

## Message from the Chairman and the President



Chairman  
**Lo, Chih-Hsien**

With the COVID-19 pandemic continuing to wreak havoc on the global economy, 2021 was a year filled with challenges and opportunities. Even at the peak of the pandemic, PCSC continued to actively expand its stores and member ecosystem based on over 40 years of experience as a retail channel to stay updated with new market demands and opportunities. In addition to its operational performance, PCSC shoulders the responsibility of providing sustainable products and services that allow consumers to make better choices for the environment and society more easily as a retail platform closely integrated with people's lives. PCSC has declared 2021 as "Year One of Sustainability" with three major goals, including the environment, social and governance. In addition to changing the name of the CSR Committee to the "Sustainable Development Committee," the concept of "My Sustainability, Your Daily Life" has also been adopted so that consumers can practice a sustainable lifestyle and green consumption in a simpler and more convenient way with over 6,400<sup>(Note)</sup> 7-ELEVEN stores throughout Taiwan.

With the active engagement in ESG and sustainable development, PCSC has achieved amazing performance in sustainable governance in 2021 with recognition from domestic and international sustainable ratings. It was re-listed by the Dow Jones Sustainability Index (DJSI) for the Sustainability World Index and Emerging Markets Index for 3 consecutive years as a global sustainability benchmark and the only domestic retail business that has won such titles. Moreover, PCSC was selected by the FTSE4Good Emerging Markets Index, MSCI ESG Leaders Indexes, MSCI Global SRI Indexes, TWSE Corporate Governance 100 Index and FTSE4Good TIP Taiwan ESG Index. In the meantime, PCSC was given the "Ten Most Prestigious Sustainability Awards" – "Top Ten Domestic Companies (Service Sector)" by the 14th TCSA Taiwan Sustainability Award. All sustainability projects have been awarded sustainability awards such as Asia Responsible Enterprise Awards, and it is the only retail business among listed companies that has ranked in the top 5% in the Taiwan Corporate Governance Evaluation System for the 7 consecutive years.

As a platform closely integrated with everyday life, PCSC shoulders the responsibility of providing sustainable products and services. We have declared 2021 as "Year One of Sustainability" to incorporate sustainable strategies in products, services and organizational structures. The spotlight has been brought on four task forces to promote green operations, including Plastic Reduction, Carbon Reduction, Food Waste Management and Sustainable Procurement. The specific actions of the four Task Forces in 2021 started from reducing single-use plastics, expanding recycling mechanisms, reducing disposable containers, to eventually developing cross-industry collaborations in circular economy, etc. PCSC is committed to the goal of eliminating single-use plastics by 2050. The "iLove Food" store campaign and AI order forecasting system at the business end reduce scrapped fresh food to gradually achieve the goal of halving



President  
**Huang, Jui-Tien**

food waste by 2030. The stores are committed to implementing the energy saving and carbon reduction project, which has saved the amount of electricity the equivalent of 480 stores consumed in 2021. In the meantime, logistics routes have been integrated with vehicles updated or replaced. The "Plant-based" food section is also set up to encourage consumers to reduce carbon emissions from their diet. Sustainable procurement is promoted through procuring raw materials and store supplies with sustainable certification, as well as setting up a pilot model for recycling. PCSC also continues to evolve and innovate in terms of social participation. In 2021, PCSC was the first retail business that responded to the pandemic with the "OPEN POINT APP Online Charity Donation" service. In the meantime, PCSC created the circular economy that realizes the dream of finding employment for people with cerebral palsy through the "CHIC Corporate Charity" program by joining hands with social enterprises and social welfare organizations. The program has realized environmental protection, plastic reduction and assistance to the disadvantaged. We also make good use of the advantages of enterprise scale and channel to develop in the fields of environmental protection, public welfare donations, health and well-being, elderly care, urban and rural sustainability, education quality, etc. PCSC has been running programs such as "Good Neighbor Meal Delivery," "What Time Is It? Café" and "Good Neighbor Funfest." It also extends the elderly-friendly concept to store operations and works with social welfare groups to build "Elderly-friendly Stores." These stores are now benchmark stores for the concept by optimizing training and work procedures for the elderly, as well as building age-friendly facilities.

On the basis of "Year One of Sustainability" in 2021, PCSC continues to stride forward to become the "lifestyle service platform that exceeds customer expectations" by optimizing the 7 basic operating elements of people, stores, products, systems, logistics, institutions and culture through an innovative and integrated business model. Looking forward to the "Year of Sustainable Actions" in 2022, PCSC will work with stakeholders such as consumers and suppliers to take the sustainable action of "Sustainability for the Planet in Our Everyday Life" to further demonstrate the determination in realizing long-term goals in sustainability such as environmental protection, plastic reduction, energy saving and carbon reduction, sustainable development and food waste management. There is no end to the corporate's commitment to sustainable operations. PCSC will continue to adhere to the mission of "being committed to becoming the most outstanding retailer, providing the most convenient services in everyday life, and fulfilling the responsibilities of a good citizen." It aims at bringing positive influence to the people and things around us, and marching towards a more sustainable future together with its stakeholders as a world-class sustainable enterprise.

Note: Data from April 2022



# Highlights of Sustainability Performance

## Environment

<p><b>8%</b> proportion</p> <p>FSC packaging has been <b>100%</b></p> <p>8% of the raw materials purchased for private-label products have sustainable certification; FSC-certified packaging has been 100% introduced to iseLect refrigerated beverages</p>	<p><b>15,567,712</b> kWh</p> <p>After energy-saving consultation for stores with high energy bills, the total annual amount of electricity saved reached 15,567,712 kWh</p>	<p><b>6,467.4</b> metric tons</p> <p>"iLove Food" reduced food waste by 6,467.4 metric tons</p>	
<p>Decreased by <b>3%</b></p> <p>The annual EUI at the stores decreased by 3% compared with last year</p>	<p>Decreased by <b>1.4%</b></p> <p>Scope 1 and 2 GHG emissions reduced by 1.4% compared to 2020</p>	<p><b>1,400</b> million Annual growth <b>15%</b></p> <p>The number of OPEN POINT members reached 14 million with a 15% annual growth</p>	<p>Decreased by <b>2.4%</b></p> <p>The proportion of single-use plastic packaging materials was 20.9%, reduced by 2.4% from 2020</p>

## Social

<p><b>12</b></p> <p>The frequency-severity indicator</p> <p>The frequency-severity indicator was 0.2, lower than the average standard value of the retail industry over the past three years published by the Occupational Safety and Health Administration of the Ministry of Labor</p>	<p><b>216</b> million</p> <p>NT\$216 million was raised by in-store cash donations/material donations</p>	<p><b>250</b> million</p> <p>ibon raised over NT\$250 million</p>	<p><b>150,000</b> people</p> <p>The Good Neighbor Meal Delivery Team delivered and picked up meals for over 150,000 people</p>	<p><b>120,000</b> people</p> <p>Over 120,000 people took advantage of the Good Neighbor Funfest DIY materials</p>
--	---	---	--	---

## Governance

<p><b>6,379</b> stores</p> <p>The number of stores exceeded 6,300. PCSC ranks first in market share with a total of 6,379 stores</p>	<p><b>NT\$262,735,464,000</b></p> <p>The annual consolidated total revenue reached NT\$262,735,464,000</p>	<p>Ranked in the <b>Top 5%</b></p> <p>The only listed company in the retail industry ranked in the top 5% of the corporate governance evaluation for the seventh consecutive year</p>
--	--	---



# Honors and Recognition

## International

- PCSC was listed for the third year on the **Dow Jones Sustainability World Index and Emerging Markets Index**, as well as being named as a global sustainability benchmark.
- Selected again by FTSE4Good Emerging Markets Index, MSCI ESG Leaders Indexes and MSCI Global SRI Indexes.
- Ranked among the **global Top 250** by the Global Powers of Retailing 2021

## Local

- Ranked in the **top 5%** in the Taiwan Corporate Governance Evaluation System, as the only listed company in the retail industry to do so for the seventh year running.
- Selected by the **TWSE Corporate Governance 100 Index and FTSE4Good TIP Taiwan ESG Index**.
- Given the **"Ten Most Prestigious Sustainability Awards" – "Top Ten Domestic Companies (Service Sector)," "Platinum Award for Corporate Sustainability Report (Trade and Department Store)," "Gold Award for Actions on Sustainable Development Targets", as well as the "Social Inclusion Leadership Award in the Best Performance of Specific Category" by the 14th TCSA Taiwan Sustainability Award.**
- Presented the **17th CSR Award Model in ESG Integrated Performance by the Global Views Monthly**.
- Once again presented the **Corporate Citizen Award by Commonwealth Magazine**.

## Sustainability Project Awards

- Awarded the 10th Social Empowerment Award from Asia Responsible Enterprise Award** again for the Good Neighbor O2O Funfest. Circular Economy Project" was awarded the Buying Power Special Award (Social Co-prosperity) as the only convenience store to win the award.
- Presented the **17th CSR Award Model in "First Place in Elderly-friendliness" by the Global Views Monthly**
- The 5th PwC Sustainable Business Awards:** "Senior Interns: New Life for the Elderly in Convenience Stores" won the Bronze Award; "CHIC Corporate Charity" won the Social & Inclusivity Award, "What Time Is It? Café Project" and "Reading Program: 20-degree Strike Zone" were shortlisted
- "Reading Program: 20-degree Strike Zone" was awarded the Top 10 Sustainability Micro-Movie Award by the 5th Taipei Golden Eagle Micro-Movie Festival Award, and "It's Good to Have 7-ELEVEN" was awarded the Best Social Inclusivity and Top 10 Sustainability Micro-Movie Award
- "2021 Food Innovation Award" Corporate Sustainability Innovation Award – "CHIC Corporate Charity - 7-ELEVEN **Sustainable Circular Economy Project**" was the **only convenience store to win the award. "Good Neighbor O2O Funfest" was shortlisted.**
- Awarded the First Prize by the Ministry of Economic Affairs' Buying Power Procurement of Social Innovation Products and Services. "CHIC Corporate Charity - 7-ELEVEN Sustainable Circular Economy Project" was awarded the Buying Power Special Award (Social Co-prosperity) as **the only convenience store to win the award.**

# Sustainability Column

## Further Actions on Plastic

Although the durability and low cost of plastic have brought revolutionary convenience to the human society, it has also brought a heavy burden to the environment. As plastics are widely and massively consumed for one-time use and take hundreds of years to decompose in nature, the threat of plastic waste to land and marine ecology as well as the harm to human health during disposal cannot be ignored. PCSC attaches great importance to environmental issues arising from plastics and regards the plastic reduction program as a priority of the Company's operations. To this end, it continues to promote FSC-certified packaging materials and the reduction of single-use plastics to completely eliminate plastics in its own operations by 2050. After declaring the 2020 as "Year One of Plastic Reduction", PCSC continued to implement the plastic reduction strategy of packaging materials in 2021, making improvements in actions regarding the reduction of single-use plastics, the expansion of recycling mechanisms, the reduction of disposable containers, and the collaboration with different industries in the spirit of circular economy (please refer to Chapter 6: Creating a Sustainable Planet). PCSC hopes to take sustainable actions in everyday life based on the green idea of "Planet Sustainability in Our Everyday Life" through diverse plastic reduction programs together with the consumers.



## Alternative Materials

To mitigate the recent problem of plastic waste, PCSC has continued to work with suppliers to research for solutions to reduce plastics in packaging materials, including adopting the UK's BSI certified degradable plastic material "Cycle+" for fresh food packaging materials as the pioneer in the industry.

"Cycle+" is a new generation of biodegradable materials jointly developed by Taiwan's South Plastic Industry Co., Ltd. and Polymateria from the UK. It can be decomposed naturally in open air within 2 years without the necessity of an industrial composting environment under strict temperature and humidity restrictions. Once decomposed, it turns into carbon dioxide, water, and biomass without leaving plastic or harmful substances in the environment. At present, PCSC has adopted it for two fresh food products, including the Double Cheese Rice Gratin and Seafood Cheese Gratin. To inspire consumer's green consumption actions, PCSC offers membership discount on these products. By the end of December 2021, the sales volume of the products with the new packaging is about 5.73 million units, and the material will be gradually applied to other fresh food products in the future.

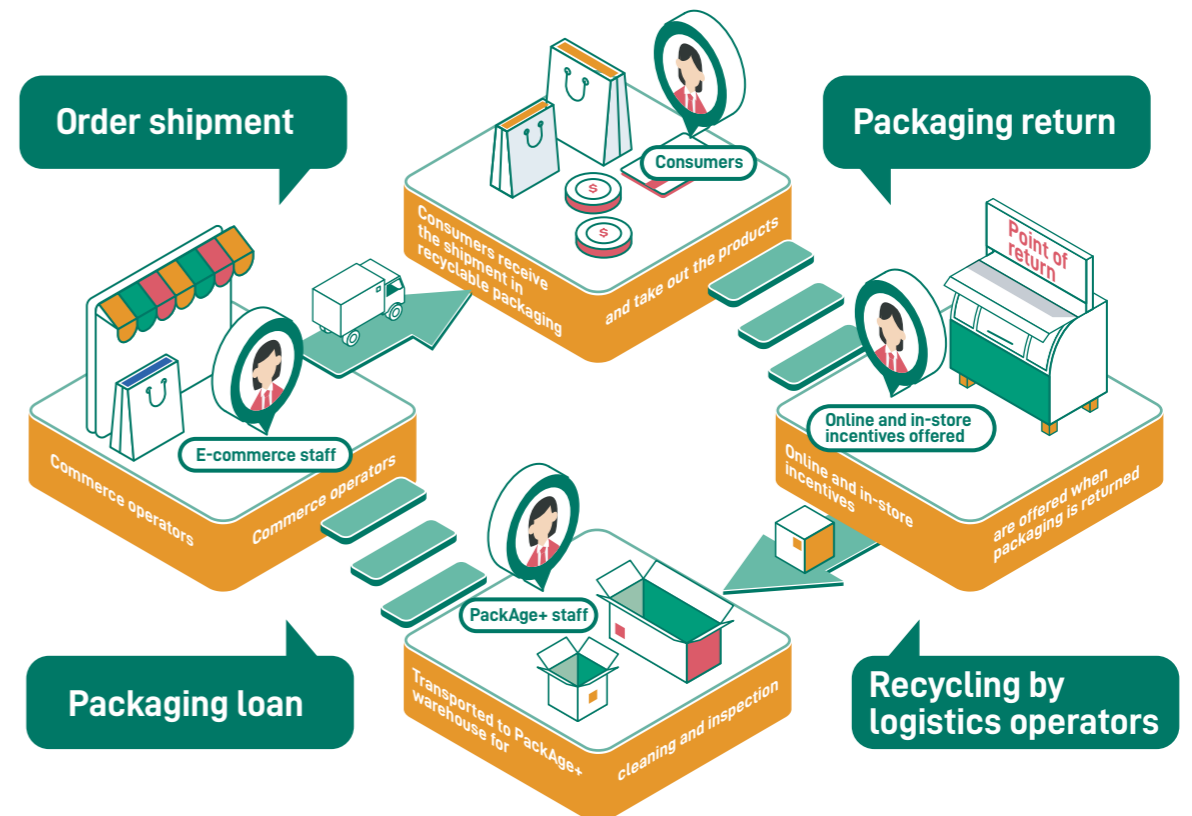
2021, the sales volume of the products with the new packaging is about **5.73** million units



## Cross-Industry Collaboration for Building Green Consumption Services

PCSC started collaborating with the social enterprise PackAge+ in 2021. By setting up packaging recycling machines in stores, we support the recycling of packaging materials from online shopping. The PackAge+ packaging recycling system is jointly supported by e-commerce, consumers and physical channels. PackAge+ provides recyclable packaging for e-commerce shipments, and consumers return the recyclable packaging to 29 designated convenience stores after receiving the goods. Logistics operators then hand the recyclable packaging over to the cleaning team from PackAge+. To encourage recycling, PCSC offers a limited number of medium-cup coffee vouchers to consumers who return the recyclable packaging through the online platform, hoping to build awareness of green consumption with the incentives. By the end of December 2021, a total of 214 recyclable packaging from online shopping has been returned.

By the end of December 2021, a total of **214** recyclable packaging from online shopping has been returned

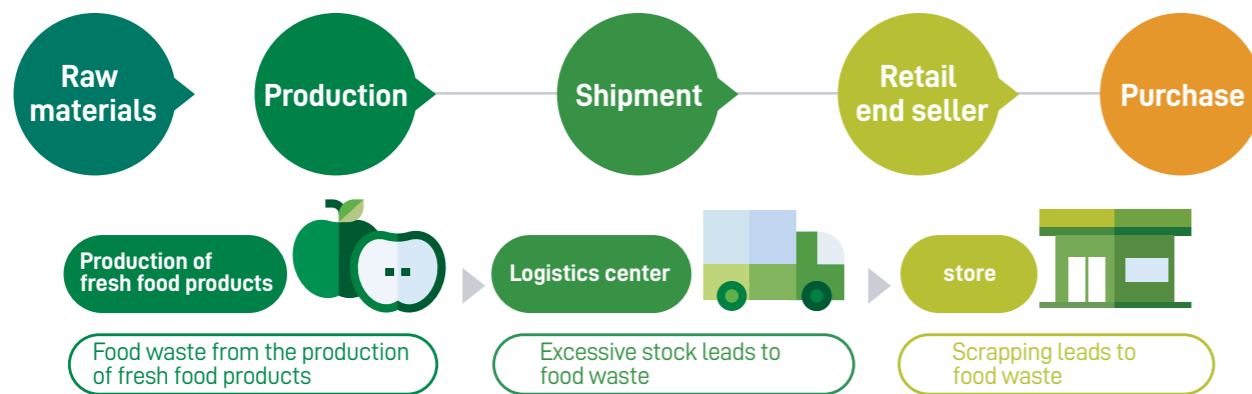


# Food Waste Management

According to the UN Food and Agriculture Organization (FAO), one-third of the food produced in the world is discarded at roughly 1.3 billion tons. Food waste is not simply about wasting ingredients, it involves the loss of resources consumed during food production, including land, water, energy and labor, etc., which may also lead to food security problems. The decomposition of food waste in landfills also produces greenhouse gases. Therefore, the urgency of reducing food waste is self-evident.

As part of the retail industry, PCSC is closely intertwined with food. It has taken the responsibility in reducing food waste from three stages including "production," "order shipment" and "retail." In 2021, the Food Waste Management Task Force was set up under the Sustainable Development Committee. The task force reports the progress of the project to the Sustainable Development Committee regularly to demonstrate PCSC's determination of reducing food waste.

## Supply Chain Procedure



## Production

### Reducing Food Waste from the Production of Fresh Food Products

PCSC reduces food waste from the factory production process through three major changes. First of all, production is now initiated upon order receipt instead of estimation to better control the production volume. The second reducing the waste of raw materials through the centralized production of various items. Last but not least, two adjustment of raw material estimates are performed prior to production to avoid excessive material in stock caused by weather changes or order fluctuations. The surplus after production is provided as employee meals. Finished and semi-finished products are also resold to employees to reduce food waste. In 2021, the production losses (amount of food waste per NT\$ million of revenue) decreased by 55.4% compared to the base period of 2019.

In 2021, the production losses (amount of food waste per NT\$ million of revenue) decreased by **55.4%** compared to the base period of 2019

## Order Shipment

### Reducing Food Waste from Excessive Stock

PCSC has set up an AI order forecasting system at store end to reduce inventory and scrapped goods through placing accurate orders. The store end keeps the most suitable items on the shelves through monitoring the ones that are often scrapped because they don't sell well each month. In addition, starting from August 2020, the ordering time for 4° C fresh prepared food was advanced to 12 hours before delivery. This allows fresh food factories to adjust supply and demand earlier and reduce food depletion to a minimum. In the meantime, in order to reduce food loss in the process of logistics and distribution, PCSC expects to extend the validity period of fresh food products in 2022. New technologies will be adopted to allow for the extension, such as the high-temperature sterilization equipment and special sealing film to reduce food waste.

## Retail

### Reduce Food Waste from Scrapped Food

PCSC introduced the "iLove Food" program that takes advantage of the "smart labeling system" that was originally used for flagging expired products to prevent expiration. Besides managing the shelf life of food, this allows for better control over the "best before" time (8 hours prior to expiration). A 35% discount is given 8 hours prior to expiration (Note) on over 100 products. The "iLove Food Map" was also launched on the OPEN POINT APP in November 2021 to check on the stock as well as subscribing for product availability notifications. From May 2021, the scrapped fresh food in all stores shows a gradual downward trend. The amount of scrapped fresh food in 2021 has dropped by 10.29% compared with 2020. It is estimated that each store can increase the utilization rate of food ingredients by 10% each year. In the future, PCSC also plans outsource cleaning and transportation to certain stores, all of which will join the food waste recycling process. With our continuous efforts, "iLove Food" reduced food waste by 6,467.4 metric tons in 2021.

Note: In May 2021, the original 30% discount was further reduced to 65% for better incentives.

PCSC will continue to manage the value chain, stay updated with factory production losses, the scrap rate of fresh food (the percentage of decline in the amount of food waste per NT\$ million in revenue), the recovery rate of food waste in stores (the proportion of stores with food waste recycling) and other management indicators, in order to achieve the goal of halving food waste by 2030 and contributing to the mitigation of climate change.

With our continuous efforts, "iLove Food" reduced food waste by **6,467.4** metric tons in 2021.



## Transition to Low-Carbon Operations

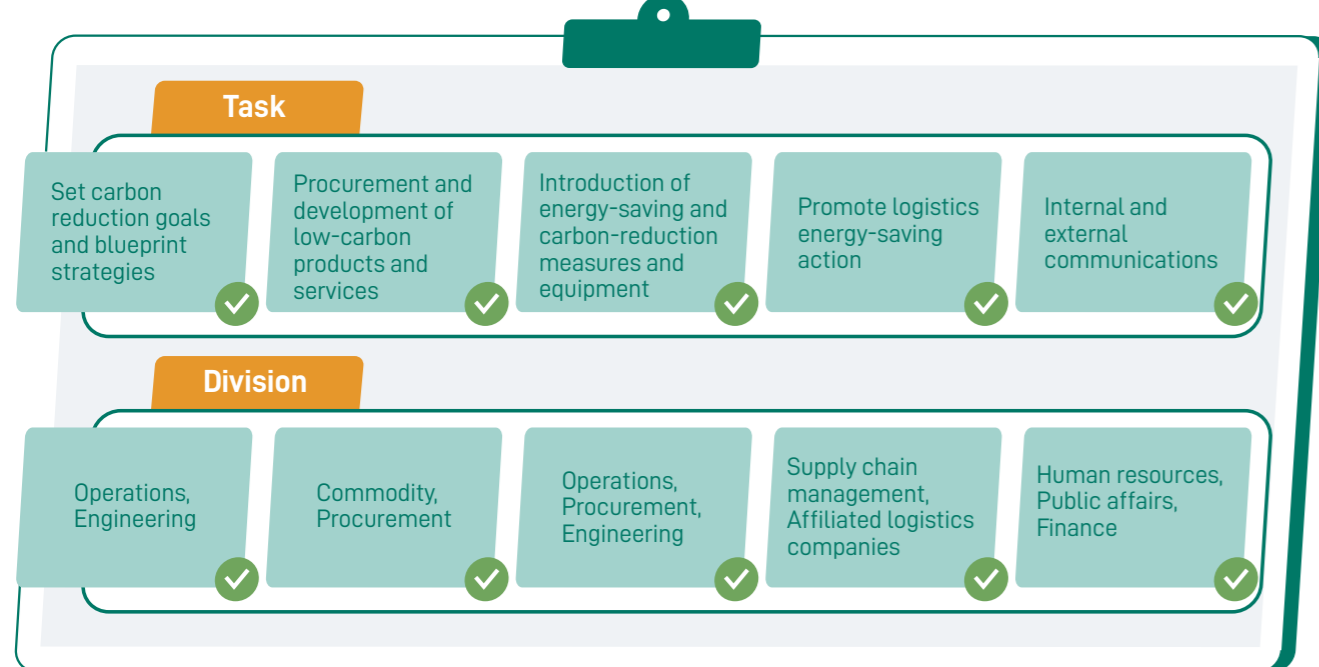
After the 2021 United Nations Climate Change Conference (COP26), countries around the world have announced the 2050 net zero emission target and furthered cooperation on climate issues. Taiwan also renamed the Greenhouse Gas Reduction and Management Act to the Climate Change Response Act, reminding the enterprises to proactively respond to and manage current climate change issues. As domestic and international laws and regulations have tightened controls on GHG emissions, products and services, consumers and investors have paid more attention to companies' ability to address climate change issues. The transition to a low-carbon business model has also become a key factor for companies to enhance their competitiveness.

In view of this, PCSC officially set up a Carbon Reduction Task Force in 2021, which not only strengthens its climate resilience but also strives to mitigate the external impact of GHG emissions. PCSC began to build the TCFD framework in 2020 by incorporating the risks and opportunities of climate change issues into the Company's existing risk management framework. In 2021, PCSC continued to use the TCFD disclosure framework and conducted in-depth analysis of the impact of PCSC's key climate issues on company operations in each climate scenario, helping the Company improve management of climate risks and opportunities and strengthen low-carbon governance. To embrace the era of net zero emissions, PCSC has started to assess and plan the introduction of Science-Based Targets (SBT) to strengthen climate governance in the entire value chain and move towards the goal of achieving net zero emissions (please refer to Chapter 6 Creating a Sustainable Planet for the detailed result of TCFD implementation).



### Carbon Reduction Task Force

In December 2021, the Sustainable Development Committee set up the Carbon Reduction Task Force to formulate strategies, medium- and long-term goals and action plans, and hold regular meetings to track the implementation of various action plans. In addition, PCSC has formulated incentive measures for meeting the GHG emission reduction targets for the Carbon Reduction Task Force members. Based on set target value, bonuses are set for different reduction levels, hoping to strengthen the Company's performance and results in the overall climate change and energy management.



## Energy-Saving and Carbon Reduction Performance

As the largest convenience store operator in Taiwan, PCSC invests over NT\$1 billion in renovating old stores each year. In the meantime, a store electricity consumption database has been built to provide immediate energy-saving guidance and improvement measures for stores with abnormal or high electricity consumption. New stores must meet the basic requirements of energy efficiency in terms of equipment and environmental management, and existing stores actively evaluate the feasibility of introducing various energy-saving actions. In terms of logistics and transportation, PCSC reduces carbon emission by integrating logistics routes, replacing refrigeration, freezer, and fuel vehicles. In 2021, PCSC promoted seven energy-saving and carbon reduction projects, which saved 68,968,976 kWh of electricity, the equivalent of the electricity consumption of 479 stores in 2021. In 2021, Sihu Store participated in the selection of the Service Industry Energy Conservation Performance Award Program of Yunlin County, which evaluates the energy management methods, energy-saving measures, and actual benefits. Sihu Store was given the Outstanding Award by replacing outdated equipment and adopting LED lamps, reducing electricity consumption by 43,120 kWh compared to the same period last year. The store also had the opportunity to share the experience with others and learn from their success.



## Digital Energy-Saving Living Circle

To accelerate the achievement of GHG emission targets, electric vehicles have become a focus of attention from all walks of life. However, the general shortage of electric vehicle charging piles has always been a bottleneck for the popularization of electric vehicles in Taiwan. In response to the international trend of carbon reduction, PCSC started the first innovative convenience store in Taiwan together with the Gogoro Network to provide a battery swap station in 2015. Up until now, the station has been successfully introduced into more than 190 stores, covering North, Central, Southern and Eastern Taiwan, serving over 3.5 million people in 2021. In addition, PCSC collaborated with KYMCO to build Ionex battery swap stations for serving more people. PCSC will launch electric vehicle charging services in 2022, as well as expanding service locations based on demand. PCSC hopes to create a convenient digital energy-saving living circle through

Serving over **3.5** million people in 2021



the dense service network of stores and the OPEN POINT ecosystem, working with consumers to realize the vision of a low-carbon lifestyle.



# Sustainable Procurement

Sustainable procurement is an international trend and a concrete practice for companies to demonstrate positive external influence. As a leading company in the retail industry in Taiwan, PCSC has observed global resource depletion and forced labor issues in some developing countries. As a result, it has set sustainable procurement and improving resource sustainability as key projects for the Company's ESG development. The Sustainable Procurement Task Force was set up in 2021 to formulate a sustainable procurement policy for its own products/raw materials, covering raw materials of the Company's own products, coffee and store supplies. Elements such as human treatment, recycling and environmental protection are included in the supplier selection system, prioritizing procurement of raw materials and suppliers that have sustainable certification or meet the principles of sustainability and carbon reduction. Key issues include animal welfare, organic vegetables, traceable agricultural products and so on, providing consumers with the choice to support sustainability in their daily life.



## Measures

### Facilitating Ethical Corporate Management and Sustainable Supply Chain

PCSC plans to include environmental protection and sustainability-related provisions in supplier agreements, bringing suppliers' attention to employees and the environment. New suppliers will be required to sign the agreement. PCSC expects to complete the revision in 2022 and publish the provisions on the official website to demonstrate its commitment and determination to supply chain sustainability. In addition, PCSC also lists the sustainability provisions in the evaluation provisions, prioritizing procurement from qualified suppliers, and continuing to promote the importance of sustainable procurement to suppliers.

### Building a Recycling Model and Continuing to Reward Suppliers with Good Recycling Practices

PCSC lists recycling and energy efficiency improvement as the focus of enhancing supplier social responsibilities. PCSC takes stock of the carbon reduction actions of existing bulk raw material suppliers, and encourages suppliers to continuously improve resource use efficiency or reduce carbon emissions through the priority procurement mechanism, including boiler improvement, waste recycling, etc. Moreover, demonstration farms will be set up with themes on waste, agriculture and food recycling in the supply chain, thereby building a sustainable agricultural model with customers, convenience stores, suppliers and OEMs. This will be used for further optimizing the sustainable procurement model in the future, as well as improving resource utilization for the entire supply chain.

### Procurement of Sustainably certified Raw Materials

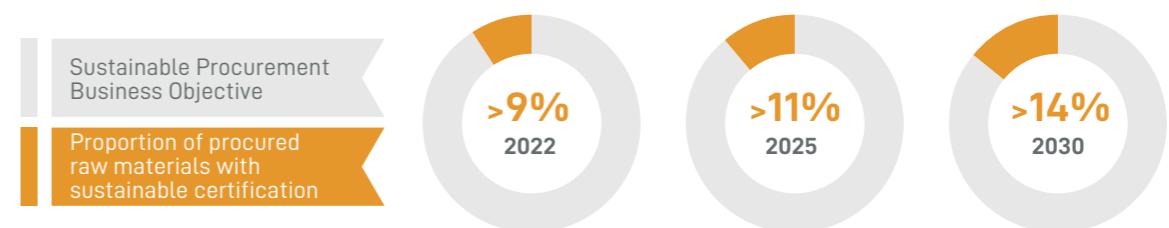
PCSC works with its suppliers to create the concept of sustainable management, as well as improving resource sustainability by purchasing sustainably certified raw materials from suppliers. The Company focuses on important bulk raw materials, and gives priority to nine categories including rice, locally grown vegetables, pork, beef, chicken, eggs, aquatic products, coffee and packaging materials. Rainforest Alliance or fair trade certified raw materials are prioritized to increase the source of sustainable agricultural and livestock products through social and market forces. This ensures that the supply chain implements biodiversity conservation policies, protects nature and improve farmers' lives, as well as reducing the environmental footprint of packaging materials.

Category	Certification	Seal
Rice	T-GAP, GLOBALG.A.P	
Locally-grown vegetables	T-GAP, GLOBALG.A.P	
Pork	Animal welfare & friendly rearing system certified, regional animal welfare certifications such as Welfair and IAWS-Interporc	

Category	Certification	Seal
Beef	Local animal welfare certifications such as USRSB (USA), Australian Animal Welfare Strategy (AAWS), ANIMAL WELFARE AUDIT (Paraguay)	
Chicken	Local animal welfare certifications such as PAACO/US-RSPE	
Eggs	Humane rearing and friendly rearing (enriched cage)	
Aquatic products	MSC, ASC, BAP	
Packing materials	FSC, PEFC	
Coffee beans	Rainforest Alliance certification, Fair Trade certification	

### Procurement of Sustainably certified Store Supplies

Under the global wave of low-carbon and sustainable development, consumers are paying more and more attention to the environmental impact of product packaging. PCSC focuses on increasing the ratio of sustainable certification in terms of store packaging materials, so as to reduce the harm to the environment caused by the packaging materials. This allows consumers to balance convenience and environmental protection. PCSC has set the procurement standards for certified store supplies, continued to increase the proportion of paper packaging materials used in the stores with the FSC seal, and will gradually swap packaging materials to FSC-certified products for buns, hot dogs and steamed sweet potatoes.



## Achievement and Future Plans

In 2021, the purchase amount of sustainably certified raw materials for PCSC own products reached NT\$623.3 million, accounting for about 8% of certified procurement. Among this, the three major categories of raw materials, including potato, carrot and beef, have reached 90% of sustainably certified procurement respectively. In terms of product sales, PCSC actively increase the number of own products with sustainable certification. In 2021, 100% of iselect refrigerated beverage packaging materials became FSC-certified, and Rainforest Alliance certified coffee is sold in the stores. Revenue from certified products reached NT\$109.8 million. Building on this, PCSC has set a short-term target of more than 9% of sustainable procurement in 2022 and a long-term target of more than 14% by 2030, continuing to increase the proportion of sustainably certified raw materials procurement, as well as replacing regular paper with FSC materials. Looking forward to the future, PCSC will continue to explore more demonstration models of circularity and sustainability as a leader in Taiwan's retail industry, encouraging the suppliers to raise the level of sustainability through supplier commitment documents and incentive systems. PCSC will exert its influence on sustainability as a retailer to drive the overall supply chain to work together, as well as providing consumers with better choices that are friendly to the environment and society.