity, Contributing to Society" while working, and consciously care for disadvantaged groups to foster greater social harmony.



Love and Care Animals

Contribution

In 2024, two animal welfare events were held

1 "Stray Love Food Gathering - Extending the Love"

Location : Kaohsiung Wuchia Store 2

Time : July 1, 2024 ~ July 31, 2024

Content : Some store managers keep stray cats and also serve as foster homes. They hope that through pet food donation activities, promoted via Facebook and store posters, more customers and store partners can show their love, allowing more stray animals to enjoy a good meal and extending love to more places.

2 Stray Love, Food Gathering!

Location : Kaohsiung Zhongzheng Store 2

Time : August 05, 2024 ~ August 25, 2024

Content : Store managers who keep pets often see news about caring individuals working hard to help stray animals. Through this fundraising initiative, they hope everyone can contribute to helping these furry friends.

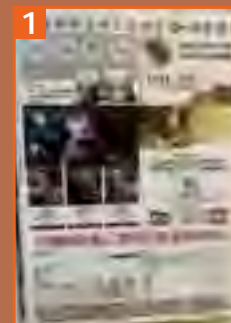


Output

- 1 A total of NT\$10,000 was raised, and food was donated to " Help Dogs" unit.
- 2 A total of NT\$4,000 was raised, and food was donated to " Help Dogs" unit.

Influence

Through the event, partners were able to demonstrate their love and care for animals and care about the issue of stray animals more actively.



3.13 Community Contribution

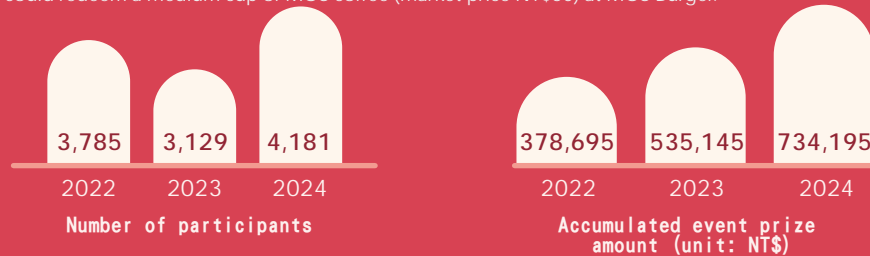
3.13.1

MOS I Love Mom Event

To spread love and positive energy, since 2017, AN-SHIN FOOD organizes "I Love Mom" event in May of each year. Up to the present day, the number of participants has exceeded 26,855 people, and the accumulated event prize amount has reached NT\$734 thousand.

Contribution

In May 2024, "Parent-Child Sharing Meal" food promotion was launched, inviting mothers and children to enjoy meals at MOS Burger and participate in drawing activities. After completing the drawing activity, they could redeem a medium cup of MOS coffee (market price NT\$50) at MOS Burger.



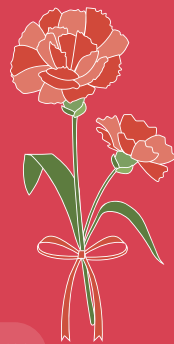
Output

- In 2024, the total number of people for the drink redeeming and event discount was **4,181** people. (Note 26)
- Up to 2024, the event price total amount has been accumulated to **NT\$734,195**.



Influence

The number of participants increased by **1,052** people from 2023, and the social influential power increased by **33.6%** from 2023.



(Note 26) Due to errors in the number of participants in 2022 and 2023, the figures have been recalculated and corrected this year.

3.13.2

MOS Food Education Event

MOS Food Education Event Development

MOS Burger's food education events began in 2007, initially planned by the training unit, inviting students from nearby elementary schools to participate. The activities not only share the history of hamburgers but also allow children to make honey-grilled chicken burgers by themselves and learn about the nutritional value of ingredients, such as the nutritional components of lettuce, shredded onions, and chicken thigh meat. In addition, the activities emphasize the importance of proper handwashing habits, not being picky about food, and cherishing food.

Since 2020, MOS Burger has further expanded its food education program by designing specialized courses for children aged 3-6. The main focuses include:

- Through interactive teaching, children learn concepts such as colors, numbers, and sizes, establishing connections with everyday foods and developing basic identification abilities.
- Through engaging stories, children are guided to learn proper dining etiquette and good living habits.
- Through parent-child interactive learning, family bonds are strengthened, creating memorable experiences.

These programs reflect MOS Burger's food education philosophy and objectives.

Unlike traditional workplace experience activities, MOS Burger's food education program goes beyond simply allowing children to experience working in the food service industry. Instead, it aims to cultivate children's correct understanding of healthy eating through actual participation. This educational model integrates food education cultures from both Japan and Taiwan, enabling children to learn about food sources, nutritional knowledge, and gratitude while enjoying the experience.

Furthermore, with the global push for ESG trends, food education and agricultural education have become important issues drawing attention worldwide. Through its activities, MOS Burger hopes to help children understand the importance of valuing food and environmental protection, further developing care for the land and nature.

Future Outlook: Continuing to Deepen the Impact of Food Education

MOS Burger has promoted food education activities for many years, but continues to consider how to improve and ensure that its core values are truly implemented in society. In the future, MOS Burger will continue to help more people understand the importance of food education through innovative course designs, community collaborations, and parent-child activities, contributing to the promotion of food education in Taiwan. MOS Burger hopes to convey the concept of "coexistence of delicious taste and health" to more consumers, making food education a learning opportunity shared by all.

Contribution

Children Food Education Event

Location : Agape Elderly Care Charity Association

Date : Organized irregularly in stores

Purpose :

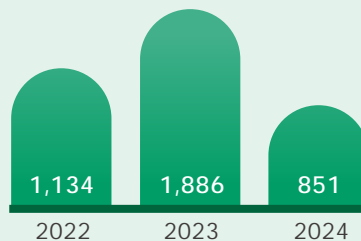
- To allow children to develop correct concept of diet through the event, and to understand the hard work of farmers, as well as to appreciate farmer's effort and treasure food.
- Parents and grand parents are invited to participate in the event in order to learn the correct food concept with children, and to enhance parent-children bonding and interaction.

Method :

- Organize food and farmer event at stores, and one session of even for approximately 1 hour.
- For different age groups, the " Kids" version suitable for children of 3~6 years old and the " Elementary School" version suitable for elementary school students have been designed.
- Food education event section is set up on the Company website with event information announcement.

Output

- It has been **18** years since we began to organize children's food education activities in 2006.
- More than **26,166** people have participated in the event since 2015.
- In 2024, more than **19** sessions of food education events were organized for a total of more than **38** hours, and the number of participants reached **851** people.



Number of Participants in food education event

Influence

- To assist children to develop correct food and diet concept, in order to understand the importance of balanced diet.
- To allow children to establish the concept of treasure food and to increase the awareness of " leftover issue" .
- To provide agricultural education opportunity to busy parents nowadays, and to also increase the parent-children interaction time.
- To convey the concept of "coexistence of delicious taste and health" to more consumers, making food education a learning opportunity shared by all.



Kids version of food education teaching materials



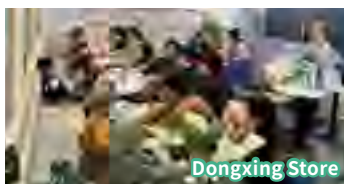
Elementary school version of food education teaching materials



Store food education event organization process



Kang Ning Store



Dongxing Store



Yilan New Moon Store



Hualien Zhongshan Store



Luodong Station Store



Yilan New Moon Store



Keelung Chang Gung Store

3.13.2.1

MOS Art and Culture Activities

MOS Burger adheres to the natural spirit of "Mountain, Ocean, Sun," valuing cultural heritage and artistic exchange. In 2022, MOS Burger created the new "MOS Arts and Culture Academy" at its Ximen Chengdu store—a space that integrates diverse arts. This venue combines music, painting, handcrafts, and other rich artistic and cultural activities, allowing art to become part of customers' daily lives through their neighborhood MOS Burger. Additionally, MOS Burger has partnered with the Sweet Pea Piano Quintet to launch charity performances throughout Taiwan, enabling customers to experience a multi-sensory feast interweaving taste, hearing, and vision while enjoying food at MOS Burger.



Guidelines for borrowing and renting, MOS Art Academy



3.13.2.2 Arts and cultural activities

MOS Burger Collaborates with Sweet

Peas Piano Quintet for Concert Tour Musical Feast

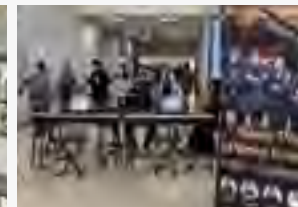
- Event locations :** Linkou Chang Gung Memorial Hospital, Yangming Hospital, Taichung Veterans General Hospital, Mackay Memorial Hospital Zhongshan Branch
- Content :** AN-SHIN FOOD has partnered with Taiwan Creative Industries Development Foundation and the Sweet Peas Piano Quintet for a concert tour. These charity performances at medical institutions feature small concerts that connect "cuisine, art, music, and culture." Through enjoying MOS Burger food and appreciating art, the events create a refined lifestyle with an artistic atmosphere.



2024.04.09
Performance at Linkou Chang
Gung Memorial Hospital



2024.04.10
Performance at Yangming
Hospital



2024.04.11
Performance at Taichung
Veterans General Hospital

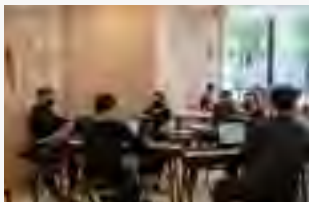


2024.04.17
Performance at Mackay
Memorial Hospital

MOS Chiayi Xinmin Store Concert

- Event locations :**
MOS Burger Chiayi Xinmin Store

Content :
AN-SHIN FOOD partners with Taiwan Creative Industries Development Foundation to host a charity music performance. This event creates a feast combining music and cuisine, allowing customers to enjoy wonderful melodies while dining in a cozy atmosphere.



2024.08.01

MOS Tainan Ximen Store Concert

- Event locations :**
MOS Burger Tainan Ximen Store

Content :
The event brought a new sensory experience to in-store dining customers, inviting local community leaders and residents to enjoy art and cuisine together.



2024.08.31

Opening Concert at
Tainan Bei An Store

- Event locations :**
MOS Burger Tainan Bei An Store

Content :
Conductor Chin-Tung Hsu led the Sweet Pea Piano Quintet in a charity performance at the Tainan Bei An store. Distinguished guests in attendance included Tainan City Council members Hsin-Liang Kuo, Li-Chin Chou, Yi-Chen Chen, and Chung-Cen Li, who all participated in the celebration.



2024.09.01

MOS National Taiwan University of Arts
Store, Kanghua Store Concert Tour

- Event locations :**
National Taiwan University of Arts Store,
Kanghua Store

Content :
MOS Burger partnered with the Sweet Pea Piano Quintet, led by Conductor Chin-Tung Hsu, for performances at the National Taiwan University of Arts store and Kanghua store. The events offered a heartwarming musical feast, inviting local community residents to enjoy the beautiful melodies together.



2024.12.28



4 Responsible Governance and Sustainable Operation



- Shareholders • Government agencies
- Employees • Suppliers • Customers

4 | Management Directive



Corporate governance

Meaning to AN-SHIN FOOD

While facing operating environment of greater changes, regardless of the factors of natural disaster, climate change or trade barrier, enterprises must be aware that any one issue may cause material impact to the business operation. Only through continuous enhancement of the outcome, response and recovery capability of corporate governance, enterprises are able to overcome challenges encountered.

Policy and Commitments

To strengthen AN-SHIN' s ethical corporate culture and sound development, to improve management performance and to establish proper business operation structure, we have stipulated and announced the " Ethical Corporate Management Best Practice Principles" , " Procedures for Ethical Management and Guidelines for Conduct" , " Work Rules" and " Employee Code of Conduct" in order to ensure the sustainable operation of AN-SHIN.



Product and Service Innovation

Meaning to AN-SHIN FOOD

The Company upholds the basic principle of ethics and the business philosophy of " Contribution to the mankind and society" in order to continuously release innovative products and new services, thereby providing healthy and secure meals as well as convenient and quality services to consumers, such that the brand new value can be achieved continuously.

Policy and Commitments

The Company is committed to provide health and safe food to consumers based on the principles of " Security, safety and confidence, healthy and delicious food prepared with dedication, customer satisfaction and security" . In addition, the Company also provide innovative quality services along with the introduction of new technology applications, in order to improve new consumption experience of customers.



Material Topic		Performance Measurement Indicators	Goals for 2025	Action Plan for 2024	2024 Achievements	Medium-term Goals (3-5 Years)	Long-term Goals (5-10 Years)
Governance	Corporate governance	Investor Relationship Maintenance	<ul style="list-style-type: none"> For changes involving management team, directors, data update shall be completed within 2 days from the occurrence date. Convention of investor conference. 	<ul style="list-style-type: none"> Corporate shareholder letter receipt and telephone reception, corporate investor meeting, company website investor section & stakeholder section maintenance. 	<ul style="list-style-type: none"> Responded to questions of investors and analysts through telephone calls and emails for a total of 2 inquiries. Convened 2 sessions of investor conference. 	<ul style="list-style-type: none"> Continued to maintain proper communication relationship with investors. 	<ul style="list-style-type: none"> Establish solid investor relations, hold regular investor exchange meetings, and provide accurate and transparent information to enhance investors' confidence in the Company.
		Corporate governance improvement	<ul style="list-style-type: none"> Corporate governance evaluation ranking maintained at top 5%. 	<ul style="list-style-type: none"> Completed corporate governance self-evaluation operation, reviewed questions without score points and implemented improvement. 	<ul style="list-style-type: none"> Ranked top 6%~20% for the 10th term of corporate governance evaluation. 	<ul style="list-style-type: none"> Continued to enhance corporate governance, to participate in corporate governance related evaluation, and to strengthen corporate governance system. 	<ul style="list-style-type: none"> Establish an efficient corporate governance framework, participate in external evaluations, and continuously improve the governance system to enhance the efficiency and transparency of the Company's operations.
		Implement operation systems of board of directors and shareholders' meeting	<ul style="list-style-type: none"> Convened a total of 6 sessions of board of directors' meeting for the whole year. Convene general shareholders' meeting in May of each year. 	<ul style="list-style-type: none"> Periodically convene board of directors' meetings. Convene general shareholders' meeting in May of each year. 	<ul style="list-style-type: none"> In 2024, a total of 10 sessions of board of directors' meeting were convened, and resolutions were made for 40 proposals. In 2024, 1 session of general shareholders' meeting was convened, and resolutions were made for 3 proposals (4 report matters, 2 ratification matters, and 1 discussion matter). In 2024, 1 session of extraordinary shareholders' meeting was convened, and resolutions were made for 1 proposal (1 discussion matter). 	<ul style="list-style-type: none"> Continue to implement the operations of board of directors and shareholders' meeting. 	<ul style="list-style-type: none"> Ensure the fair and effective operation of the board and the shareholders' meeting, and enhance the training and professionalism of board members.
		Implement functional committee operation system	<ul style="list-style-type: none"> 9 major functional committees, and 35 meetings convened for the whole year. 	<ul style="list-style-type: none"> The Procurement Committee held 5 meetings and the Store Expansion Committee held 8 meetings, while other committees met as needed; on average, each committee meets at least twice per year. 	<ul style="list-style-type: none"> In 2024, 9 major functional committees convened a total of 38 meetings. 	<ul style="list-style-type: none"> Continue to implement operations of functional committees. 	<ul style="list-style-type: none"> Establish a sound functional committee operating mechanism to ensure that each functional committee plays its role effectively and improve decision-making efficiency.
		Continue to expand new stores and renew contract for existing stores, and expand market share	<ul style="list-style-type: none"> In response to commercial district transitions, the Company is adjusting store quality (replacing under-performing locations with new ones). Increasing stores in hospital shopping areas and technology industrial park locations. 	<ul style="list-style-type: none"> Actively expand stores to new areas in the central and southern regions. Implement store quality improvement for Taipei and New Taipei areas, and perform re-distribution according to the business circle. Expansion of drive-through type of DT store. 	<ul style="list-style-type: none"> As of the end of 2024, the total number of stores was 303 stores. With profit improvement as the main objective, the Company closed stores with lower operational efficiency including Nangang Station, Carrefour Chongxin, Gezhi, Shilin Fulin, Taichung Tiger City, Muzha Zoo, and Taichung Tunghai, effectively reducing company losses. The Company conducted market assessments of highly profitable technology parks and actively negotiated new locations, successfully establishing presence in key areas such as Southern Taiwan Science Park and TSMC Hsinchu. 	<ul style="list-style-type: none"> Expanded store network in central and southern Taiwan to increase store coverage and strengthen regional market competitiveness. Optimized store quality by closing unprofitable locations to enhance overall operational efficiency and increase company profits. Expand new locations, aggressively establish presence in emerging residential areas, technology industrial parks, and commercial districts around hospitals to expand market territory. 	<ul style="list-style-type: none"> Continue to expand the coverage in business districts, establish new stores, and enhance the service quality and depth of existing stores to improve customer satisfaction. Reduce the number of loss-making stores and improve the overall profitability of the Company by reasonably adjusting the store management strategy.
		Membership management	<ul style="list-style-type: none"> Increase number of members, and drive customer return and revenue through exclusive events/services. Increase digital utilization. 	<ul style="list-style-type: none"> Organize quarterly membership return, exclusive lottery event, and annual exclusive products. Member exclusive services - secure pickup event, order meal from seats, monthly new product launch event. 	<ul style="list-style-type: none"> In 2024, the number of members exceeded 165 thousand (members with valid mobile phone number verification). 	<ul style="list-style-type: none"> Continue to strengthen member management, and maintain proper interaction with members. 	<ul style="list-style-type: none"> Establish a comprehensive membership management system, continue to maintain good interaction with members, and increase members' loyalty and their consumption frequency.

Material Topic		Performance Measurement Indicators	Goals for 2025	Action Plan for 2024	2024 Achievements	Medium-term Goals (3-5 Years)	Long-term Goals (5-10 Years)
Governance	Corporate governance	Increase of revenue of single store	<ul style="list-style-type: none"> Create brand value and customer-satisfying consumption experiences jointly. 	<ul style="list-style-type: none"> Diversification of ordering/payment methods. Service innovation - community interactive activity planning. Environmental experience - local element and seasonable decoration / idle space re-utilization. 	<ul style="list-style-type: none"> Implementation of LinePay/JKO-Pay/EasyWallet. Expansion of KIOSK installations, providing convenient and quick ordering experience. Community interaction: Organizing food education activities and employment service workshops. Single store social group management, encouragement to become an official member, and broadcasting of information on new product promotion events in a real-time manner. 	<ul style="list-style-type: none"> Continue to increase single store revenue and profit. 	<ul style="list-style-type: none"> Continue to optimize the operation and management of individual stores to increase the turnover and profitability of each store and increase the Company's overall profitability.
	Product and Service Innovation	Product market launch planning	<ul style="list-style-type: none"> Launch of 50 new products. 	<ul style="list-style-type: none"> Develop products according to gender, age, meal time, take out/delivery, business circle type, eating habit (vegetable/healthy/hypoallergenic, etc.), catering trend (plant-based product/fusion, etc.) 	<ul style="list-style-type: none"> In 2024, 55 new products were launched. 	<ul style="list-style-type: none"> Implemented according to annual product plan. Develop more competitive products in terms of quality and price through our own food processing plant. 	<ul style="list-style-type: none"> Develop new products according to consumer demands and market analysis in order to respond to the market change. Develop food processing plants to supply products to external channels.
		Local food ingredient use	<ul style="list-style-type: none"> Expected to develop 4~6 products 	<ul style="list-style-type: none"> Arrangement according to product annual plan. 	<ul style="list-style-type: none"> In 2024, 15 products were launched. 	<ul style="list-style-type: none"> Arranged according to annual product plan. 	<ul style="list-style-type: none"> All types of products use rice raw material.
		Customer satisfaction	<ul style="list-style-type: none"> Customer satisfaction > 86 points. 	<ul style="list-style-type: none"> Utilize online questionnaires on the Cloud to perform collection, summarization and feedback, analysis and recommendation, in order to report to relevant units for reference. 	<ul style="list-style-type: none"> In 2024, all goals were achieved, and the average score was 88.39 points. 	<ul style="list-style-type: none"> Continue to improve customer satisfaction. 	<ul style="list-style-type: none"> Establish a customer satisfaction assessment mechanism for continuous improvement to improve customer satisfaction and enhance brand loyalty.
		Customer complaint	<ul style="list-style-type: none"> Customer complaint < 0.001%. 	<ul style="list-style-type: none"> Customer comment contact/handling and follow-up. Timely/periodically summarize customer comments on the Cloud system. Report to relevant units for plan and strategy establishment. 	<ul style="list-style-type: none"> Average complaint rate in 2024: 0.014%. 	<ul style="list-style-type: none"> Continue to reduce customer complaint rate. 	<ul style="list-style-type: none"> Analyze the causes of complaints, continue to improve the service process and quality, reduce the customer complaint rate, and increase customer satisfaction.
		Secret visitor	<ul style="list-style-type: none"> Secret visitor evaluation > 90 points. 	<ul style="list-style-type: none"> Implement secret visitor audit. 	<ul style="list-style-type: none"> In Q1~Q3 2024, all goals were achieved, and the average annual score was 89.86 points. 	<ul style="list-style-type: none"> Continue to implement secret visitor audit system. 	<ul style="list-style-type: none"> Establish a comprehensive mystery visitor audit system, continue to track store service quality, and provide a reference for continuous improvement.

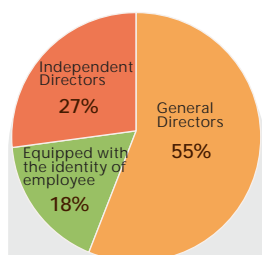
4.1 Responsible Governance

As investors' concern on the benefits of incorporating the environment, society / human rights and corporate governance (ESG) in the investment continues to increase nowadays, to allow investors to realize the long-term value of an enterprise, responsible governance has become an important constituting element of the investment process. For AN-SHIN, ESG management is advantageous to the communication with investors in order to establish stable and long-term relationship. The board of directors also play the supervisory and guiding role. Each year, the ESG Committee convene reports the implementation outcome of the current year to the board of directors.

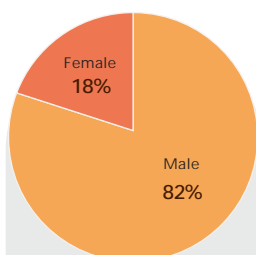
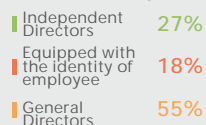
4.1.1 Board of Directors



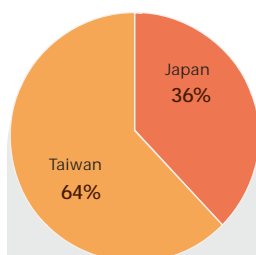
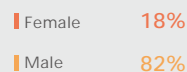
The board of directors of the Company is the highest decision making body for the operation aspect of the Company. The board of directors' meetings are convened at least once quarterly. In addition, the "Rules of Procedure for Board of Directors Meetings" has been established according to the "Regulations Governing Procedure for Board of Directors Meetings of Public Companies" in order to serve as the meeting procedure guidance principle of the board of directors' meeting. In addition, director's conflict of interest recusal principle has also been established. The Company has enacted the diversity guidelines of the members of the Board of Directors pursuant to the "Corporate Governance Best-Practice Principles for the TSEC/TPEx Listed Companies," which determines the operating status, marketing strategy, the demand of development, and the professional knowledge with which the Company implemented it. Considering the border-free development of the food and beverage industry in the future, the Company expects more than 25% of the Directors to be foreign nationals/corporations. Currently, 4 Directors are Japanese, which accounts for 36% of the total of 11 seats of Directors. The Company also values gender equality on the Board and reserved at least 1 seat of Director for female candidates. Currently, there are 2 female Directors (including 1 Independent Director) on the Board. Of the members of the Board of Directors, those specialized in business management, operating business, industry, crisis handling, leadership, and decision making include Chairman Huang, Mao-Hsiung, Director Kao, Shun-Hsing, Director Shirley Huang, and Director Lin, Chien-Yuan, Director J. C. Jang. In addition, there are Director Jun Takifuka, Director Akio Fukumitsu, and Director Hirayama Haruo with an international market perspective. Independent Director Liu, Wei-Chi, President, Chung Hua University, who previously acted as the Chairman of Taiwan High Speed Rail and worked at the IBF Financial Holdings Co., Ltd. and the International Bills Finance Corporation, has considerable knowledge and experience of finance and accounting. Independent Director Gong, Reng-Weng once acted as the Vice President of the Institute for Information Industry and is specialized in (technology and innovative technology; Independent Director Lai, Seh-Jen also once acted as the Director General of the Tourism Bureau with professional knowledge and experience in catering and tourism. The Board of Directors members are all elites and executives from various industries, possessing diverse industrial and academic backgrounds, capable of providing professional opinions from different perspectives, which greatly benefits the improvement of the Company's operational management and business performance. Economic, environmental, and social issues related to corporate governance are handled hierarchically by senior managers or directly delegated to relevant departments. Among these, economic performance issues are the responsibility of the President, who regularly reports important business matters to the Board of Directors. AN-SHIN FOOD convened a total of 10 board of directors' meetings in 2024.



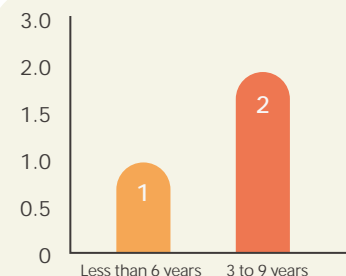
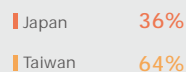
Director Type



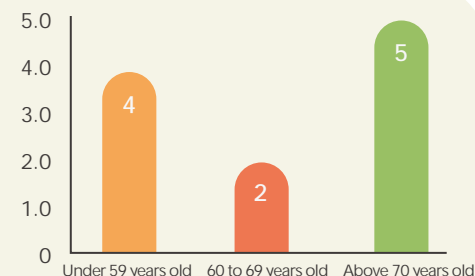
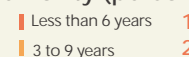
Director Gender



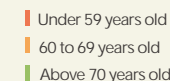
Director Nationality



Independent Director Seniority (persons)



Director Age Group (persons)



To implement corporate governance and to enhance the functions of the Board of Directors, the Company has stipulated the Rules for the Evaluation of Performance of the Board of Directors based on the approval of the directors of the board. According to these guidelines, at the end of 2024, a performance evaluation was conducted. The evaluation subjects included the overall operation of the Board of Directors and functional committees (such as the Audit Committee and Remuneration Committee), and self-assessment was conducted for individual directors. On February 27, 2024, the Remuneration Committee summarized and analyzed the evaluation results, and after review, submitted an assessment report to the Board of Directors on February 29, 2024. The evaluation results according to the Regulations for Performance Evaluation of Board of Directors surpassed the standards significantly. Furthermore, according to these guidelines, the Company engages an external professional independent institution to conduct an evaluation once every three years. In early 2024, the Company commissioned the "Taiwan Corporate Governance Association" to conduct the 2024 external performance evaluation of the Board of Directors through "document review," "questionnaires," and "interviews." They provided observation conclusions, evaluation reports, and optimization recommendations, which were submitted to the Board of Directors for review in April 2024.



Articles of Incorporation



Procedures for Acquisition or Disposal of Assets



Regulations for Loaning Funds to Others



Operating Procedures for Making Endorsements



Procedures for Preventing Insider Trading



Procedures for Preventing Insider Trading



Regulations for Performance Evaluation of Board of Directors

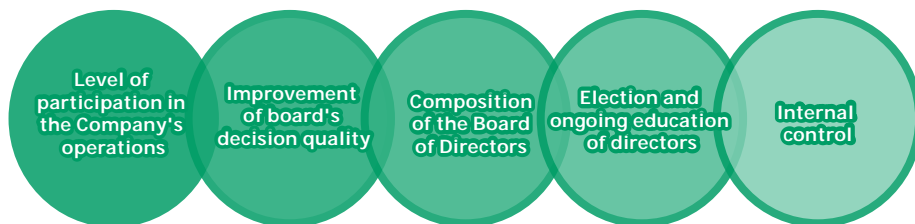


Rules of Procedure for Shareholders' Meeting

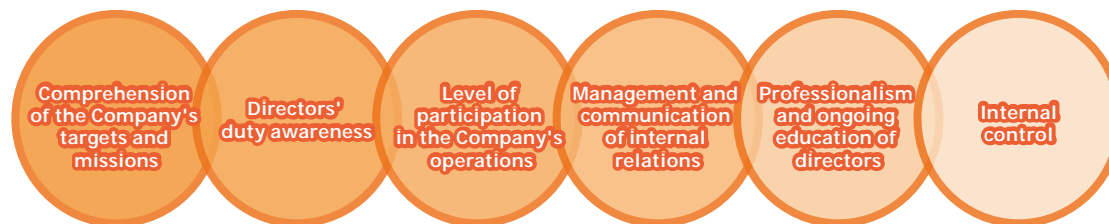


Operation Procedures for Handling Internal Material Information

Measurement Items of Evaluation



Measurement Items for Board Member Performance Evaluation



Board Members

Nationality	Job title	Name	Gender	Key Educational Background and Experience
Taiwan	Chairman	Huang, Mao-Hsiung	Male	<ul style="list-style-type: none"> Master's Degree, Department of Economics, University of Pennsylvania Chairman, TECO Electric and Machinery Co., Ltd. Chairman, Chinese National Association of Industry and Commerce
	Vice Chairman	Kao, Shun-Hsing	Male	<ul style="list-style-type: none"> Master's Degree, Graduate Institute of Technology Management, Kaohsiung Polytechnic Institute Department of Industrial Engineering, Tunghai University President of the Company Executive Vice President, Royal Host Taiwan Co., Ltd
	Director	Lin, Chien-Yuan	Male	<ul style="list-style-type: none"> PhD, Department of Traffic Engineering, University of Washington, U.S.A. Professor, Graduate Institute of Building and Planning, National Taiwan University
		Fritz J. C. Jang	Male	<ul style="list-style-type: none"> Enterprise Economic Research, University of Cologne Chief Secretary, Chinese National Association of Industry and Commerce Consultant, Frankfurt office, Bank of Taiwan Secretary to the Chairman of the Board and Advisor to the Board of Directors of TECO Electric & Machinery Co., Ltd.; supervisor of the Company
	Independent Director	Liu, Wei-Chi	Male	<ul style="list-style-type: none"> PhD, School of Management, Northwestern University Chairman, Taiwan High Speed Rail Corporation Chairman, International Bills Finance Corporation President, National Sun Yat-sen University
		Lai, Seh-Jen	Female	<ul style="list-style-type: none"> Master Degree, Department of Management Science, National Chiao Tung University Director-General, Tourism Bureau, Ministry of Economic Affairs Chairman, China Pacific Catering Services Ltd. President, Taiwan Visitors Association
Japan	Director	Gong, Reng-Weng	Male	<ul style="list-style-type: none"> PhD, Business Management, Macau University of Science and Technology Graduate School of Business, Stanford University, USA Associate Executive Officer, Institute for Information Industry Director, Institute of Innovative Application Service Expert, Institute for Information Industry
		Shirley Huang	Female	<ul style="list-style-type: none"> Bachelor Degree, Department of Psychology, International Christian University Chairman, ABC Cooking Studio Taiwan Co., Ltd.
		Jun Takifuka	Male	<ul style="list-style-type: none"> Department of Food Economics, College of Bioresource Sciences, Nihon University Executive Managing Director, International Department, MOS Food Services, Inc.
		Hirayashi Atsushi	Male	<ul style="list-style-type: none"> Graduated from the Department of Management and Information Sciences, School of Management and Information Sciences, Tama University Executive Director, International Department, MOS Food Services, Inc.
		Akio Fukumitsu	Male	<ul style="list-style-type: none"> Department of Economics, Faculty of Economics, Soka University Manager, International Sales Department, MOS Food Services, Inc.

4.1.2 Training Hours of Directors



For new directors, the Company has established initial office seminar system, in order to assist new directors to understand and perceive the Company's industrial status, financial status, responsibility and obligation, in order to exploit their functions properly. AN-SHIN's board members are equipped with ethics and extensive industry related experience. In addition, various training courses are arranged according to directors' demands and professional needs. In 2024, a total of 11 people participated in relevant courses, for a total participating hours of 75 hours, an average of training hours of 7 hours per person.

Board of Directors Training Hours Overview Table for Past Years

Job title	Name	Unit	2022	2023	2024
Chairman	Huang, Mao-Hsiung	hours	9	6	9
Director	Kao, Shun-Hsing	hours	6	6	6
	Shirley Huang	hours	6	6	6
	Lin, Chien-Yuan	hours	6	6	6
	Fritz J. C. Jang	hours	(Note 1)	6	6
	Jun Takifuka	hours	6	6	6
	Hirayashi Atsushi	hours	(Note 2)	(Note 2)	12
	Akio Fukumitsu	hours	6	6	6
Independent Director	Liu, Wei-Chi	hours	6	9	6
	Lai, Seh-Jen	hours	6	6	6
	Gong, Reng-Weng	hours	6	6	6

(Note 1) Served as a director from May 30, 2023.

(Note 2) The original director was Mr. Hirayama Yoshio, and Mr. Hirayashi Atsushi was appointed as a director on April 1, 2024.

4.2 Ethical Corporate Management

AN-SHIN actively implements the concept of ethics, integrity and moral value, strengthens corporate governance and risk control, and also establishes ethical corporate culture, in order to improve the corporate management. We have stipulated and announced the "Ethical Corporate Management Best Practice Principles", "Procedures for Ethical Management and Guidelines for Conduct", "Work Rules" and "Employee Code of Conduct". The responsible unit for the promotion of ethical management is the Talent Development Department. AN-SHIN upholds on the principles of fairness, honesty, trustworthiness, and transparency to engage in business activities, implements ethical management policy and actively prevents unethical conducts, in order to substantially govern matters requiring attention of the personnel during execution of duties. In 2024, we continued to offer online courses related to corporate governance (ethical management, information disclosure and insider trading, trade secret protection, and non-competition). All managers, assistants, and new employees have completed the continuing education and passed the test. As of 2024, 25 people have completed the total continuing education for the year with a total of more than 28 hours; for the legal compliance and awareness, the head of the legal affairs department provided legal compliance and awareness courses for employees at headquarters. The topics include: understanding law and right. Universal Declaration of Human Rights, ethical corporate management, prohibition of insider trade, information security and protection of personal information, Sexual Harassment Prevention (Act), and other legal rules that the office staff always violated inadvertently. There were 54 participants in the class for a total of 114 hours of training. Related files on the summary of the training were placed at the internal learning website for the viewing of the employees at any time. In pursuing ethical corporate management, the designated body has reported to the Board in the session held on November 8, 2024.



All Employees

- The Company has established the "Ethical Corporate Management Best Practice Principles", "Procedures for Ethical Management and Guidelines for Conduct", "Work Rules", "Employee Code of Conduct", and "A Letter to Employees of AN-SHIN - Employee Code of Conduct", in order to rigorously request employees to comply with relevant regulations related to ethical management for all transaction counterparties.

Suppliers

- The first page of the suppliers section discloses the "Ethical Management Policy" of the Company.
- The Procurement Section issues the "Notice of Ethical Conduct" to all employees and suppliers before important holidays and festivals, in order to convey and promote ethical management policy.





Ethical Management Policy



Notice of Ethical Conduct

AN-SHIN FOOD has not been subject to any major ethical violations and there has been no penalty fines due to violation of laws or regulations, and no sanction other than penalty fines. The Audit Office is responsible for the supervision and reporting to the board of directors periodically. AN-SHIN FOOD has established the independent audit process and whistleblowing channel (internal-auditor@mos.com.tw) through the Audit Office, and the reporter's identity and report content are kept confidential, in order to protect reporter from unfair treatment or revenge act due to the reporting matter. In addition, the Company also perform audit and handling of such matter actively.



Ethical Corporate Management Best Practice Principles



Procedures for Ethical Management and Guidelines for Conduct



AN-SHIN FOOD Employee Code of Conduct

4.2.1 Internal Audit Management

The purpose of the internal audit is to inspect and assess deficiency of the internal control system of the Company and to measure the operational benefits, and to provide improvement recommendation timely, in order to ensure that the internal control is implemented continuously and effectively, thereby assisting the board of directors and managerial officers to fulfill their responsibilities properly. The job nature of the internal audit is provide management assistance, such that all operation records and handling procedures are proper without deficiencies. In addition, various information is collected and reported to the management at all time, in order to provide reference for decision making or plan stipulation. AN-SHIN FOOD's independent directors have direct communication channels with the internal audit officer and the CPAs. They regularly inspect the Company's financial and business conditions through telephone, email, and instant messaging software communication.



Internal audit organization and operation

Communication Status of Independent Directors with Internal Audit Officer and CPAs

Audit report

Monthly

Independent directors provide comments and feedbacks after receiving the audit report, and the audit officer performs independent business report according to the request proposed by each independent director.

Audit Committee

Quarterly

Audit report internal audit implementation, internal control self-evaluation and audit finding improvement status.

Communication meeting of CPAs and governance unit

3 meetings annually

Report audit (review) result, and communication matters specified in other relevant laws and regulations.

4.2.2 Risk Management

The Company is affected by various financial risks during the normal operation, including market risks (including exchange rate risk, interest rate risk, and price risk), credit risk and liquidity risk. The overall risk management policy focuses on unforeseeable matters in the financial market and seeks solutions capable of reducing the potential unfavorable impacts on the financial status and performance. Risk management is performed by the Management Support Center according to the policy approved by the board of directors. The Management Support Center cooperates closely with each business unit of the Group, and is responsible for the identification, assessment and avoidance of financial risk. The board of directors has established written policy for the overall risk management as well as for specific scope and matters, such as credit risk and investment with remaining current capital.

4.2.3 Functional Committees



Functional committees are an important aspect of the governance mechanism of the Company. Through professional work allocation and independent position to assist the decision making of board of directors, the management activities of the management can be effectively supervised. To improve supervisory function and enhance management capability, AN-SHIN established the "Audit Committee" on June 3, 2020 to replace the original supervisor system. The committee is composed of three independent directors, and all members have elected from among themselves the convener and chair of committee meetings. The operation method is handled in accordance with the Company's "Audit Committee Charter", and its functions and powers include the Company's financial statements, auditing and accounting policies and procedures, internal control system, material asset or derivative product transactions, and fundraising or the issue of securities, the appointment, dismissal, or remuneration of CPAs, and the appointment and dismissal of financial, accounting, or internal audit officer, etc. With independent directors having professional background to act as the Audit Committee members, professional and objective opinions can be provided to the board of directors in order to assist the board of directors to make decisions most advantageous to the Company.

To improve the risk management and to strengthen the board functions, on July 9, 2021, the board of directors of the Company has reached a resolution on the establishment of the Risk Management Committee formed by more than half of the independent directors, and its purpose is to implement corporate governance and to provide reference for the board decision making, to effectively manage various internal and external risks, to timely understand and handle such risks, and to promote the continuous growth and stable operation of the Company. To improve the Company's risk management mechanism, based on the existing operation regulations, the Company improves the risk management coordination, effective assessment and risk control bearing capability, and establishes response strategy as well as reviews the internal control procedure compliance status, in order to ensure the and planning of medium and long term strategy and the achievement of goals of the Company.

The relevant risk type, control risk method and responsible unit are as follows:

Functional Committee

ESG	Responsible Unit	Risk Type	Risk Control Method	2022 Number of Conventions(times)	2022 Attendance Rate (%)	2023 Number of Conventions(times)	2023 Attendance Rate (%)	2024 Number of Conventions(times)	2024 Attendance Rate (%)
Environment	ESG Committee	Sustainable Development Risk (Sustainable development management performance and improvement)	Assist the Company to review risks and opportunities faced with respect to the sustainable development, and establish sustainable development policy and response measures.	2	100%	2	75%	2	75%
	Procurement Committee	Climate Change Risk and Market Change Risk (Effective procurement operation and control effect of high quality and lowest cost)	Use supplier selection and unit price determination as the criteria for performing procurement operation, and perform review or approval in advance.	7	100%	6	100%	8	100%
Society/ Human Rights	Remuneration Committee	Remuneration and relevant welfare policy risk	Assist the board of directors to review and evaluate the overall remuneration and relevant welfare policies of the Company.	3	100%	3	100%	3	100%
	Talent Development Committee	Catering industry labor shortage risk	To cope with the continuous growth of various businesses of future operation (domestic, overseas), automated operation of two ends of supply and demand, systematic education and training as well as cultivation system and content are established.	2	79%	2	92	2	100%
Governance	Store Development Review Committee	Store operation risk Store expansion (closure) operation risk	Establish store expansion (closure) related regulations, and review and approve various store expansion (closure) related matters.	11	95%	7	93%	5	100%
	Audit Committee	Operational risk and management risk (operation management performance and system improvement)	Assist the operation, management and audit of the Company.	11	100%	6	100%	9	100%
	Financial Management Committee	Investment in financial products, real property financial product risk and fund application risk	Assist the Company to establish fund application plan, and assess investment benefits.	5	100%	2	100%	4	100%
	Digital Transformation Committee	Digital technology rapid development risk	Assist the Company to face changes of virtual sales market development environment, such as the internet, mobile communication and technology, etc.	2	100%	2	100%	2	100%
	Risk Management Committee	Food safety risk, information security risk, financial risk and labor safety risk	Implement corporate governance and provide reference to board decision making, and effectively manage various internal and external risks.	2	100%	2	75%	3	100%

ESG Committee

To improve the corporate social responsibility system, the Company established the Corporate Social Responsibility Committee formed by directors and independent directors on August 13, 2014. In 2021, it was renamed the ESG Committee and an ESG project team was established under the Committee. The board of directors authorizes Director Fritz J. C. Jang to act as the Chairperson, and President Ching-Hui Hsieh to act as the convener of the team. The Corporate Social Responsibility Best Practice Principles have been established for compliance. The representatives from each department fulfilled the CSR within the scope of their functional units. The ESG Committee convenes at least 2 meetings annually. In 2024, the average attendance rate of all Committee members in person was 100%, and a total of 11 ESG related proposals (including reports, discussions and extraordinary motions) were discussed. The convener of the Committee is Director J. C. Jang, and the committee consists of six members: Director J. C. Jang, Chairman Huang, Mao-Hsiung, Independent Director Gong, Director Lin, Chien-Yu-an, Director Jun Takifuka, and Director Hirayashi Atsushi. The Chairperson is responsible for supervising the ESG implementation outcome, hosting and determining relevant proposals, and assigning ESG project team to establish annual ESG strategy plan, to implement corporate sustainable development related affairs planning and implementation, and to report the implementation outcome to the board of directors periodically.

The ESG Committee held 2 meetings in 2024, and has reported to the last session of the Board on the result of operation and corrective action taken. The content of the proposal includes (1) identification of the topics of sustainability for concern and making corresponding plans; (2) Determination of the goals for the topics of sustainability and the revision of related policies; (3) Monitoring of the proper pursuit of sustainable development in operation, and assessment of the pursuit and measures for improvement. The board of directors held the board meeting on August 09, 2024 to report the ESG sustainability. The content included the discussion of various sustainability topics raised by the operational departments, and the formulation of future strategies.



Audit Committee

AN-SHIN has established the "Audit Committee" in June 2020 to replace the original supervisor system. The independent directors (3 seats) of the board of directors act as the Committee members, and all Committee members elect one independent director to act as the convener and the meeting chair. Convener of the Audit Committee of the current term: Independent Director Liu, Wei-Chi. The responsibilities of the Audit Committee include supervising the appropriate presentation of the financial statements of the Company, appointment (dismissal) of CPAs and their independence and appropriateness, effective implementation of internal control of the Company, the Company's compliance with relevant laws and regulations, and control of existing or potential risks of the Company. The Committee operates in accordance with the Company's "Audit Committee Charter," and its review scope covers: the Company's financial statements, audit and accounting policies and procedures, effectiveness assessment of the internal control system, major asset or derivative transactions, fundraising or issuance of securities, appointment, dismissal or remuneration of the independent auditor, as well as the appointment and dismissal of financial, accounting or internal audit officers. According to the "Audit Committee Charter", in 2024, the Audit Committee convened 9 meetings with attendance rate of 100%, and a total of 28 relevant proposals were reviewed.

Remuneration Committee

To improve the remuneration system for directors and managerial officers, we have established the Remuneration Committee in August 2011, and its organization charter has also been established for compliance. The Committee members are appointed according to the resolution of board of directors, and the total number of Committee members shall not be less than 3 and must include at least 1 independent director. In addition, all of the Committee members have elected Independent Director Lai, Seh-Jen to act as the convener and the meeting chair. Formulation of Audit Committee responsibilities and regular review of the policies, systems, standards and structures of the performance evaluation of and remuneration for directors and managerial officers. According to the "Remuneration Committee Charter", the Remuneration Committee convenes at least 2 meetings annually. In 2024, the Remuneration Committee convened a total of 3 meetings, and the average attendance rate of all Committee members in person was 100%, and a total of 8 remuneration related proposals were discussed.

Remuneration Policy:

The responsibilities of the Company's Remuneration Committee are to evaluate the Company's directors and managerial officers' remuneration policies and systems as a prudent administrator from a professional and objective point of view. It shall meet at least twice a year and may hold meetings at any time as needed and shall provide suggestions to the Board of Directors as a reference for its decision-making.

1 The responsibilities of the Company's Remuneration Committee

1. Regularly review the Company's remuneration policy and propose suggestions for improvement.
2. Formulate and regularly review the policies, systems, standards, and structures of the performance and remuneration of the directors and managerial officers of the Company.
3. Regularly evaluate the remuneration of the Company's directors, supervisors, and managerial officers.

2 When the Remuneration Committee performs its functions and duties, it shall comply with the following standards

1. With respect to the performance assessments and remuneration of directors and managerial officers the Company, it shall refer to the general pay levels in the industry and take into consideration the reasonableness of the connection between remuneration, individual performance, the Company's business performance, and future risk exposure.
2. It shall not guide the directors or managerial officers to engage in activities to pursue remuneration, exceeding the risk appetite of the Company.
3. It shall take into consideration the characteristics of the industry and the nature of the Company's business when determining the ratio of bonuses for the performance of its directors and senior managerial officers and the time at which the variable pay is distributed.

3 The performance appraisal results of managerial officers and employees are the reference for promotion, transfer, remuneration, distribution of bonuses, education and training, and career planning. The Remuneration Committee and the Human Resource Evaluation Committee jointly review the remuneration and promotion system regularly every year on an objective basis.

Remuneration of Directors

Director remuneration includes compensation, business execution expenses, and rewards. Among these, compensation and business execution expenses are determined by the authorization of the Board of Directors in accordance with the Articles of Incorporation, and are based on the responsibilities shouldered by the directors, their contribution to the Company's performance, with reference to industry standards, to provide reasonable compensation. Director rewards primarily take into account the Company's operational results, and comprehensively evaluate individual director performance, days in office, and attendance at Board meetings. According to the regulation, the Company shall set aside 1% to 2% of the annual profit of the year as the employee bonus, and no more than 5% is appropriated as directors' remuneration. The Remuneration Committee and the board of directors have reviewed the performance evaluation and rationality of remuneration, and the remuneration system is reviewed depending on the actual operating conditions to achieve a balance between sustainability and risk control. In 2024, the remuneration of directors slightly increased from 2023, and it was mainly due to the decrease of the net profit after tax in 2024 in comparison to 2023, such that the ratio of the remuneration after tax increased in comparison to the same period of last year.

Remuneration paid to the President and Vice President

Job title	Name	Item	Unit	2022	2023	2024
Chairman	Huang, Mao-Hsiung ^(Note 1)	Remuneration (A)	NT\$ thousand	11,241	9,957	10,176
Director	Kao, Shun-Hsing Shirley Huang Jun Takifuka Hirayama Haruo ^(Note 2) Akio Fukumitsu Lin, Chien-Yuan Fritz J. C. Jang	Retirement pension (B)	NT\$ thousand	-	-	-
		Remuneration of directors (C)	NT\$ thousand	6,475	7,723	2,927
		Expenses for the execution of business (D)	NT\$ thousand	1,205	1,197	1,767
		Percentage of the aggregate amount of A, B, C, and D among net income after tax (%)	%	14.54	11.27	22.42
		Salary, bonuses, and special disbursement (E)	NT\$ thousand	4,699	5,227	5,565
Independent Director	Liu, Wei-Chi Lai, Seh-Jen Gong, Reng-Weng	Retirement pension (F)	NT\$ thousand	108	108	180
		Employees' remuneration (G)	NT\$ thousand	162	202	140
		Percentage of the aggregate amount of A+B+C+D+E+F+G among net income after tax (%)	%	18.36	14.58	31.29

Remuneration paid to the President and Vice President

Job title	Name	Item	Unit	2022	2023	2024
Vice Chairman	Kao, Shun-Hsing	Salary (A)	NT\$ thousand	8,080	7,789	3,270
President	Hsieh, Ching-Hui	Salary (A)	NT\$ thousand	-	-	1,423
Vice President	Akio Fukumitsu Ho, Chi-Yin	Retirement pension (B)	NT\$ thousand	216	216	72
		Bonuses and special allowances (C)	NT\$ thousand	964	1,948	464
		Employees' remuneration (D)	NT\$ thousand	381	202	0
		Percentage of the aggregate amount of A, B, C, and D among net income after tax (%)	%	7.41	6.06	8.16

Remuneration for Directors, President and Vice Presidents

Item	Unit	2022	2023	2024
Total remuneration amount of directors	NT\$ thousand	18,921	18,877	14,870
Total remuneration of directors as a percentage of the net income after tax (%)	%	14.54	11.27	22.42
Total remuneration amount of president and vice president	NT\$ thousand	9,641	10,155	8,026
Total remuneration of the President and Vice Presidents as a percentage of the net income after tax (%)	%	7.41	6.06	12.1

Employee remuneration to managers

Manager's title	Name	Unit	2022	2023	2024
President	Hsieh, Ching-Hui ^(Note 3)	仟元	-	-	285
Accounting Officer	Liao, Chien-Ying	仟元	-	-	285
President	Kao, Shun-Hsing ^(Note 3)	仟元	601	240	285
Internal Audit Officer	Chen, Hung-Tao	仟元	601	240	285
Accounting Officer, Financial Officer, Corporate Governance Officer/Assistant Vice President	Shih, Chi-Yin	仟元	601	240	-
Vice President	Ho, Chi-Yin	仟元	601	240	-
Percentage of the aggregate amount among net income after tax		%	0.46	0.14	0.43

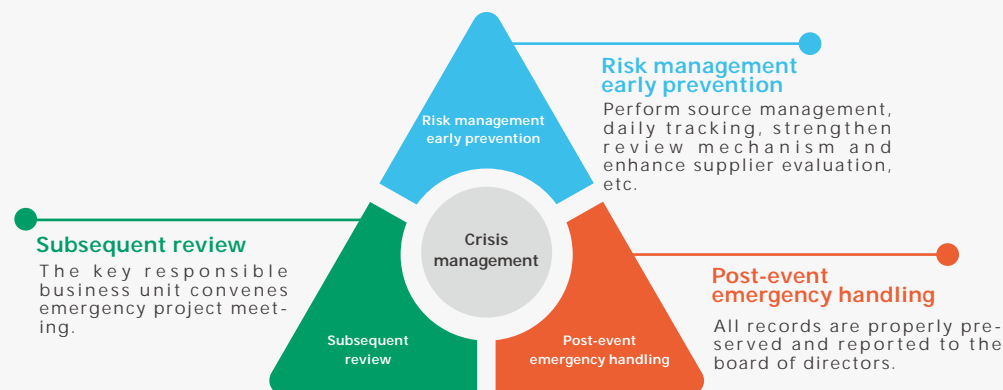
(Note 3) The President was originally Mr. Kao, Shun-Hsing, and was later changed to Mr. Hsieh, Ching-Hui on May 10, 2024 after the resolution

Remuneration of Employees and Directors

Item	Unit	2022	2023	2024
Employees' remuneration	NT\$	3,237,613	2,896,390	1,463,610
Dividend to Directors	NT\$	6,475,228	7,723,706	2,927,220

4.2.4 Crisis Management

In addition to the functional committees and responsible Audit Office to control risks, promote risk management and establish crisis management mechanisms, as well as allow employees to develop awareness on risk management crisis handling, in order to achieve the objective of corporate sustainable operation, the internal of Company has established the "Risk Management Procedure" and "Crisis Handling for Continuous Operation Management Procedure". We also combine various risk management early prevention handled by each key responsible business unit, post-event emergency handling, subsequent review and preventive measures establishment, internal control and the implementation of relevant affairs. The Company further implements proper relationship management with the external and consumers, such that MOS Burger becomes a favorite brand to customers. Up to the present day, the Company has received great recognition, and in recent years, there has been no change of the corporate image that affects the caproate crisis management.



Emergency Major Event Handling

Since the establishment of AN-SHIN, the Company complies with relevant laws and regulations, actively enhances internal management and improves management quality and performance, and also maintains harmonic labor-management relationship, in order to maintain proper corporate image. In addition, the Company also develop customer relationship in depth, in order to maintain AN-SHIN FOOD's corporate image as being a favorite brand to customers. In recent years, there has been no corporate image change that affects the corporate crisis management. Key responsible units for the emergency major event handling are as follows:

Emergency major event handling scope	Key responsible unit
Natural disaster (earthquake, typhoon, flood)	Engineering Section, Operation Control Section, Operation Unit
Infrastructure	Engineering Section, Repair Section
Environmental impact	General Affairs Section, Repair Section
Occupational safety and health disaster, major epidemic (infectious) diseases	Safety and Health Section
Product quality	Quality Assurance Division
Supply stability	General Procurement Section
Labor-management disputes	Human Resources Section
Customer service	Customer service section
Media affairs	Public Relationship Section
Ethical management issues	Audit Office
Others	According to the key responsible service unit

4.2.5 Participation in Organizations of Unions and Association

AN-SHIN FOOD also actively participates in events and exchange of other relevant industry unions and organizations, in order to promote industrial development based on the purpose of public welfare. In addition, the Company participation in relevant regulation establishment and discussion in the same industry, in order to sufficiently fulfill the corporate social responsibility. The following table is a list of organizations of unions and associations participated by AN-SHIN in 2024. Except for the periodic payment of membership fees, the Company has not provided any large amount of funding or subsidy.

List of Organizations of Unions and Associations Participated

Name of organization	Charters, principles, or other advocacy rules (summary)	Position in union or association	Whether the Company participates in its project or committee	Membership qualification with strategic meaning
Taiwan Chain Stores and Franchise Association	Based on the common principle of "operators in the same industry are not competitors, and operators of different sectors can be teachers", and regardless of the industry and business type, all operators sharing the same vision for the chained business model and development may engage in collaboration of research and development of chained business technologies in order to establish ideal business environment and to achieve prosperous development of chained industry.	Director for 1 seat Member for 1 seat	NO	NO
Institute of Internal Auditors - Chinese Taiwan	<ul style="list-style-type: none"> Promote internal audit academic researches and enhance contact with international internal audit organizations. Convey internal audit theories and practices. Promote sound development of domestic internal audit system. Assist corporate and agency groups to improve operation management system. 	Member for 1 seat	NO	NO
Supply Management Institute, Taiwan	Its purposes are to improve professional quality of procurement personnel, to promote procurement personnel exchange activities, to assist corporates and agency groups to develop sound procurement management system, and to promote international procurement academic exchange activities.	Member for 1 seat	NO	NO
Chinese East Asia Economic Association	To assist the Taiwan industrial and commercial groups, enterprise members to establish cooperation and exchange platform, in order to enhance the economic trade relationship between Taiwan and Japan as well as other countries in East Asia.	Honorary Chairman for 1 seat Director for 1 seat	Yes	Chairman Huang, Mao-Hsiung acted as the Honorary Chairman, Director Lin, Chien-Yuan acted as the Director
Taiwan India Business Association	To improve the understanding of Taiwan on the economy, society, culture and other relevant fields of India, and to promote the exchange and cooperation between people of Taiwan and India.	Honorary Chairman for 1 seat	Yes	Chairman Huang, Mao-Hsiung acted as the Honorary Chairman
Taiwan-Turkey Business Association	Combine the power of the government and industrial/commercial sectors, and promote the economic and trading relationship between Taiwan and Turkey.	Managing Director for 1 seat	Yes	Director Lin, Chien-Yuan acted as the Managing Director
Chinese National Association of Industry and Commerce	As one of the leading industrial and commercial organizations in Taiwan, Chinese National Association of Industry and Commerce aims to connect domestic and foreign industrial and commercial companies and organizations to enhance understanding and collaboration	Honorary Chairman for 1 seat	NO	Chairman Huang, Mao-Hsiung acted as the Honorary Chairman

4.2.6 Response to Government Policy on Financial Subsidy

AN-SHIN has actively promoted various government policies of the youth employment and re-employment of middle-aged and elderly people, innovative service, talent training development, and local agricultural product promotion, etc., for a long period of time. In 2024, to achieve the goals of digital transformation and green transformation, AN-SHIN FOOD applied for multiple subsidies to facilitate implementation. The details are as follows:

List of Government Policy Financial Subsidies

Item	Project description	Unit	2022	2023	2024
Innovative service	Innovative R&D, innovative service program	NT\$ thousand	45	1,113	-
Improvement of talent development	Dual-system training flagship program, youth employment pioneer program, corporate training subsidy, employment incentive	NT\$ thousand	2,870	2,466	1,664
Local agricultural product promotion	Characteristic rice spotlight product mass production promotion plan	NT\$ thousand	0	952	952.38
Government relief fund	COVID-19 pandemic impact industry relief and revitalization measures promotion plan	NT\$ thousand	24,722 (Note 4)	73	-
Environmental subsidies	Resource Circulation Administration, Ministry of Environment - Circular cup subsidies	NT\$ thousand	-	1,095	245.5
Work-life balance subsidies	2022 work-life balance promotion subvention program	NT\$ thousand	-	14	-
Total		NT\$ thousand	27,637	4,604	2,883

(Note 4) The figures for 2022 were incorrect and corrected in this edition.

4.2.7 Economic Regulatory Compliance

AN-SHIN complies with relevant laws and regulations of the Company Act, accounting and tax fraud, corruption, bribery, competition, trust and monopoly, etc.

AN-SHIN FOOD did not violate any economic laws and regulations in 2024. °

4.3 Product Innovation

In recent years, the impact of the COVID-19 pandemic, dramatic changes in the global political and economic environment, and epoch-making technological developments are accelerating changes in human lifestyles and consumption patterns. Facing the constantly changing market, we will continue to learn new knowledge and respond flexibly to challenges to meet consumer needs and ensure sustainable operation of the brand.

4.3.1 Product Development Motivation

AN-SHIN FOOD adheres to the philosophy of "sincere service, delicious food, clean environment, and quick response," and is committed to developing products that conform to the concept of "medicine and food from the same source," emphasizing "delicious, reassuring, safe, and healthy." We select high-quality ingredients and natural foods, paired with abundant vegetables and fruits, and incorporate culinary flavors from various regions to provide dining options that satisfy diverse needs.

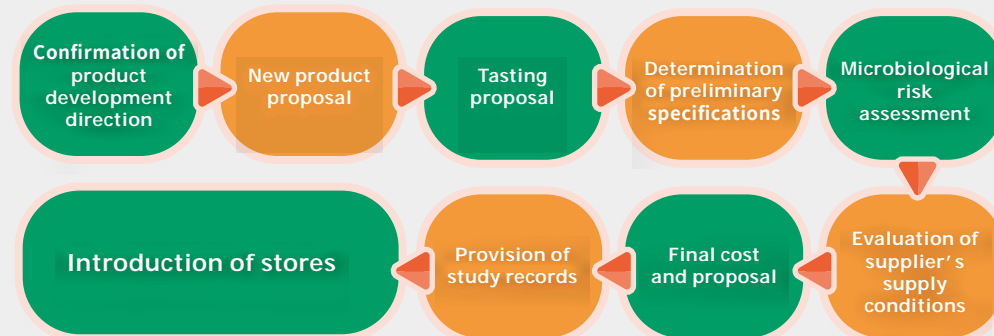
In 2024, AN-SHIN FOOD will focus on consumer trends, concentrating on expanding the use of local ingredients, meeting special dietary needs, and promoting environmentally friendly directions, embedding market trends and consumer demands into product features. At the same time, we will further strengthen our sustainable development concept, implement commitments to environmental friendliness and healthy eating, and provide products that are friendly to both people and the planet. In terms of research and development investment, a total of 6.73 million was invested in 2024, and approximately 6.77 million is planned for investment in 2025. We will maintain steady growth depending on operational conditions to solidify our market positioning and ensure the brand's long-term competitive advantage.

Annual R&D Funds Invested

Year	Unit	2022	2023	2024
R&D expense (Note 5)	NT\$ thousand	6,670	6,700	6,730
Consolidated net operating revenue	NT\$ thousand	5,725,450	5,993,760	6,045,581
Percentage of research and development expenses to consolidated revenue	%	0.12	0.11	0.11

(Note 5) R&D funds include Taiwan and other regions, of which Taiwan accounts for more than 99% of the overall R&D expense.

New Product Development Process



4.3.2 New Product Sales



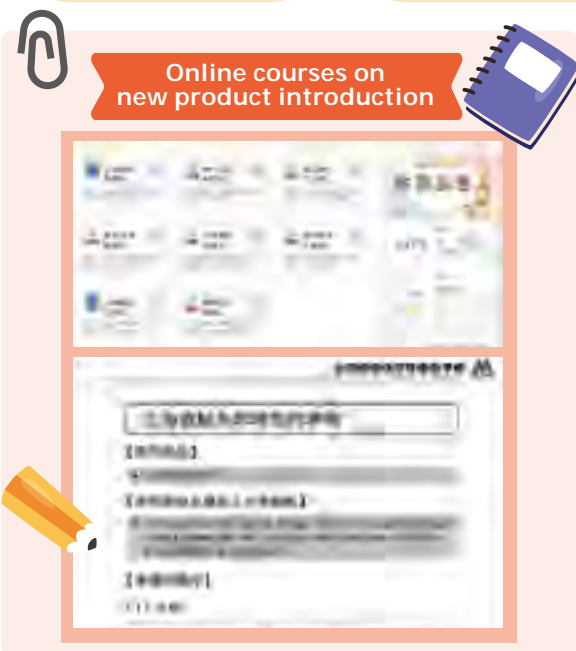
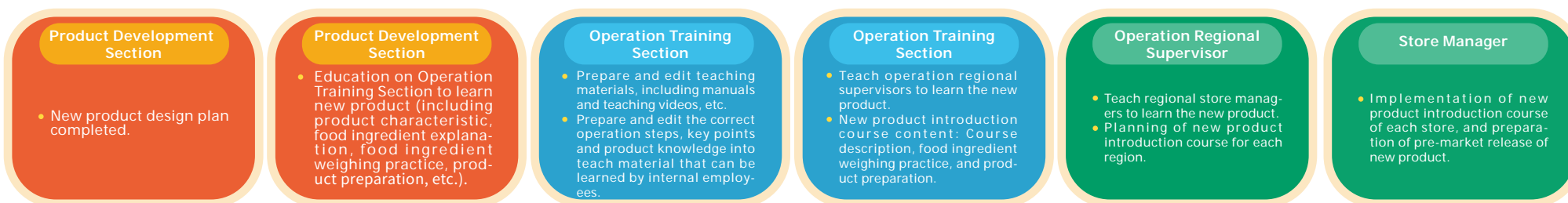
The 2024 new product development plan will respond to changes in the food and beverage market environment and combine brand development strategies, focusing on the following core directions: "Expanding Product Categories," "Increasing Use of Local Ingredients," "Meeting Special Dietary Needs," "Promoting Environmental Friendliness," and "Advocating Sustainable Living." We are committed to developing products that are closer to consumer needs and bringing more innovative choices to the market. At the same time, we are actively seizing domestic and international exchange opportunities to learn the latest ingredient applications, product trends, and service models to enhance technical exchanges and expand product development horizons. Furthermore, we will refer to domestic and international market survey results, and gain professional insights through expert seminars as important references for our internal research and development. Furthermore, MOS Burger Japan also dispatches product development experts to Taiwan periodically for guidance and exchange, deepening technical cooperation to ensure product innovation and quality improvement.

4.3.3 New Product Introduction Course Training



MOS Burger launches new products according to annual plans. In addition to ensuring differentiation and uniqueness, we also incorporate the concept of "medicine and food from the same source" into every product design. Before each new product launch, we arrange "New Product Introduction" courses to help store partners thoroughly understand product characteristics and learn the correct preparation methods, ensuring that every item presents the best flavor.

Process from product development to store introduction is as follows:



MOS Burger upholds the philosophy of "creating delicious products that bring a smile after tasting," closely monitoring every step of the product development process and striving to create products that are "delicious, reassuring, safe, and healthy." Before new products are launched, we arrange for operations managers to participate in "New Product Introduction Courses" to ensure that every partner fully understands the product characteristics. In 2024, a total of 338 people received training through the new product introduction courses. At the same time, the business training courses also upload new product introduction manuals, presentations, and videos to the E-Learning platform for store partners to download and learn, ensuring that every employee can master the knowledge and preparation techniques for new products.



Physical courses on new product introduction



New product sales for past years

New product Type	2022					2023					2024				
	Item	Sales quantity (thousand units)	Ratio (%)	Sales revenue (thousand units)	Ratio (%)	Item	Sales quantity (thousand units)	Ratio (%)	Sales revenue (thousand units)	Ratio (%)	Item	Sales quantity (thousand units)	Ratio (%)	Sales revenue (thousand units)	Ratio (%)
Main meal / breakfast	23	3,971	3.6%	328,322	5.5%	28	4,685	4.1%	467,515	8.0%	25	4,242	3.7%	432,889	7.3%
Snacks	11	3,331	3.0%	198,405	3.3%	7	3,853	3.3%	223,634	3.8%	16	1,986	1.7%	112,077	1.9%
Soups and drinks	18	1,227	1.1%	78,139	1.3%	16	832	0.7%	56,719	1.0%	20	1,777	1.5%	114,430	1.9%
Others	41	158	0.1%	38,579	0.6%	48	158	0.1%	16,450	0.3%	69	307	0.3%	43,424	0.7%
Total	93	8,689	7.8%	643,446	10.8%	99	9,528	8.3%	764,318	13.0%	130	8,311	7.2%	702,819	11.8%

4.4 Customer Feedback Management



Customer opinion feedbacks are beneficial to our review and improvement of our products and services. We see customer complaints as valuable information. Through customer feedbacks, we are able to understand the direction of customer demand, such that we are able to further understand and manage the store operation status. Furthermore, through customer communication, proper customer relationship can be established. Over the past years, we have provided diverse feedback channels to customers, such as customer feedback box on the Company website, MOS Order APP, 0800 telephone direct line, Call Center, customer satisfaction questionnaires, and official social media platforms, etc. AN-SHIN FOOD has established comprehensive customer feedback handling process. For consumer feedback events, we properly determine the issue and accountability, and file is saved and recorded through information system, in order request relevant department to perform improvement and review. We aim to solve customers' problems within the shortest time, in order to not only protect the rights and interests of customers, but also to drive our continuous growth.

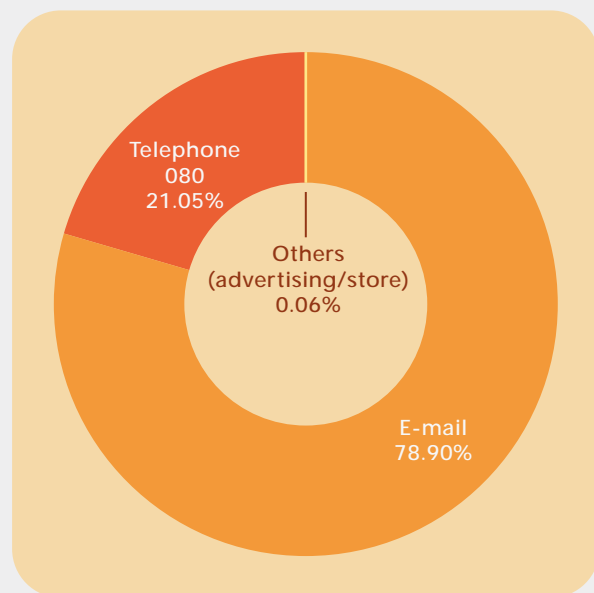
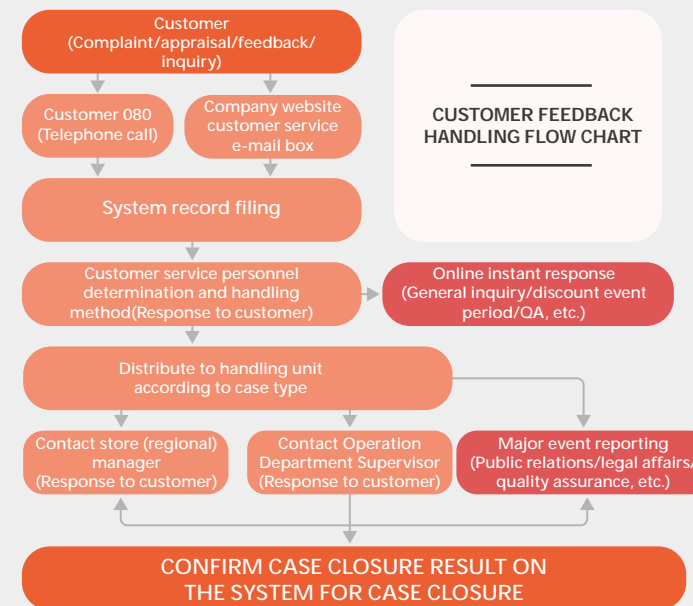


Year	Number of customer feedbacks
2022	19,660
2023	16,185
2024	16,203

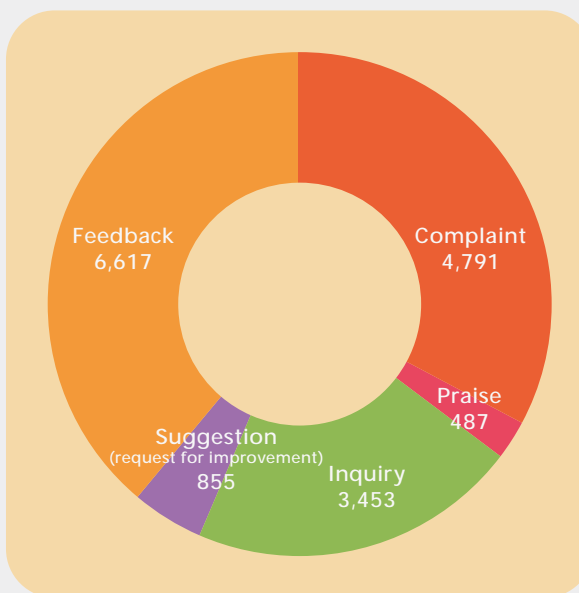
Customer feedback statistics for past years



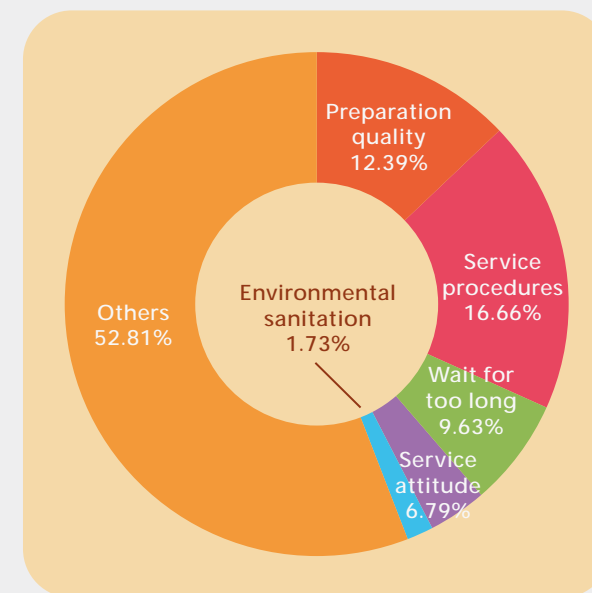
In 2024, AN-SHIN FOOD received a total of 16,203 customer opinions, an increase of 21 cases compared to 2023 (16,185 cases). Customer feedback channels were primarily divided into six categories, with the official website mailbox (78.9%) being the most common, followed by the 0800 telephone hotline (21.05%). Customer opinions were systematically categorized into five types, with complaint categories mainly focused on "Service Process/Attitude" (16.66%), "Production Quality" (12.39%), and "Waiting Time" (9.63%) having the highest proportions. AN-SHIN FOOD provides these complaints to the operations department, requiring them to review and propose improvement measures, which are then closed after confirmation by the department manager. AN-SHIN FOOD values customer feedback. Regarding customer complaints, we always maintain a proactive attitude toward handling them, aiming to improve our service and resolve issues, striving to meet customer needs. To continuously improve service quality, we will also share and discuss the actual cases occurred with the store employees, in order to prevent re-occurrence of similar cases, thereby improving the overall store service standard and increasing customer satisfaction.



2024 Customer Feedback Source Ratio



2024 Customer Feedback Type Distribution



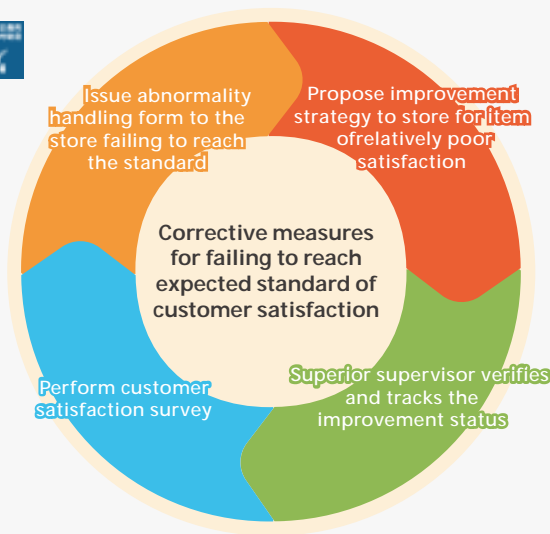
2024 Complaint Main Category Ratio

4.5 Customer Satisfaction Survey



Customer satisfaction depends on realization level of customers' expectation on products and services, and their feedbacks on the consistency between expectation and actual products or services. As the awareness of consumerism increases, AN-SHIN continues to pay attention to the topic on how to satisfy customer demands and to achieve customer satisfaction.

In 2024, we continued the online questionnaire form. Customers only needed to scan the QR code on the poster at the store and the QR code on the invoice with their mobile phones to fill in the satisfaction questionnaire on-line and to encourage customers to fill in the form. We also organized a lucky draw event in conjunction with the marketing activities. Winners are published on the official website every month. In addition to obtaining a higher number of responses to improve the reliability and validity of the questionnaire, this approach can reduce the printing amount of paper and contributes to environmental protection. In 2024, the goals of the Company's monthly customer satisfaction rating and the overall average value were achieved. If there are stores failing to reach the expected standard for 3 consecutive months, the internal of the Company then issues the "Abnormality Handling Form" and the store is requested to implement corrective measures.



Actively respond to environmental protection: The QR code is used in all customer satisfaction surveys!

In 2022, AN-SHIN FOOD replaced the original paper-based customer satisfaction survey questionnaires in all stores with dissemination announcements and by providing online survey QR code on sales statements to collect satisfaction questionnaire data. As estimated, about 120,000 pieces of questionnaire paper will be saved every year.



Online Customer Satisfaction Survey



Announcement of Winners in Online Customer Satisfaction Survey

4.5.1 Regular Customer Feedback Data Erasing

AN-SHIN FOOD has established privacy policy and rigorous internal process and regulations. In addition, for the customer questionnaire information collected online, the form indicates that information is provided for AN-SHIN's analysis only, and the Customer Service Section removes the "Customer Satisfaction Survey Data" preserved to reach the period of 3 months on a monthly basis, and each deletion of data, it is recorded in the "Customer Satisfaction Survey Data Deletion Record Table", in order to ensure that the personal information of customers is deleted properly.

Received **0** cases of customer complaint related to personal information

Year	Customer satisfaction questionnaire (units)	Average (Qty)
2022	164,172	88.53
2023	153,045	88.17
2024	139,425	88.39

Number of customer complaints related to personal information in survey data for the past years

Year	Number of complaints related to personal information
2022	0
2023	0
2024	0



Privacy statement

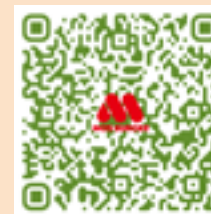
4.6 Annual Service Role Model Partner

We often receive customer letters or messages encouraging our outstanding service employees. To inspire the service passion of greater employees, AN-SHIN FOOD selects representative customer appraisal contents during the monthly meeting to share with the employees of AN-SHIN, and also published on the MOS LIFE newsletter issued monthly. The stores provide the MOS LIFE newsletter for customers' reading, and customers may also visit the Company website platform to read the contents. We hope that by sharing these real cases and the most genuine voices from customers, we can spread positive influence not only within the Company but also to society as a whole. AN-SHIN FOOD has been using a system to collect statistical data since 2017, and has accumulated over 3,300 cases of customer compliments to date. In 2024, we received a total of 487 letters from customers giving us encouragement. We thank the consumers who have continuously supported MOS Burger, giving us more motivation to keep moving forward and improving.

Since the use of the system statistical data in 2017, we have accumulated more than

3,387

appraisal feedback cases.



Each issue of MOS Life monthly magazine online version

2024 Service Role Model



Yong'an Store
Hong Yufen

A warm greeting
Starts the customer's day beautifully



Pingtung Zhongzheng Store
Huang Meihui

Staying calm when problems arise
Evacuating step by step without panic



Taipei Bridge Store
Chen Bohan

Paying attention to customer needs
Providing timely assistance



Shizheng Wenxin Store
Wu Yuxuan

Warming customers' hearts with a smile



Minquan West Road Store
Qiu Yuzhen

Friendly, proactive, and thoughtful
MOS Burger is truly heartwarming

11th term of Chained Store Outstanding Business Service Angel Award

AN-SHIN FOOD attended the Taiwan Chain and Franchise Association (TCFA) 1st "Service Gold Certification" and 11th Chain Business Performance Excellence "Service Angel Award" ceremony in May 2024. This year, the award winners from MOS Burger were Ko Yi-Chien from the THSR Chiayi store and Shih Yi-Ling (pictured right) from the Talent Development Section of the headquarters. Colleagues MOS Burger consistently maintains customer service as its core focus and will continue to encourage employees to improve service quality and strive for excellence in the future.



4.7 Service Innovation

Only by deeply understanding customer needs can we create products and services that more closely meet expectations. AN-SHIN FOOD continues to break through in the field of "Service Innovation," actively expanding diverse innovative services and committed to providing more convenient and high-quality experiences for customers who love MOS Burger.

摩斯漢堡電話訂餐
方便不用等待

449-2626
速速Call, 餓了餓了

Promotion of 449-2626 telephone call meal order service and implementation of internet online meal order service.

2009



Commitment in the development of e-commerce, and establishment of "Internet Development Business Office" to manage the promotion of electronic and internet e-commerce marketing business.

2012

2015

2016

2018

2019



Release of first meal order application of MOS Order APP as the first in the fast food industry in Taiwan.



Implementation of first MIT self-order meal machine in the fast food industry, and release of MOS 2nd Generation Card, equipped with mobile payment function and optimization of MOS Order App meal order system function.



1

Implementation of offline/online credit card payment, in order to provide diverse and convenient payment methods.



2

The development testing of meal delivery robot continues to be performed and improved. In the future, AN-SHIN FOOD will continue to invest in innovation actively.



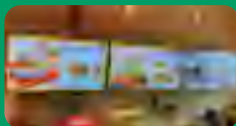
3

Start to collaborate with affiliates and to promote the delivery fleet to provide the meal delivery service.



Store test and introduction of service type meal delivery robot, and some of the stores with the introduction of Kitchen Display (KD) system, in order to improve the overall meal output and delivery efficiency.

Progressively replace the traditional slide type of Menu Board and introduce the electronic display board in order to present lively menu and video design.

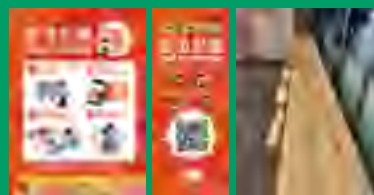


Implementation of diverse payment methods, such as electronic vouchers (EasyCard, iPass), third party payment (LINE PAY, JKOPAY).

Official establishment of the electric vehicle delivery fleet to provide the meal delivery service, in order to service customers who enjoy meals of MOS Burger.



Arrangement of "Order from Seat" service, and QR Code is placed on the dining tables in the store, and through the APP link application, in-store customers are able to order/make payment through their mobile phones on their seats without line-up at the counter, and to wait for meals delivered to their table after ordering.



In order to provide more convenient payment services, AN-SHIN FOOD not only offers mobile payments such as Easy Card, LINE Pay and JKO Pay, but also fully launched the credit card service in 2023. Customers with a credit card can make purchases at the stores.



2020

2021

2022

2023

2024

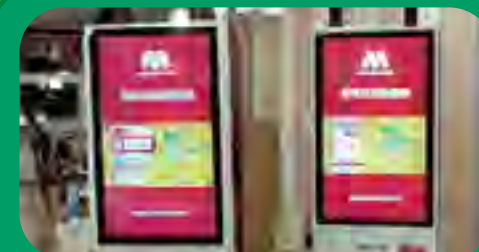


MOS Secure and Warm Gift



AN-SHIN releases new function on MOS Order APP - "MOS Secure and Warm Gift". Members may use the "MOS Secure and Warm Gift" on APP to purchase various products. In addition to discount for purchase exceeding certain amount, members may also transfer their vouchers to other members as gifts. Customers may present their vouchers to any store in Taiwan to redeem the vouchers, making the voucher convenient for own use or gifts for others!

"MOS Secure and Warm Gift" integrates the gift function with daily greeting. Electronic gift vouchers with greeting and holiday greeting card electronic gift vouchers are released, in order to facilitate the sending of greeting of Happy Birthday, Thank You and Cheer Up, etc. to others.

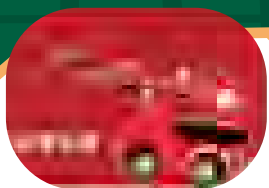


Food service technology has become mainstream, with self-service ordering providing convenient, personalized service while alleviating labor shortage issues. MOS Burger pioneered Taiwan's first self-service ordering kiosk in 2016, integrating MOS Card, mobile payment and other functions with simple, smooth operation that improves accuracy and reduces customer waiting time. As of the end of September, all 162 stores across Taiwan have installed this equipment, and usage rates have been increased through reward competitions and exclusive promotions.



The first generation of delivery vehicle e-moving "Small Red Motorcycle" was customized, and delivery service was implemented for 50 business locations in Taiwan. Each e-moving vehicle's daily delivery distance was approximately 20 km, and each vehicle could drive approximately 50 km after fully charged.

2013



As the technology advances and the living and eating styles of modern people also change, various delivery platform service operators emerge in the market. To expand service to customers, AN-SHIN FOOD has invested in the establishment of food delivery company in order to handle the food online purchase and delivery business operation.

2018



The Company then started to collaborate with affiliates and to provide the delivery fleet meal delivery service. During the early stage, the Company provided delivery of hot meal service in Daan, Songshan and Zhongshan Districts of Taipei City.

2019



The Company then officially established the MOS Burger delivery electric vehicle fleet and stipulated relevant delivery rules. 52 units of KYMCO ionex new electric motorcycles were purchased to expand the Company's own fleet service scale.

2020



In 2021, AN-SHIN FOOD further expanded the store fleets for 24 districts, and the delivery personnel increased to 90 people, an increase of more than 3 times greater than the number of people in the same period of previous year.

2021

MOS Green Service

Delivery Electric Vehicle Fleet



The market scale of delivery services has continued to expand in recent years. Particularly, since the COVID-19 pandemic in 2020, various types of delivery platform service operators have emerged in the market. MOS Burger starts from small scale of delivery service and also collaborates with delivery platform operators. In 2019, MOS Burger collaborated with affiliates to provide delivery of hot meals for Daan, Songshan and Zhongshan Districts of Taipei City, and also provided the delivery fleet meal delivery service. In addition, in 2020, the Company has officially established the delivery electric vehicle fleet. The full use of electric vehicles for delivery is able to improve the issue of carbon emissions of traditional fuel combustion vehicles, such that the environmental impact of the commercial activities can be reduced, in order to contribute effort to the environmental protection. AN-SHIN FOOD is expanding the scope of its food delivery service every year and adjusting the demand for food delivery services in different regions in response to the business type of each store.



In 2022, as the government's epidemic control regulations were relaxed progressively, AN-SHIN FOOD adjusted the business strategy in order to increase/decrease the demand for delivery personnel according to the needs of each region. Up to 2022, there are a total of 74 delivery people distributed in 18 districts of Taipei City, New Taipei City and Taoyuan City.

2022



The business status of each store has recovered after the COVID-19 pandemic. To improve the overall work efficiency of operators, the Company abolished the practice of dispatching delivery drivers to the stores and adopted a flexible approach that allows the stores to deploy delivery workers based on the operating status of each store to achieve the effect of adapting measures to local conditions.

2023~

4.8 Secret Visitor Survey System

Secret visitors are primarily selected from our customer base, external candidates recommended by the operations department, or partners from associated companies. The evaluation items mainly include six major aspects: "ordering/serving speed," "friendly greeting," "ordering process," "store cleanliness," "product quality," and "suggestions and feedback." Through secret visitors who visit stores as regular customers, we aim to gather authentic dining experiences and consumer evaluations. Additionally, through continuous monthly observations, we enhance the secret visitors' professional evaluation skills and observational sensitivity to provide stores with more in-depth feedback and assessment recommendations. With such information, the store is able to clearly understand feedbacks provided by customer. In addition, based on the pros and cons provided by the secret visitor, issues can be reviewed and discussed in order to further improve the service level of the store operation.

In addition to the routine checklist inspection items, we also incorporate specific investigation topics each quarter. In 2024, we mainly focused on customer satisfaction surveys regarding restroom sink maintenance conditions (Q1), dining environment (equipment) verification (Q2), air conditioning confirmation (appearance/operation) (Q3), and ordering/preparation/waiting time verification (Q4). We ask mystery shoppers to provide feedback on relevant conditions and opinions. Through regular on-site inspections by external personnel, the Company can more objectively monitor store operations and understand customers' most genuine thoughts and feelings. According to the data, performance in Q4 of the current year showed a decline, with the main difference being in staff service attitude. In response to this, we will continue to observe and track this issue, enhance staff service awareness, and strengthen related education and training. As stated in our service philosophy: "Serve with sincerity and dedication, think from the customer's perspective; and receive every customer with gratitude."



Personnel selection

Our customers and employees as well as managers of affiliates are selected as representatives, and they are also changed irregularly.

P

Store Survey and Evaluation

Random survey and evaluation is performed monthly, and survey is conducted at designated stores in Taiwan according to the evaluation form provided.

D

Improvement Measures

The information provided by the secret visitors is uniformly summarized by the Customer Service Section of the headquarters, followed by providing feedbacks to each store, such that each store may then engage in review and provide response on improvement strategy with the managers jointly.

C

Subsequent Feedback

In addition to provision of fixed evaluation items, the secret visitors also perform specific topic evaluations quarterly and provide their own dining experience feedback.

A

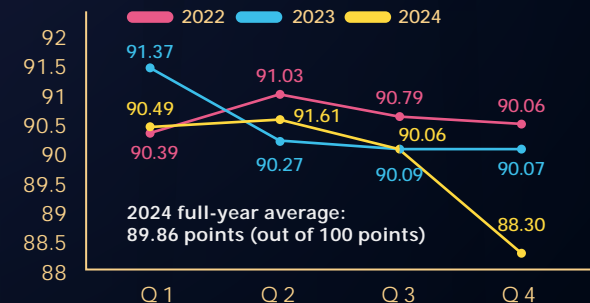
Secret Visitor's Specific Survey Topic Item

Item		2022	2023	2024
Specific Survey Topic	1st Quarter	Customer satisfaction survey propaganda poster	Customer seating area/recycling station cleaning	Store hand-washing station maintenance status
	2nd Quarter	Store cooking smell and smoke sensation survey	Investigation of MOS Secure E-coupon usage	Store dining environment (equipment) confirmation
	3rd Quarter	Store air conditioning operation status	Store air conditioning confirmation (appearance/operation)	Store air conditioning confirmation (appearance/operation)
	4th Quarter	Meal order/preparation/waiting time verification, etc.	Meal order/preparation/waiting time verification, etc.	Meal order/preparation/waiting time verification, etc.

2024 secret visitor evaluation aspect distribution of each quarter



Trends in the evaluation results of secret visitors in the last three years



AN-SHIN FOOD PCI Certificate



MOS Has Obtained Information Security Certification to Enhance Customer Privacy

AN-SHIN FOOD obtained PCI certification in 2024 to ensure customer information security

PCI certification, short for Payment Card Industry Data Security Standard, is an information security standard established by the payment card industry to ensure that organizations processing credit card data can effectively protect data to prevent improper use or theft. This standard establishes technical and operational standards suitable for businesses, merchants, and payment card transaction service providers. PCI certification is obtained by complying with standards and corresponding verification.

Credit cards are important transaction tools, so PCI certification is essential for AN-SHIN FOOD. Data protection concerns customer privacy and payment security. Data access by unauthorized parties may lead to risks such as credit card fraud. AN-SHIN FOOD obtained PCI certification in November 2024, demonstrating its excellent performance in information security to ensure the security of payment card transactions.

MOS Develops Local Food Ingredients and Links to International Market Actively



International
Food Exhibition

► 2024 Taipei International Food Show

TECO Catering Group held the opening press conference for the 2024 Taipei International Food Show on June 26 at Nangang Exhibition Hall 1. The event, themed "Integrating Local Products, Connecting Internationally, Safe Catering, and Green Sustainability," was attended by Chairman Huang Mao-Hsiung, along with Taiwan External Trade Development Council Chairman James C. F. Huang, Australian Office in Taiwan Acting Deputy Representative Daniel Bowman, Council of Agriculture Executive Yuan Chief Secretary Fan Mei-Ling, Ena City, Gifu Prefecture, Japan Vice Mayor Oshio Yasuhiko, and Taitung County Magistrate Yao Ching-Ling, among other domestic and international guests, to promote Taiwanese local ingredients and advance internationally.

This year's exhibition brings together over 80 international brands from 10 prefectures in Japan, South Korea, the Philippines, Australia, and India, showcasing more than 200 products. It also incorporates agricultural and fishery products from Tainan, Kaohsiung, Pingtung, Taitung, Hualien and other regions to promote culinary exchange and demonstrate Taiwan's innovative food power. The event also featured a special showcase of AN-SHIN's agricultural science factory. This food factory and logistics center located in Pingtung is expected to produce rice burgers and baked snacks, comprehensively enhancing food processing and innovative technology to meet domestic demand and expand into international markets.



► 2024 Kaohsiung International Food Show

TECO Catering Group continues to uphold the concept of green sustainability, promoting "Food at TECO, Truly Reassuring," and participated in the 2024 Kaohsiung International Food Show from October 24 to 27 with many brands within the group. The Group's brands include MOS Burger, Royal Park - creative Western cuisine crafted with refined Japanese techniques, and Miss Croissant - a croissant specialty store, satisfying consumers' taste buds in pursuit of Japanese delicacies.



MOS supports the use of local ingredients in Taiwan and has been working with social enterprises to buy tomatoes and lemons from small farmers, to ensure income and reasonable profits for farmers. To help motivate people to savor seasonal vegetables and back small-scale farmers, we host the LOHAS Markets in stores throughout Taiwan from March to April annually. This way, not only do customers have the pleasure of tasting freshly cooked meals at MOS Burger, they can also handily purchase fresh vegetables/fruits, eggs, and ready-to-eat meals that can be quickly prepared. At the same time, we also sell vegetables produced by AN-SHIN Smart Farm.





Taitung
2024.3.8 - 4.15
Sugar Apple Gift Box

Firm and chewy texture, tangy pineapple aroma, tropical flavor.

Taitung
2024.3.8 - 4.15
Sugar Apple Gift Box

Smooth and creamy texture, soft with a slight chewiness, subtle floral fragrance.



Pingtung
2024.4.30 - 7.12
Organic Golden Diamond Pineapple Gift Box

Sweet flavor, fine and subtle fibers, strong and rich fragrance.



Taiwan
2024.5.20 - 6.2
Yuhebao Lychee Gift Box

The fruit is plump like a purse, the pulp is juicy like jade, the color is ruddy and the seeds are small, hence the name Yuhebao Lychee. One production per year! Don't miss it!



Taitung
2024.5.24 - 7.7
夏雪芒果禮盒

Production and sales traceability, friendly farming, direct shipping from the place of origin.

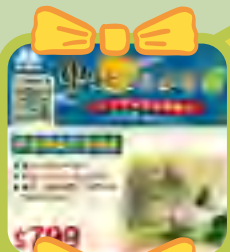


Nantou Chiayi Tainan
2024.7.26 - 8.25
Avocado Gift Box

Rigorous quality inspection to ensure the best taste and nutrition, which is an ideal choice for people who focus on health, fitness, and wellness.

MOS Supports Local Agricultural Products in Taiwan and Collaborates with farmers associations to Release Gift Boxes

AN-SHIN FOOD continued to collaborate with local farmers' associations in 2024 by releasing gift boxes for customers to support Taiwan's local agricultural products. At the same time, AN-SHIN FOOD promotes and market Taiwan's best agricultural products throughout.



Tainan
2024.8.21 - 9.1
Premium Pomelo Gift Box

Production traceability, dual certification of production site.



Hualien
2024.8.21 - 9.12
Land of Milk and Honey Organic Pomelo Gift Box

Organic, pesticide-free, and fertilizing-free planting method with sweet fragrance.



花蓮
2024.8.21 - 9.12
Grandparents' Heirloom Pomelo Gift Box

Using the old rice grown for 40 years, and the fruits are even more exquisite.



Taichung
2024.10.8 - 10.27
LaLand Sweet Pear Gift Box
No sour core, fine flesh texture, refreshingly sweet taste



Taitung
2024.11.25 - 12.20
Sugar Apple Gift Box

Tender and smooth with a slight chewiness, delicate floral aroma



Taichung
2024.12.20 - 2025.1.12
Orange Gift Box

Large fruit size, golden orange color, perfectly balanced sweet and tangy flesh.

Pingtung
2024.12.20 - 2025.1.12
Black Pearl Wax Apple Gift Box
Perfect shape with vibrant color, juicy and delicious, sugar content above 10 degrees.



Taichung
2024.10.30 - 12.9
Highland Sweet Persimmon Gift Box
Fresh and crisp.



MOS GREEN SUPPLY CHAIN

MOS Food Factory in Pingtung Agricultural Science Park Expected to Begin Operations in 2025

AN-SHIN FOOD held a topping-out ceremony for its food processing plant in the Pingtung Agricultural Biotechnology Park on March 27, 2024. The processing plant is located in the Pingtung Biotechnology Park in Changzhi Township, Pingtung County. The facility includes a four-story building and an advanced logistics center, with a total floor area of nearly 30,000 square meters. The facility is expected to be fully operational in 2025, with plans to further enhance food processing and innovative research and development technologies, contributing to local economic growth and creating more employment opportunities. In the future, it will further strengthen comprehensive control from farm to table and from ingredients to meals, providing full-scale protection for consumer food safety.

This plant adopts the latest high-standard building specifications and complies with domestic and international food safety regulations and development trends. The factory interior is equipped with automated and semi-automated warehousing systems to improve operational efficiency and product quality. Meanwhile, Magic Food Company and TECO Catering Group's Royal Park brand will be the first to move in, providing rice cake production capacity for MOS Burger locations throughout Taiwan. In addition, we plan to process Taiwan's high-quality agricultural and fishery products for export to international markets, and collaborate with universities and research institutions for technological innovation and talent development. We expect to continuously expand production capacity and drive the development of upstream and downstream related industries over the next 3 to 5 years.

AN-SHIN FOOD's processing plant is established in Pingtung, southern Taiwan, an area rich in agricultural resources. This advantageous geographical location provides competitive procurement prices and shortens the distance from farm to processing, further optimizing the supply chain, reducing carbon footprint, and maintaining ingredient freshness. In addition, it also created more business opportunities for the Company and promoted the diversified development of local industries.



Food processing plant future vision for next 3~5 years

SGDs

Sub-goals

- Improvement of food process and innovation of R&D technology.
- Expand market planning to promote local economic development.



- Food ingredients selected from Taiwan's local agricultural and animal husbandry products.
- Implement rigorous control on entire process of food ingredients from production origin to meal served on table, in order to reduce carbon footprint.
- Manage food safety control of the upstream, midstream and downstream from origin to production line and factory shipping.



- Engage in industry-academia collaboration, and develop local industry and talents.
- Drive development of upstream, midstream and downstream related industries.



- Export quality agricultural and fishery products in Taiwan to overseas markets worldwide



5 Appendix

5.1 Limited Assurance Report by Independent Accountants



5.2 GRI Standards Index

GRI Standards	Disclosure	Pages /comments
GRI2 : General Disclosure 2021	1.The organization and its reporting practices	
	2-1 Organizational details	0.1 About This Report : P3 ; 1.1 Business Overview : P15-16 Brand Story : https://reurl.cc/mDbkb9
	2-2 Entities included in the organization's sustainability reporting	1.1 Business Overview : P15-16
	2-3 Reporting period, frequency and contact point	0.1 About This Report : P3
	2-4 Restatements of information	1.1 Business Overview : P15
	2-5 External assurance	0.1 About This Report : P3
	2. Activities and workers	
	2-6 Activities, value chain and other business relationships	1.1 Business Overview : P15-17 、 2.3 Supplier Evaluation Mechanism : P30-32
	2-7 Employees	3.1 Fortune Workplace and Inclusion : P56-58
	2-8 Workers who are not employees	3.1 Fortune Workplace and Inclusion : P56-58
	3. Governance	
	2-9 Governance structure and composition	1.1 Business Overview : P15-16 AN-SHIN FOOD Corporate Governance : https://reurl.cc/b9bdRy
	2-10 Nomination and selection of the highest governance body	4.1 Responsible Governance : P94-96
	2-11 Chair of the highest governance body	4.1 Responsible Governance : P94-96
	2-12 Role of the highest governance body in overseeing the management of impacts	No such situation, not applicable
	2-13 Delegation of responsibility for managing impacts	4.2.3 Functional Committees : P97-100
	2-14 Role of the highest governance body in sustainability reporting	0.2 AN-SHIN FOOD' s Commitment to Society : P4
	2-15 Conflicts of interest	1.4 Catering Current Status and Industry Development : P19-21
	2-16 Communication of critical concerns	4.2.3 Functional Committees : P97-100
	2-17 Collective knowledge of the highest governance body	4.1 Responsible Governance : P94-96
	2-18 Evaluation of the performance of the highest governance body	4.1 Responsible Governance : P94-96
	2-19 Remuneration policies	4.1 Responsible Governance : P94-96 、 P100-101
	2-20 Process to determine remuneration	Remuneration Committee : P100-101
	2-21 Annual total compensation ratio	Remuneration of Directors : P100-101
	4.Strategy, policies and practices	
	2-22 Statement on sustainable development strategy	0.2 AN-SHIN FOOD' s Commitment to Society : P4
	2-23 Policy commitments	4.2 Ethical Corporate Management : P96-103
	2-24 Embedding policy commitments	Management Approaches : P23 、 P53 、 P91
	2-25 Processes to remediate negative impacts	Management Approaches : P23 、 P53 、 P91 ; 4.2 Ethical Corporate Management : P96-103
	2-26 Mechanisms for seeking advice and raising concerns	4.2 Ethical Corporate Management : P96-103
	2-27 Compliance with laws and regulations	4.2 Ethical Corporate Management : P96-103
	2-28 Membership associations	4.2.5 Participation in Organizations of Unions and Association : P102
	5.Stakeholder engagement	
	2-29 Approach to stakeholder engagement	0.6 Stakeholders Communication : P10
	2-30 Collective bargaining agreements	AN-SHIN FOOD has established an Employee Welfare ommittee.Please refer to page 39 of the 2024 Annual Report for more information.Although AN-SHIN employees have not formed a labor union and therefore no collective agreement has been signed, regular labor-management meetings are held to ensure smooth communication between employees and the company.

GRI Standards	Disclosure	Pages /comments
GRI3 : Material Topics 2021	3-1 Process to determine material topics	0.6.1 Materiality Analysis : P11
	3-2 List of material topics	Material Topic Comparison : P12
	Food Traceability	
	3-3 Management of material topics	Material Topic Comparison : P12 、 Management Approaches : P23 、 P53 、 P91
	Food Traceability	Not applicable to non-GRI indicators. AN-SHIN FOOD Traceability Management : https://reurl.cc/3MNvWO
	GRI416 : Customer-Health-and-Safety-2016	
	3-3 Management of material topics	Material Topic Comparison : P12 ; Management Approaches : P23
	416-1 Assessment of the health and safety impacts of product and service categories	3.8 Promotion of Safety Culture and Establishment of Healthy Workplace : P75 ; 3.9 Occupational safety and health inspection : P76
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	3.10 Accident and Occupational Injury/Disease Tracking : P76-79
	GRI403 : Occupational-Health-and-Safety-2016	
	3-3 Management of material topics	Material Topic Comparison : P12 ; Management Approaches : P53
	403-1 Occupational health and safety management system	3.8 Promotion of Safety Culture and Establishment of Healthy Workplace : P75
	403-2 Hazard identification, risk assessment, and incident investigation	3.10 Accident and Occupational Injury/Disease Tracking : P76-79
	403-3 Occupational health services	3.10.2 Employee Job Reinstatement Evaluation : P77-79 ; 3.10.3 Health Examination Subsequent Follow-up : P79 ; 3.11 Health Promotion and Management : P79-82
	403-4 Worker participation, consultation, and communication on occupational health and safety	3.11 Health Promotion and Management : P79-82
	403-5 Worker training on occupational health and safety	3.11.2 Health Promotion Label of Health Promotion Administration : P80
	403-6 Promotion of worker health	AN-SHIN Club Events : P60-61 ; 3.8 Promotion of Safety Culture and Establishment of Healthy Workplace : P75
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3.10 Accident and Occupational Injury/Disease Tracking : P76-79 ; 3.11 Health Promotion and Management : P79-82
	403-8 Workers covered by an occupational health and safety management system	1.1 Business Overview : P15-16 、 3.1 Fortune Workplace and Inclusion : P56-58 、 P75
	403-9 Work-related injuries	3.10 Accident and Occupational Injury/Disease Tracking : P76-79
	GRI 404 : Training-and-Education-2016	
	3-3 Management of material topics	Material Topic Comparison : P12 、 Management Approaches : P53
	GRI 401 : 2016 Employment-2016	
	404-1 Average hours of training per year per employee	Average education and training hours of employees of headquarters and operation : P71
	404-2 Programs for upgrading employee skills and transition assistance programs	3.2.1 Salary Bonus System and Various Benefit Systems : P59-61
	404-3 Percentage of employees receiving regular performance and career development reviews	3.2.1 Salary Bonus System and Various Benefit Systems : P59-61
	GRI 402 : LaborManagement-Relations-2016	
	402-1 Minimum notice periods regarding operational changes	3.5.6 Minimum Notice Periods for Operational Changes : P68
	GRI 201 : Economic-Performance-2016	
	3-3 Management of material topics	Material Topic Comparison : P12 、 Management Approaches : P91
	201-1 Direct economic value generated and distributed	1.3.2 Business Performance : P19
	201-2 Financial implications and other risks and opportunities due to climate change	2.8 Climate Change and Energy Management : P38-42
	201-3 Defined benefit plan obligations and other retirement plans	3.2.1 Salary Bonus System and Various Benefit Systems : P59-61
	201-4 Financial assistance received from government	4.2.6 Response to Government Policy on Financial Subsidy : P103
	Product and Service Innovation	
	3-3 Management of material topics	Material Topic Comparison : P12 、 Management Approaches : P91
	Product and Service Innovation	Not applicable to non-GRI indicators. Annual Representative Innovative Products : P18 ; Service Innovation : P109-111

GRI Standards	Disclosure	Pages /comments
Other Non-Material Topics	GRI 202 : Market-Presence-2016	
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	3.2 Talent Diversity : P56-58
	202-2 Proportion of senior management hired from the local community	
	GRI 203 : Indirect-Economic-Impacts-2016	
	203-1 Infrastructure investments and services supported	3.12 Strengthen Community Influential Power : P83-86 ; 3.13 Community Investment : P87-88
	203-2 Significant indirect economic impacts	
	GRI 204 : Procurement-Practices-2016	
	204-1 Proportion of spending on local suppliers	Help local small farmers : P31-32
	GRI 205 : Anti-corruption-2016	
	205-1 Operations assessed for risks related to corruption	AN-SHIN did not experience any relevant incidents in 2024
	205-2 Communication and training about anti-corruption policies and procedures	
	205-3 Confirmed incidents of corruption and actions taken	
	GRI 301 : Materials-2016	
	301-1 Materials used by weight or volume	2.12 Environmental Protection and Energy Saving Investment : P44
	301-2 Recycled input materials used	
	301-3 Reclaimed products and their packaging materials	
	GRI 302 : Energy-2016	
	302-1 Energy consumption within the organization	2.11 Management of energy, resources, and greenhouse gases : P43-44
	302-2 Energy consumption outside of the organization	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	302-5 Reductions in energy requirements of products and services	
	GRI 303 : Water-and-Effluents-2018	
	303-1 Interactions with water as a shared resource	2.15 Water Resource Management : P45-46
	303-2 Management of water discharge-related impacts	
	303-3 Water withdrawal	
	303-4 Water discharge	
	303-5 Water consumption	
	GRI 304 : Biodiversity-2016	
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	MOS introduced Rainforest Alliance certified coffee beans : https://reurl.cc/3xAk99 Promote environmental protection and biodiversity conservation : P48
	304-2 Significant impacts of activities, products and services on biodiversity	
	304-3 Habitats protected or restored	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	

GRI Standards	Disclosure	Pages /comments
Other Non-Material Topics	GRI 305 : Emissions-2016	
	305-1 Direct (Scope 1) GHG emissions	2.11 Management of energy, resources, and greenhouse gases : P43-44
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
	305-6 Emissions of ozone-depleting substances (ODS)	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	
	GRI 306 : Waste-2020	
	306-1 Water discharge by quality and destination	2.15 Water Resource Management : P45-46 ; 2.17 Source Reduction Management : P46-47
	306-2 Waste by type and disposal method	
	306-3 Significant spills	
	306-4 Transport of hazardous waste	
	306-5 Water bodies affected by water discharges and/or runoff	
	GRI 308 : Supplier-Environmental-Assessment-2016	
	308-1 New suppliers that were screened using environmental criteria	2.3 Supplier Evaluation Mechanism : P30-32
	308-2 Negative environmental impacts in the supply chain and actions taken	
	GRI 405 : Diversity-and-Equal-Opportunity-2016	
	405-1 Diversity of governance bodies and employees	4.1.1 Board of Directors : P94-96
	405-2 Ratio of basic salary and remuneration of women to men	3.2.1 Salary Bonus System and Various Benefit Systems : P59-61
	GRI 406 : Non-discrimination-2016	
	406-1 Incidents of discrimination and corrective actions taken	Illegal Infringement Prevention and Accident Handling Mechanism : P78
	GRI 407 : freedom-of-association-and-collective-bargaining-2016	
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	1. AN-SHIN Corporate Overview : P15-16
	GRI 408 : Child-Labor-2016	
	408-1 Operations and suppliers at significant risk for incidents of child labor	AN-SHIN did not experience any relevant incidents in 2024. 3.5.5 Social Regulatory Compliance : P68
	GRI 409 : Forced-or-Compulsory-Labor-2016	
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	AN-SHIN did not experience any relevant incidents in 2024. 3.5.5 Social Regulatory Compliance : P68
	GRI 410 : Security-Practices-2016	
	410-1 Security personnel trained in human rights policies or procedures	3.6 Talent Training Management System : P69-71
	GRI 411 : Rights-of-Indigenous-Peoples-2016	
	411-1 Incidents of violations involving rights of indigenous peoples	3.5.5 Social Regulatory Compliance : P68 AN-SHIN FOOD Human Rights Policy : https://reurl.cc/N08N3q
	GRI 413 : Local-Communities-2016	
	413-1 Operations with local community engagement, impact assessments, and development programs	3.12 Strengthen Community Influential Power : P83-86
	413-2 Operations with significant actual and potential negative impacts on local communities	3.13 Community Investment : P87-88

GRI Standards		Disclosure	Pages /comments
Other Non-Material Topics	GRI 414 : Supplier-Social-Assessment-2016		
	414-1 New suppliers that were screened using social criteria		2.3 Supplier Evaluation Mechanism : P30-32
	414-2 Negative social impacts in the supply chain and actions taken		
	GRI 415 : Public-Policy-2016		
	415-1 Political contributions		According to the company's bylaws, AN-SHIN FOOD is not allowed to make political donations in the name of the company. AN-SHIN FOOD Company Bylaws : https://reurl.cc/z5b0a7
	GRI 417 : Marketing-and-Labeling-2016		
	417-1 Requirements for product and service information and labeling		2.5 Legal Compliance Management : P33 ; Active participation in government programs ` Voluntary disclosure of independent testing report ` Voluntary compliant with laws and regulations : P33-34
	417-2 Incidents of non-compliance concerning product and service information and labeling		
	417-3 Incidents of non-compliance concerning marketing communications		
	GRI 418 : Customer-Privacy-2016		
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer	4.2.7 Economic Regulatory Compliance : P103	
FP1	Percentage of purchased volume from suppliers compliant with company' s sourcing policy.	2.4 Sustainable supply chain management 31-32	
FP2	Percentage of purchased volume which is verified as being in accordance with credible internationally recognized responsible production standards, broken down by standard.	2.4 Sustainable supply chain management 31-32	
FP4	Nature, scope and effectiveness of any programs and practices that promote access to healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need.	3.13 Community Investment : P87-88	
FP5	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.	2.1 Food Safety Management System : P26	
FP8	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements.	Active participation in government programs ` Voluntary disclosure of independent testing report ` Voluntary compliant with laws and regulations : P33-34	

5.3 UN Sustainable Development Goals (SDGs)

SDGs Goals		Pages /comments
Goal 2	Zero Hunger	Green three-in-one procurement policy : P31 ; Help local small farmers : P31-32 ; Goods and supplies donation : P83-86
Goal 3	Ensure healthy lives and promote well-being for all at all ages	AN-SHIN Club Events : P60-61 ; Health Promotion and Management : P79-81 ; MOS Food Education Event : P87-88
Goal 4	Ensure inclusive and quality education for all and promote lifelong learning	Courses and Lectures on Food Safety Regulations : P35 · P37 ; Environmental Education Activities : P48 ; 3.4 Collaborative Projects with Higher Education Institutions : P65-66 ; 3.2.3 Middle-aged and elderly experience camp : P63 ; 3.4.2 Workplace Experience Camp : P65 ; 3.6 Diverse Systematic Education and Training Employee Education and Training System : P69-72 ; 3.9.2 Lectures and Promotion of Employee Education and Training : P76 ; Health promotion activities organized in 2024 : P81
Goal 8	Promote inclusive and sustainable economic growth, employment and decent work for all	3.2.2 Middle-aged and elderly Recruitment Plan : P63 ; 3 Actively recommend positions for young individuals : P64 ; 3.4 Diverse Industry-Academia integration with Youth Power : P65-66
Goal 9	Build resilient infrastructure, promote sustainable industrialization and foster innovation	Research and Development Expenses : P103 ; Green Service : P111
Goal 11	Make cities inclusive, safe, resilient and sustainable	2.18 Environmental greening management : P48 ; 2.19 Environmental Education Activities : P48 ; 3.7.1 AN-SHIN Academy : P73-74 ; 3.13.2.1 MOS Art and Culture Activities : P89
Goal 12	Ensure sustainable consumption and production patterns	2.4 Sustainable supply chain management : P31-32 ; 2.17 Source reduction management : P46-47
Goal 13	Take urgent action to combat climate change and its impacts	Develop environmentally friendly products : P18
Goal 17	Revitalize the global partnership for sustainable development	International Food Exhibition : P113 ; MOS Food Factory : P115

5.4 Task Force on Climate-Related Financial Disclosures (TCFD) Content Index

Code	TCFD Recommended Disclosure	Disclosure of Climate-Related Information for OTC-Listed Companies	Pages /comments
GOVERNANCE	TCFD1(a) Describe the board's oversight of climate-related risks and opportunities.	1. Describe the oversight and governance by the board of directors and management regarding climate-related risks and opportunities.	P38
	TCFD1(b) Describe management's role in assessing and managing climate-related risks and opportunities.		
STRATEGY	TCFD2(a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2. Explain how identified climate-related risks and opportunities impact the company's business, strategy, and financial planning over the short, medium, and long term.	P38-41
	TCFD2(b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	3. Disclose the financial impacts of extreme climate events and transition-related actions.	
	TCFD2(c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2° C or lower scenario.	5. If scenario analysis is used to assess the resilience of the company's strategy to climate-related risks, disclose the scenarios, parameters, assumptions, analytical factors, and major financial impacts involved.	
RISK MANAGEMENT	TCFD3(a) Describe the organization's processes for identifying and assessing climate-related risks.	4. Describe how the processes for identifying, assessing, and managing climate-related risks are integrated into the company's overall risk management framework.	P42
	TCFD3(b) Describe the organization's processes for managing climate-related risks.		
	TCFD3(c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.		
METRICS AND TARGETS	TCFD4(a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	6. If a transition plan has been developed to manage climate-related risks, describe the plan in detail, including the metrics and targets used to identify and manage physical and transition risks.	P42
	TCFD4(b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	9. Provide details of the company's GHG inventory, assurance status, and GHG emissions reduction targets, strategies, and concrete action plans (refer to Sections 1-1 and 1-2 for further details).	P42、P43
	TCFD4(c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	8. If climate-related targets have been set, provide details on the covered activities, greenhouse gas (GHG) emission scopes, planning timelines, and annual progress. If carbon offsets or Renewable Energy Certificates (RECs) are used to meet these targets, disclose the source and quantity of carbon credits or RECs used.	P42 We has not yet adopted the use of carbon offsets or Renewable Energy Certificates (RECs).
		7. If internal carbon pricing is adopted as a planning tool, explain the methodology and basis for determining the carbon price.	We has not implemented internal carbon pricing at this stage.

5.5 Sustainability Accounting Standards Board (SASB) Content Index

Sustainability Disclosure Topics & Metrics

TOPIC	CODE	ACCOUNTING METRIC	Pages /comments
energy management	FB-RN-130a. 1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	P43
water management	FB-RN-140a. 1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	P45-46
food&packaging waste management	FB-RN-150a. 1	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	In order to offer customers products that are safe and reassuring, store personnel adhere to the internally established guidelines for the shelf life of food ingredients. This is done to ensure the provision of fresh ingredients to customers. Additionally, any food items that incur losses are managed through a food waste recycling process.
	FB-RN-150a. 2	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Please refer to 2.4 Sustainable supply chain management : P31-32 ; The disclosed items include the total amount of packaging materials purchased and the amount and proportion of paper packaging materials obtained with FSC and PEFC certifications.
food safety	FB-RN-250a. 1	(1) Percentage of restaurants inspected by a food safety oversight body, (2) percentage receiving critical violations	P33
	FB-RN-250a. 2	(1) Number of recalls issued and (2) total amount of food product recalled	P33
	FB-RN-250a. 3	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	There were no cases of food poisoning in 2024.
nutritional content	FB-RN-260a. 1	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	P17
	FB-RN-260a. 2	(1) Percentage of children' s meal options consistent with national dietary guidelines for children and (2) revenue from these options	AN-SHIN FOOD did not develop children's meals.
	FB-RN-260a. 3	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	
labor practice	FB-RN-310a. 1	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	P58
	FB-RN-310a. 2	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	P58
	FB-RN-310a. 3	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	P68
supply chain management&food sourcing	FB-RN-430a. 1	Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third-party environmental and/or social standards	Please refer to 2.4 Sustainable supply chain management 31-33
	FB-RN-430a. 2	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	AN-SHIN FOOD considers corporate social responsibility as an evaluation criterion for suppliers and prioritizes collaboration with suppliers who practice and aspire to corporate social responsibility.
	FB-RN-430a. 3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	AN-SHIN FOOD has consistently adhered to the "Three-in-One Green Procurement policy", procuring locally sourced, traceable products with production and sales records, and ingredients from contracted farmers.

5.6 Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by Listed Companies (hereinafter referred to as the “Rules”) Article 4, Paragraph 1 Emphasized Disclosures and Summary of Subject Information Assured

NO.	Subject Matter Information	Applicable Criteria	Rules	Pages
1	<p>The Quality Assurance Section of AN-SHIN FOOD continuously conducts a sanitation sampling inspection mechanism throughout the year for all MOS Burger stores across Taiwan ^(Note 21). The inspections cover the hygiene quality of food products sold at each store, water quality, cleanliness of cooking equipment and utensils, surface swabs from employees' hands, temperature control, and other key sanitation management items. All sampling inspections are conducted in accordance with the Act Governing Food Safety and Sanitation, the Good Hygiene Practice (GHP) guidelines, and Drinking Water Quality Standards, and are implemented following the procedures of the Food Safety Management System (FSMS) and Hazard Analysis and Critical Control Point (HACCP) principles. In the first quarter, comprehensive water quality testing—including ice cubes, filtered water, and tap water—was conducted, and all stores met the required standards after guidance. From the first to the fourth quarter, 99.1% of the inspected stores achieved Grade C (Good) or above in the comprehensive sanitation inspections ^(Note 22). The remaining stores that did not reach Grade C were all brought up to standard through follow-up guidance and achieved a 100.0% re-inspection pass rate.</p> <p>(Note 21) Including sampling inspection of water quality for the first quarter and comprehensive sanitary inspection for the second quarter through the fourth quarter, excluding the stores whose operation is suspended due to store renovation, the stores closed, and the stores newly opened. In which case inspection will be alternately arranged.</p> <p>(Note 22) The sampling inspection results are categorized into 4 grades: Excellent, Exceptional, Good, and Underperforming. Stores rated “Underperforming” will be given a store anomaly visit report, as well as intensive guidance until passing a re-inspection.</p>	<p>Water Quality Inspection Following the Guidelines of Good Hygiene Practices in the Food and Beverage Industry, the Food Safety and Sanitation Management Act, and the Drinking Water Quality Standards, water quality inspections of stores were conducted in the first quarter of 2024.</p> <p>Comprehensive Hygiene Random Sampling Following the Guidelines of Good Hygiene Practices in the Food and Beverage Industry and the Food Safety and Sanitation Management Act, and referencing the Food Safety Management System and Hazard Analysis and Critical Control Point (HACCP) procedures, random comprehensive hygiene inspections of stores were conducted from the first to the fourth quarter of 2024. The recorded figures include the percentage of inspection results rated at least Grade C (Satisfactory) and the reinspection pass rate for stores that did not initially meet Grade C.</p>	Subpara-graph 1, Item 1	P35
2	<p>In 2024, we purchased 1,438,629 NT\$ thousands of food, roughly 68% of total food procurement, from FSSC 22000-certified suppliers.</p> <p>In 2024, we purchased 1,799,196 NT\$ thousands of food, roughly 86% of total food procurement, from ISO 22000-certified suppliers.</p> <p>In 2024, we purchased 1,788,378 NT\$ thousands of food, roughly 85% of total food procurement, from HACCP-certified suppliers.</p>	The 2024 figure represents the percentage obtained by dividing the total amount spent on purchasing products from suppliers certified with FSSC 22000, ISO 22000, or HACCP by the total expenditure on food ingredients (including processed products and agricultural/livestock products) for the same year.	Subpara-graph 1, Item 1	P32
3	<p>In 2024 AN-SHIN FOOD acted by the Act Governing Food Safety and Sanitation, Good Hygiene Practice for Food, Enforcement Rules of the Act Governing Food Safety and Sanitation, Standards for Pesticide Residue Limits in Foods, and Sanitation Standard for Microorganisms in Foods, and was therefore not subject to any penalties arising from violation of food hygiene management laws and regulations (Note 14).</p> <p>(Note 14) Relevant regulations like the Act Governing Food Safety and Sanitation are available on the website of Taiwan Food and Drug Administration of the Ministry of Health and Welfare. Reference URL: https://www.fda.gov.tw/TC/law.aspx?cid=62</p>	For 2024, the recorded figures include the total amount of fines imposed, the number of product removal incidents, and the total weight of products removed from shelves due to violations of the Food Safety and Sanitation Management Act, its related enforcement rules, regulations, and guidelines.	Subpara-graph 1, Item 2	P33
4	In 2024, we purchased from FSCTM certified factories a total of 76,914 NT\$ thousands of paper based food packaging materials such as cups for cold/hot drinks, bags for French fries and fried chicken, outer bags, snack boxes, salad boxes, and gift boxes, accounting for 81% purchase of paper-based packaging materials of the year.	For 2024, the percentage is calculated by dividing the amount spent on FSCTM-certified paper-based food packaging materials by the total expenditure on all paper-based food packaging materials for the same year.	Subpara-graph 1, Item 3	P32
5	To guarantee the ongoing progress and successful application of the ISO22000-related food safety management system, we passed the certificate renewal certification on January 2025. The purpose of the Changchun Songjiang Store's acquisition of ISO22000 and HACCP certification is to serve as an pilot store putting into practice the ISO22000 food safety management system. In 2024, the Changchun Songjiang Store's sales made up 0.36% of the net revenue in the Company's parent-company-only financial statements.	For 2024, the status of store certifications for ISO 22000 and HACCP is presented, along with the percentage of net revenue they represent in the Company's individual financial statements for the same year.	Subpara-graph 1, Item 4	P26
6	<p>Evaluation of new suppliers development and new production process</p> <p>Document review: Verify that registered licenses and other certificates are in line with legal requirements.</p> <p>On-site eligibility review: Before new suppliers are approved or new products go on the market, AN-SHIN FOOD will conduct factory inspections in accordance with Good Hygiene Practice for Food (GHP). Manufacturing site, machinery, raw material management, quality assurance, personnel administration, etc. are all aspects that must be evaluated.</p> <p>Suppliers given a B rating or above will be enlisted as approved suppliers (scoring 70 points or more); only approved suppliers are allowed to solicit business, submit proposal, and carry out production on the production line. Suppliers rated C may do business with us only after they have remedied their deficiencies under our guidance. We refuse to do business with suppliers rated D.</p> <p>In 2024, the Quality Assurance Section conducted on-site factory production line evaluations for 26 suppliers and 55 sessions involving new suppliers and new product processing manufacturers with transactions during the year, accounting for 46% of food ingredient-related procurement suppliers in 2024, with a qualification rate of 98%. Additionally, for non-direct transaction new suppliers and new product processing manufacturers, on-site factory production line evaluations were conducted for 9 suppliers and 15 sessions, with a qualification rate of 100%.</p>	For 2024, in accordance with the Good Hygiene Practice (GHP) for Food Operations, the audit items, number of suppliers assessed, number of assessment sessions, the percentage of these assessments relative to the total number of food-related suppliers for the year, and the pass rate were recorded. In addition, the number of suppliers assessed, frequency of assessments, and pass rate for suppliers not engaged in direct transactions were also reported.	Subpara-graph 1, Item 5	P30
7	<p>At the conclusion of the year, the Purchasing Section will formulate the “Annual Supplier Evaluation Schedule” based on the suppliers' supply amounts and transaction status rankings in accordance with the “Supplier Management Procedures” to continue to monitor suppliers, so as to ensure the quality of products provided by them complies with the prevailing standards. The annual evaluation consists of three main components: business philosophy, product quality, and delivery date and service capability. In 2024, a total of 48 evaluations were conducted for 38 suppliers related to food ingredients and agricultural/livestock products, accounting for 49% of all such suppliers that year. The pass rate was 100%. Additionally, 12 evaluations were conducted for 10 other transactional suppliers, and 12 evaluations for 12 non-direct transactional suppliers, with both groups achieving a 100% pass rate.</p> <p>Existing suppliers are evaluated and divided into three ratings: A, B, and C. Suppliers with an A rating score 70 points or more and are the preferential candidates when it comes to purchase or increased orders. Suppliers with a B rating score more than 60 points but less than 70 points and are regarded as approved suppliers as usual. Suppliers rated C in an annual evaluation are required to take corrective actions or otherwise lose their status as an approved supplier.</p>	For 2024, the evaluation of existing suppliers covered audit items, number of suppliers assessed, number of assessments, the percentage of these suppliers—related to food ingredients and agricultural/livestock products—among all procurement suppliers for the year, and the pass rate. Evaluations were also conducted for other transaction-related and indirectly transacted suppliers, including the number of suppliers assessed, number of assessments, and pass rate.	Subpara-graph 1, Item 5	P30

NO.	Subject Matter Information	Applicable Criteria	Rules	Pages
8	AN-SHIN FOOD complies with Article 9 of the Act Governing Food Safety and Sanitation regarding the definition of importer of agricultural plant products, frozen, refrigerated, dehydrated, and pickled mushroom and algae products and their gel or stuffing products, and vegetable protein and its products. According to the official announcement Wei-Shou-Shi-Zi No. 1071300516 issued on June 26, 2018, the total number of coffee bean product items registered in the Food Traceability Management Information System ("Mandatory Traceability") was 3 items, accounting for 37.5% of all coffee bean product items for the year.	For 2024, the Company's registrations in the Food Traceability and Tracking Management Information System (Traceability Required) included the total number of coffee bean and cheese slice items. The percentage was calculated by dividing the number of coffee bean and cheese slice items registered under Traceability Required by the total number of all coffee bean and cheese slice items for the year.	Subparagraph 1, Item 6	P32
9	<p>Microbiological test</p> <p>Test methods certified by TFDA (Note: Certificate valid from June 12, 2024 to June 11, 2027)</p> <p>[Food]: Plate count, Escherichia coli, Coliform, Escherichia coli, Staphylococcus aureus, Enterobacteriaceae</p> <p>Test methods accredited by TAF (Note: Certificate valid from October 8, 2024 to October 7, 2027)</p> <p>[Food]: Total viable count, coliform group, Escherichia coli, Staphylococcus aureus, Salmonella, Listeria monocytogenes, Enterobacteriaceae</p> <p>[Drinking Water]: Total colony count, coliform group</p> <p>Test methods by reference to those announced by TFDA</p> <p>[Food] Bacillus cereus, Staphylococcus aureus enterotoxin, Listeria monocytogenes</p> <p>[Drinking Water]: Pseudomonas aeruginosa, fecal streptococci (newly added in 2024)</p> <p>Reference to testing methods accredited by the Association of Official Analytical Chemists (AOAC)</p> <p>[Food]: Total viable count, coliform group, Escherichia coli, Escherichia coli 0157:H7, Enterobacteriaceae</p> <p>Other test methods</p> <p>[Food]: Bacillus cereus, Vibrio Enteritidis, Listeria monocytogenes</p> <p>Testing methods for total viable count and coliform group in environmental swabs</p> <p>[Dry Swab]: Tokyo Metropolitan Government Health Bureau inspection method - reference</p> <p>[Wet Swab]: 3M eSwab (BPW) swab stick</p> <p>Chemical attributes test</p> <p>Rapid detection method for pesticide residues in fruits and vegetables announced by the Ministry of Agriculture, Executive Yuan</p> <p>[Pesticide Residues]: Organophosphorus & carbamate pesticides</p> <p>Testing methods for antibiotics and ractopamine in fresh meat, eggs, and seafood</p> <p>→ Antibiotic rapid screening test kit Premi® Test</p> <p>→ Rapid test reagent for detecting the three types of beta-adrenergic agonist (clenbuterol/ractopamine/salbutamol)</p> <p>→ Rapid test reagent for detecting antibiotics (sulfonamides/tetracycline/chloramphenicol)</p>	For 2024, the Food Inspection Center conducted testing items using methods certified by TFDA or TAF, other internationally recognized methods (such as AOAC), and other proprietary testing methods.	Subparagraph 1, Item 7	P28
10	<p>In 2024, the Food Inspection Center performed a rapid test of in-store food, beverages, ice/water quality, and food ^(Note 6) for microorganisms that impact food cleanness and safety ^(Note 7), for pesticide residues in vegetables and fruits, and for animal medicine; a total of 3,453 tests were performed, of which 3,260 were qualified, with the total qualifying rate being 94.4%.</p> <p>(Note 6) The sample is composed of store products sampled by the Quality Assurance Section, ingredients provided by the manufacturer, and ingredients from AN-SHIN Smart Farm. Items sampled by the Department of Health and malls are also kept as samples.</p> <p>(Note 7) The regulations are based on the sanitation standards announced by Taiwan Food and Drug Administration, including the sanitation standards for milk and dairy products, sanitation standards for fresh instant foods and mixed instant foods, sanitation standards for packaged/bottled drinking water and beverages, sanitation standards for frozen foods and ice, and sanitation standards for other instant foods.</p>	The number of items tested and the overall pass rate for products, beverages, ice/water quality, microbial content in ingredients, and rapid testing for pesticide residues/veterinary drug residues in fruits and vegetables were recorded. Pass/fail determinations were based on the Hygiene Standards for Dairy and Dairy Products, Hygiene Standards for Fresh Ready-to-Eat Foods and Precooked Mixed Ready-to-Eat Foods, Hygiene Standards for Packaged/Bottled Drinking Water and Beverages, Hygiene Standards for Frozen Foods and Ice, and Hygiene Standards for Other Ready-to-Eat Foods.	Subparagraph 1, Item 7	P27
11	<p>The expenditure of the food inspection center in 2024 amounted to NT\$10,007 thousand ^(Note 8). The expenditures included NT\$1,952, roughly 15.09% of the operating profits and 0.17% of the operating revenue of the year, for outsourced testing.</p> <p>(Note 8) Expenditures of the Food Inspection Center encompass: fees for outsourced testing (including instrument calibration costs), expenditures of laboratory drug supplies, acquisition of miscellaneous apparatus, personnel wages, rent, proficiency test fees, signing up for external training, and equipment repairs.</p>	For 2024, the relevant expenditures of the Food Inspection Center and their percentages of the operating net profit and net revenue in the individual financial statements for the year were recorded.	Subparagraph 1, Item 7	P28

NO.	Subject Matter Information	Applicable Criteria	Rules	Pages
12	In 2024, the purchased electricity used by AN-SHIN FOOD was 5665.96 kWh, and the total energy consumption was 211,151.33 GJ, or 96.60% of the purchased electricity. The statistical scope covers all stores in Taiwan, the headquarters, the AN-SHIN Academy, and the smart farm. No renewable energy was used.	<p>Total Energy Consumption (GJ) = Purchased Electricity (All stores in Taiwan^(Notes 1, 2), Headquarters^(Note 3), AN-SHIN Academy, Food Inspection Center, Smart Farms, and Pingtung Factory^(Note 4)) + Natural Gas (Some stores)^(Note 5)</p> <p>Percentage of Purchased Electricity (%) = (Purchased Electricity Energy (GJ) ÷ Total Energy Consumption (GJ)) × 100%</p> <p>(Note 1) MOS stores in Taiwan include those closed during the current year. (Note 2) Stores without individual electric meters calculate electricity consumption by dividing electricity expenses by the contracted electricity price per kWh. (Note 3) Headquarters' electricity consumption is calculated by multiplying AN-SHIN FOOD Headquarters' share of the building's electricity expenses by the building's total electricity consumption. (Note 4) Conversion factor for purchased electricity (1 kWh to GJ) = 1 (kWh) × 3.6 (Note 5) Conversion factor for natural gas (1 m³ to GJ) = 1 L × 5,925 (kcal/L) × 4.187 (kJ/kcal) × 1/1,000,000 (Note 6) The above conversion factors are based on information published by the Bureau of Energy.</p>	Subpara-graph 1, Item 8	P43
13	In 2024, AN-SHIN FOOD's total water withdrawal was 1,057,523.22 cubic meters (m³), and total water consumption was 18,973.82 cubic meters (m³). The statistical scope includes all stores nationwide, headquarters, AN-SHIN Academy, and smart farms.	<p>Water Consumption: The report covers water intake at all operational locations (all stores in Taiwan^(Notes 1, 2), Headquarters^(Note 3), AN-SHIN Academy, Food Inspection Center, Smart Farms, and Pingtung Factory), detailing the water usage for each period of the current year based on water bills. It also includes the sales quantity of freshly made beverages and soups during the year and their related water consumption, as well as summarized statistics. Total Water Consumption (m³) = Total Water Consumption of Freshly Made Beverages and Soups (ml) ÷ 1,000,000</p> <p>(Note 1) stores in Taiwan include those closed during the current year. (Note 2) Stores without individual water meters calculate water consumption by dividing water expenses by the contracted water rate per unit. (Note 3) Headquarters' water consumption is calculated by multiplying AN-SHIN FOOD Headquarters' share of the building's water expenses by the building's total water consumption.</p>	Subpara-graph 1, Item 9	P45
14	Up the end of 2024, AN-SHIN FOOD had 303 stores with a total floor area of 17,084.21 pings (approximately 50,156.26 square meters).	<p>The report includes the number of stores and the total store area for the current year. Note: Stores are categorized into two types: (1) Street-side stores, with area measured based on the floor area stated in the property deed; (2) Market stores, with area measured based on the contracted space.</p>	Subpara-graph 1, Item 10	P15