

# 农夫山泉

農夫山泉股份有限公司

NONGFU SPRING CO., LTD.

(於中華人民共和國註冊成立的股份有限公司)

(A joint stock company incorporated in the People's Republic of China with limited liability)

股份代號 Stock Code : 9633

# 2021

可持續發展報告

SUSTAINABILITY REPORT



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# 關於本報告

## ABOUT THIS REPORT

### 概覽

本報告是農夫山泉股份有限公司(以下簡稱「農夫山泉」、「本公司」、「我們」、「本集團」)發佈的2021年可持續發展報告，如實披露本集團對於股東、客戶、夥伴、員工、環境、社區等重要權益人的履責實踐，以及在環境、社會及管治(以下簡稱「ESG」)方面的表現。本報告涵蓋2021年1月1日至2021年12月31日財務年度(「報告期」)的工作，部分信息追溯以往年度。

### 編製依據

本報告編製遵循香港聯合交易所有限公司(以下簡稱「香港聯交所」)上市規則附錄二十七《環境、社會及管治報告指引》進行編製。

本報告亦參考與回應了摩根士丹利資本國際公司ESG評級(即MSCI ESG評級)、標普道瓊斯可持續發展指數(S&P DJSI)等資本市場ESG指數評級機構所關注議題。

本報告內容是按照一套程序而釐定的。有關程序包括：識別和排列重要的權益人、識別和排列ESG相關重要議題、決定ESG報告的界限、收集相關材料和數據、根據資料編製報告以及對報告中的資料進行檢視等。

### OVERVIEW

This is the 2021 sustainability report (ESG Report) published by Nongfu Spring Co., Ltd. (hereinafter referred to as “Nongfu Spring”, the “Company”, “we” or the “Group”). The report discloses the Group’s responsible practices and environmental, social and governance (“ESG”) performance in relation to our shareholders, customers, partners, employees, the environment, communities, and other key stakeholders. This report covers the financial year from 1 January 2021 to 31 December 2021 (the “reporting period”), with some information backdated to previous years.

### PREPARATION BASIS

This report was prepared in accordance with the *Environmental, Social and Governance Reporting Guide*, as set out in Appendix 27 of the Listing Rules of The Stock Exchange of Hong Kong Limited (“HKEX”).

In addition, this report makes reference and responds to the concerns of capital market ESG index rating agencies, such as Morgan Stanley Capital International ESG Ratings (i.e. MSCI ESG Ratings) and the Dow Jones Sustainability Index (S&P DJSI).

The content of the report was determined in accordance with a set of procedures. The process includes identifying and ranking significant stakeholders and important ESG-related issues, determining the boundaries of the ESG report, collecting relevant materials and data, preparing the report based on the information, and reviewing the information in the report.

### 報告範圍及邊界

本報告中提供之政策及數據涵蓋本公司總部及附屬公司，報告範圍口徑與年報一致。除特殊說明外，報告中涉及的貨幣均為人民幣，涉及強度數據均以本公司2021年合格產品產量數據為分母。

### 資料來源及可靠性保證

本報告的數據和案例主要來源於本集團統計報告和相關文件。公司董事會承諾本報告不存在任何虛假記載、誤導性陳述，並對其內容真實性、準確性和完整性負責。

### 確認及批准

本報告經管理層確認後，於2022年3月28日獲董事會通過。

### REPORT SCOPE AND BOUNDARIES

The policies and data provided in the report cover the Company's head office and subsidiaries, and the scope of the report is consistent with that of the Annual Report. Unless otherwise stated, the currency used in the report is RMB. The intensity data involved are all based on the Company's qualified product output data in 2021 as the denominator.

### SOURCES OF INFORMATION AND ASSURANCE OF RELIABILITY

The data and examples in the report were derived mainly from the Group's statistical reports and relevant documents. The Board of Directors of the Company undertakes that this report does not contain any false records or misleading statements and that it is responsible for the truthfulness, accuracy, and completeness of its contents.

### CONFIRMATION AND APPROVAL

This report was confirmed by management and approved by the Board of Directors on 28 March 2022.

## 董事長致辭

### MESSAGE FROM THE CHAIRMAN

二十五年的深度耕耘，成就了農夫山泉如今的企業高度。2021年，農夫山泉主動選擇將企業發展融入社會前進方向，以更科學高效的方法推動全面可持續建設，力求客觀全面披露可持續發展的戰略、實踐和願景。我們基於自身發展定位，堅持對公司的可持續發展工作進行提升，以增強公司綜合治理能力。我們高度重視品牌建設，在產品研發、員工關懷及價值共享等關鍵領域夯實內功，構建起了行之有效的可持續發展實踐體系，引領中國包裝飲用水及飲料行業高質量發展。

農夫山泉以穩健的治理作為企業運轉的基石。我們恪守各經營所在地不同的法律及法規標準，通過樹立清正廉潔的文化保證企業的長足發展。我們將可持續發展作為運營過程中不可或缺的議題，與利益相關方攜手持續探索企業可持續發展的道路。

農夫山泉認為，水是一種生態文明，什麼樣的水源孕育什麼樣的生命。對於我們賴以生存的自然生態環境，我們心存敬畏，努力減少運營對環境的影響。在國家碳達峰、碳中和戰略的大背景下，我們積極向低碳企業轉型。此外，我們重視氣候變化對我們和對世界帶來的影響，在積極識別氣候變化風險，增強自身應對能力的同時，為應對全球氣候變化貢獻力量。

「天然與健康」是我們對消費者的承諾。我們不斷推陳出新，積極響應國家「三減三健」膳食行動，以匠心精神打造我們的每一款產品，為助力健康中國而不懈努力。同時，我們以安全放心的產品質量為底線，以完善的全生命周期品質管理為消費者手中的每一件產品提供保障。基於對品牌的用心培育，我們將公司理念、自然與人文關懷向公眾進行負責任的宣傳。

Nongfu Spring's current advanced enterprise status was established through 25 years of in-depth cultivation. In 2021, Nongfu Spring decided to integrate enterprise development into social trends and to promote comprehensive sustainable construction in a more scientific and efficient way. We strived to objectively and comprehensively disclose our strategy, practice, and vision of sustainable development. Based on our own development orientation, we continuously improve the Company's performance on sustainable development to enhance its comprehensive governance capabilities. We attach great importance to brand building, consolidating our internal strengths in key areas, such as product R&D, employee care, value sharing, and have built an effective system of sustainable development practice, leading the high-quality development of China's packaged drinking water and beverage industry.

Nongfu Spring has made robust governance as the cornerstone of its operations. We abide by the relevant laws and regulations in each operating location, ensuring sustainable, long-term corporate development by establishing a culture of integrity and honesty. We consider sustainable development as an integral part of our operations, and continuously explore the corporate sustainable path with our stakeholders.

Nongfu Spring believes that water is an ecological civilization. The quality of the water source defines the quality of life. Nongfu Spring maintains a reverence for nature, which we depend on, and is dedicated to reducing the environmental impact of our operations. Under the national backdrop of peak carbon emissions and carbon neutrality strategy, we actively transform the Company into a low-carbon enterprise. We attach great importance to the effects of climate change to us as well as the whole world. By actively identifying climate change risks and enhancing our ability to handle them, we contribute to mitigating global climate change.

“Natural and Healthy” is our commitment to consumers. We continuously introduce new products, actively respond to the national diet goal of “three reduction, three health”, create every product with the spirit of originality and ingeniousness, and have made a relentless effort to achieve healthy China. With safe and secure product quality as the baseline, we ensure the quality of every product delivered to consumers with comprehensive life-cycle quality management. We conduct responsible marketing to promote the Company's philosophy, and natural and humanistic care, based on careful brand cultivation.

員工是農夫山泉的前進之本。我們尊重每一位農夫山泉人，致力於為員工創造平等多元的工作環境，提供健全暢通的發展路徑，搭建全方位的培訓平台。我們建立了完善的員工福利關愛保障體系和職業健康與安全制度，在保障員工健康安全的基礎上增強員工對於農夫山泉的歸屬感。

農夫山泉清楚地意識到作為企業公民擔負的責任和使命。我們利用自身的影響力，通過完善的供應鏈管理體系，積極幫助和引導價值鏈上下游的健康發展。我們秉承「創利、育人、兼濟天下」的願景，給社會溫暖的回饋，通過救助災區、減緩貧困、改善教育、支持公共體育等方式傳遞我們的理念和價值。

未來，農夫山泉會持續踐行創新與質量齊頭並進，基於對產品的執著和追求，全心全意為消費者提供天然健康的放心產品；我們將持續關注生態環境保護議題，為氣候變化和保護環境多樣性不遺餘力進行投入；我們將持續傳遞企業價值，關愛員工、心繫社群，促進全社會良性發展。

最後，本人代表董事會，感謝廣大消費者對農夫山泉的信賴和支持，感謝合作夥伴的幫助和扶持，感謝投資人對農夫山泉的認可，也特別感謝全體農夫人所做出的努力和貢獻！



Nongfu Spring's employees are the foundation of its advancement. We respect every Nongfu Spring's employee and are dedicated to creating an equal and diversified workplace, as well as to providing a holistic training platform, providing our employees with robust and open development paths. We also built a comprehensive benefits and care system and an occupational health and safety system for employees, improving employees' sense of belonging to Nongfu Spring on the basis of ensuring their health and safety.

Nongfu Spring fully recognizes its responsibility and mission as a corporate citizen. We use our influence to help and guide the healthy development of our supply chain, both upstream and downstream, through a sound supply chain management system. We adhere to the vision of "fostering values, nurturing people, and contributing to the world" to give back to society, and deliver our concept and value through our continual efforts to improve people's livelihood, alleviate poverty, and promote education and public sports.

We will continue to promote the dual development of innovation and quality, providing natural, healthy and safe products for consumers. We will continue to protect the environment and spare no effort to help prevent climate change and protect biodiversity. We will continue our dedication to upholding our corporate values, including caring for our employees, showing concern for the community, and fostering the sound development of society.

Finally, on behalf of the Board of Directors, I would like to thank our consumers for their trust and patronage, our partners for their help and support, our investors for their recognition of Nongfu Spring's value, and especially all Nongfu Spring employees for their valued efforts and contributions.

鍾睺睺  
董事長

**Zhong Shanshan**  
Chairman



## 走進農夫山泉 ABOUT NONGFU SPRING

農夫山泉股份有限公司成立於1996年，是中國包裝飲用水及飲料行業的龍頭企業，於2020年9月在香港聯合交易所上市（股票代碼：9633.HK）。企業主營業務包括包裝飲用水和飲料產品的生產與銷售。經過多年的開拓發展，農夫山泉已形成了包裝飲用水、果汁飲料、功能飲料、茶飲料等多元化的產品體系。

二十餘年來，農夫山泉秉持著「天然、健康」的品牌理念，為消費者提供源自大自然的包裝飲用水產品，注重生產環節的質量控制及環境保護，在中國包裝飲用水市場佔有率自2012年以來連續多年保持第一。農夫山泉在全國建立了完善的銷售渠道，同時依託先進的供應鏈管理體系及數據科技提高產品分銷效率。同時，農夫山泉積極挖掘自身品牌價值，通過傳播綠色可持續的水資源開發理念和社會責任關懷，打造具有營銷影響力的優質品牌，面向消費者的良好形象深入人心。

農夫山泉堅持水源地建廠、水源地生產，極具前瞻性地佈局了多處稀缺的優質天然水源。自成立時，農夫山泉在浙江千島湖水源基地進行包裝飲用水生產以來，陸續開發吉林長白山、湖北丹江口、廣東萬綠湖、新疆天山瑪納斯、四川峨眉山、陝西太白山、貴州武陵山、黑龍江大興安嶺、河北霧靈山、福建武夷山共11個水源地，並建設相應的生產基地，為公司的包裝飲用水和飲料提供高品質水源。此外，農夫山泉還在江西、新疆建設種植基地以培養品質優異的臍橙、蘋果等蔬果原料，用於果汁飲料、茶飲料及優質農產品的生產製造。公司現擁有農夫山泉、茶π、東方樹葉、維他命水、尖叫等十餘款系列產品，旗下產品綫發展格局愈發完善。

Established in 1996, Nongfu Spring Co., Ltd. is a leading company of packaged drinking water and beverages in China. The Company was listed on the Main Board of the Hong Kong Stock Exchange in September 2020 (stock code: 9633.HK). The main business of the Company is the production and sales of packaged drinking water and beverage products. After years of expansion and development, we laid out a diversified product matrix of packaged drinking water, juice beverages, functional beverages and tea beverages, etc.

For over 20 years, Nongfu Spring has upheld the concept of “Natural and Healthy” for all our products, providing consumers with packaged drinking water products from nature, and focusing on quality control during the production process and environmental protection. The Company has held the largest market share of packaged drinking water in China for many years since 2012. Nongfu Spring has established complete, reliable sales channels across the country and relies on advanced supply chain management systems and data technology to ensure product distribution efficiency. Nongfu Spring has actively explored its own brand value and has built a high-quality brand with strong marketing by promoting the concept of green and sustainable water resources development and social responsibility. The Company has a strong image among consumers and is deeply rooted in their minds.

Nongfu Spring insists on building its factories at the source of its water supply, and actively identifies and develops many scarce, high-quality natural water sources. Since its establishment and the start of packaged drinking water production at the Thousand-island Lake water source base in Zhejiang, Nongfu Spring has successively developed 11 water sources in total: Mount Changbai in Jilin, Danjiangkou in Hubei, Wanlv Lake in Guangdong, Manas of Mount Tianshan in Xinjiang, Mount Emei in Sichuan, Mount Taibai in Shaanxi, Mount Wuling in Guizhou, Greater Khingan in Heilongjiang, Mount Wuling in Hebei, and Mount Wuyi in Fujian. The Company has built corresponding production bases to provide high-quality water sources for its packaged drinking water and beverages. Nongfu Spring also built plantation in Jiangxi and Xinjiang to cultivate high-quality navel oranges, apples, and other vegetable and fruit raw materials for the production of fruit juice beverages, tea beverages and high-quality agricultural products. At present, the Company has over 10 product series, including Nongfu Spring, Tea π, Oriental Leaf, Vitamin Water, and Scream, resulting in a more and more complete product line.

農夫山泉持續提升自身技術及創新水平，擁有領先的生產裝備、製造管理能力、強大的供應鏈管理能力，並構建了嚴格的質量保障及審計體系，深耕產品配送及地方銷售網絡佈局，保障為消費者持續提供天然健康產品的能力，切實貫徹「大自然的搬運工」的承諾。

公司在2021年開拓創新，相繼發佈多款全新產品以滿足市場需求。推出的新產品涵蓋包裝飲用水（長白雪天然雪山礦泉水、飲用天然山泉水（泡茶用）、牛年生肖紀念典藏版玻璃瓶裝礦泉水）、茶飲料（青柑普洱、玄米茶、桂花烏龍三款東方樹葉新產品，紅茶奶茶、烏龍奶茶、茉莉奶綠等「打」奶茶新產品）、功能飲料（等滲運動飲料、等滲電解質飲料兩款尖叫新產品），還包括春見油柑等口味的蘇打氣泡水飲品，極大豐富了自身產品線格局。

Nongfu Spring has leading production equipment and strong manufacturing management and supply chain management capabilities, and will continuously improving our technology and innovation level. We have also built a strict quality assurance and audit system and cultivated a complete, efficient product distribution and local sales network. By continuing to provide natural and healthy products, we earnestly implement the promise of being a “Porter of Nature”.

The Company continued its pioneering and innovative product-development strategy in 2021, successively introduced a number of new products to satisfy market needs. The new products include packaged drinking water (Changbai Snow Natural Jokul Mineral Water, Drinking natural spring water (for tea brewing), Natural mineral water (glass bottled) for the Year of the Ox (commemorative collection)), tea drinks (three new Oriental Leaf products (Ganpu Tea, Brown Rice Tea and Osmanthus Oolong Tea), Black Milk Tea Drink, Oolong Milk Tea Drink, Jasmine Green Milk Tea Drink, and other new milk tea products), and functional drinks (two new Scream products: isotonic sports drink and isotonic electrolyte drink). Along with its Dekopon Emblic and other flavored sparkling water soda beverages, the Company greatly enriched its product line structure.





農夫山泉銳意進取，用自身優異的表現積極帶動行業健康發展。在2021年，農夫山泉取得了來自國家、社會和行業的多項認可，包括：「國家級綠色供應鏈管理企業」、「國家級綠色工廠(三家旗下工廠)」、「國家級消費品標準化試點項目」、「2021中國製造業企業500強」、「中國質量品牌500強企業」、「全國食品飲料行業質量領先企業」、「全國產品和服務質量誠信示範企業」、「最具影響力綠色企業品牌」。

Nongfu Spring is determined to forge ahead and actively promote the healthy development of the industry with its excellent performance. In 2021, Nongfu Spring won a number of awards from the state, society and industry, including: “National Green Supply Chain Management Enterprise”, “National Green Factory (three subsidiaries)”, “National Consumer Product Standardization Pilot Project”, “2021 China’s Top 500 Manufacturing Enterprises”, “China’s Top 500 Quality Brands”, “National Food and Beverage Industry Quality Leading Enterprise”, “National Product and Service Quality Integrity Model Enterprise”, and “The Most Influential Green Enterprise Brand”.

**主要獎項榮譽：**

**Main awards and honors:**

- ◆ 國家級綠色供應鏈管理企業
- ◆ 國家級綠色工廠(三家旗下工廠)
- ◆ 國家級消費品標準化試點項目
- ◆ 2021中國製造業企業500強
- ◆ 中國質量品牌500強企業
- ◆ 全國食品飲料行業質量領先企業
- ◆ 全國產品和服務質量誠信示範企業
- ◆ 最具影響力綠色企業品牌

- ◆ National Green Supply Chain Management Enterprise
- ◆ National Green Factory (three subsidiaries)
- ◆ National Consumer Product Standardization Pilot Project
- ◆ 2021 China’s Top 500 Manufacturing Enterprises
- ◆ China’s Top 500 Quality Brands
- ◆ National Food and Beverage Industry Quality Leading Enterprise
- ◆ National Product and Service Quality Integrity Model Enterprise
- ◆ The Most Influential Green Enterprise Brand

## 可持續發展概覽

# SUSTAINABLE DEVELOPMENT OVERVIEW

作為國內領先的包裝飲用水飲料企業和負責任企業，農夫山泉在公司戰略制定及日常運營管理中貫徹可持續發展理念。我們規範自身行為，以穩健的治理作為企業發展的基石；我們不斷創新，堅守品質，通過優質的產品將天然健康的理念傳遞給每一位顧客；我們充分意識到企業的發展依賴良好的生態環境，致力於將整個價值鏈對環境的影響降到最低；我們深知員工是企業最寶貴的財富，以人為本，努力給員工提供更好的平台；我們積極投身慈善公益事業，回饋社會，給有需要的人帶來溫暖。

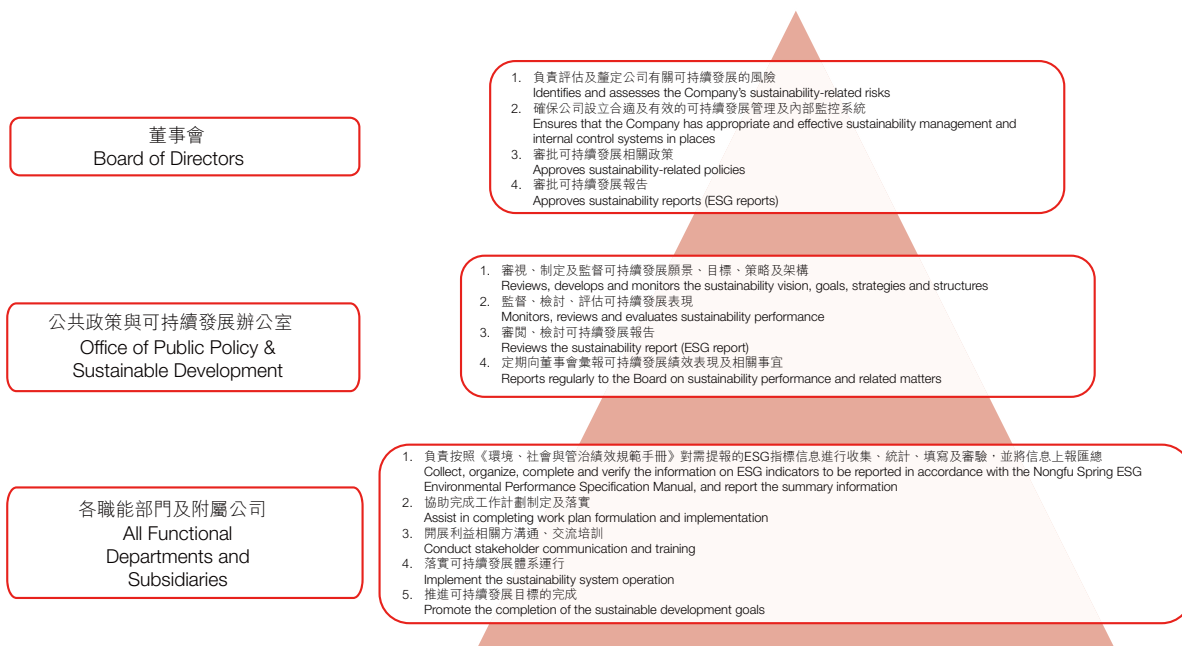
As a leading packaged drinking water and beverage Company in China and a responsible corporation, Nongfu Spring continues to fully integrate ESG into its strategy and daily operations management. We regulate our business and promote corporate development on the basis of robust governance. We are dedicated to innovation, committed to quality, and we deliver the “Natural and Healthy” concept to every customer with quality products. We fully realize that corporate development relies on a sound ecological environment and are determined to minimize the impact of our value chain on the environment. We are keenly aware that employees are our most precious corporate assets and adhere to our people-oriented philosophy. We are committed to providing a better platform for our employees. We actively engage in charity and public welfare to contribute to society and give warmth to those in need.

### ESG治理架構

農夫山泉以董事會作為公司ESG管理的最高領導者，並設立公共政策與可持續發展辦公室，以協助董事會識別並監控公司的ESG風險、制定可持續發展戰略、跟踪ESG表現並披露可持續發展相關資訊。各職能部門和附屬公司作為執行層，負責參與和落實業務運營中環境、社會和管治各層面的工作計劃。

### ESG GOVERNANCE STRUCTURE

Nongfu Spring's Board of Directors leads the Company's ESG management efforts. The Office of Public Policy and Sustainable Development was established to help the Board identify and monitor the Company's ESG risks, formulate sustainable development strategies, track ESG performance, and disclose relevant information about sustainable development. All functional departments and subsidiaries at the execution level are responsible for participating and implementing the work plans related to environmental, social and governance during business operations.



### 農夫山泉ESG管理架構 Nongfu Spring ESG Governance Structure

**董事會聲明**

➤ **董事會肩負總體責任**

作為農夫山泉ESG事宜管理及公開披露的最高責任機構，董事會承擔最終責任。通過舉行定期會議，董事會審議農夫山泉ESG事宜相關風險及重要性，審議並批准公司可持續發展目標，監督並檢討公司ESG事宜相關政策、管理、表現以及目標完成進度，審議並批准公司就ESG相關事宜表現的公開披露。

➤ **日常實施**

執行層面由公共政策與可持續發展辦公室牽頭，指導和監督各職能部門和附屬公司負責人落實可持續發展願景、目標及管理方針等相關工作，從而將可持續發展因素融入到日常運營中，並定期向董事會彙報進程。

➤ **管治和風險**

2021年公共政策與可持續發展辦公室重點開展了針對氣候變化風險的識別、評估、以及目標和戰略制定。董事會審議並批准了針對氣候變化相關的風險與機遇的系統化梳理，以及目標制定和應對措施，並將持續監督目標實施進程並檢討進度。

➤ **重要的ESG議題**

公共政策與可持續發展辦公室舉辦交流活動，與內外部利益相關方保持緊密溝通，識別和評估ESG議題，並釐定識別出議題的重要性和優先排序。董事會審議和批准重大性議題的識別、評估與優先排序，確保公司針對系統化梳理後的ESG議題制定戰略與願景，並納入公司風險管理框架。

**Board of Directors' Statement**

➤ **The Board of Directors Shoulders Overall Responsibility**

As the highest body responsible for Nongfu Spring's ESG management and disclosure, the Board of Directors shoulders the ultimate responsibility. Through regular meetings, the Board of Directors reviews Nongfu Spring's ESG-related risks and their materiality, reviews and approves the Company's sustainable development goals, monitors and reviews the Company's ESG-related policies, management, performance and goal completion progress, and reviews and approves public disclosure regarding the Company's ESG performance.

➤ **Daily Implementation**

The Office of Public Policy and Sustainable Development guides and monitors all functional departments and subsidiaries to implement the relevant works related to the sustainable development vision, goals, and management policies, to incorporate the concept of sustainability into daily operations, and regularly reports to the Board of Directors.

➤ **Governance and Risks**

In 2021, the Office of Public Policy and Sustainable Development focused on the identification, assessment, goal-setting and strategy formulation regarding climate change risks. The Board of Directors reviewed and approved the systematic sorting focused on climate-change-related risks and opportunities, and established the related goals and measures. The Board will continue to monitor the goal implementation process and review the progress.

➤ **Material ESG Issues**

The Office of Public Policy and Sustainable Development organized exchange activities, maintained close communication with internal and external stakeholders, and identified the materiality and ranking of ESG-related issues. The Board of Directors reviewed and approved the identification, assessment, and ranking of materiality issues to ensure that the Company established strategies and visions according to the ESG issues after systematic sorting, and incorporated them into the Company's risk-management framework.

## ESG管理體系

我們制定了一系列包括環境、社會和管治議題的可持續發展公共政策，作為農夫山泉可持續發展的指導性文件。以《可持續發展政策》<sup>1</sup>為總領，在環境議題下制定了《環境氣候變化政策》與《包裝材料可持續發展政策》，從政策層面明確指引了公司在環境及生物多樣性、排放物、氣候變化、資源使用，以及包裝材料的創新、減量、優化和循環利用等方面的工作原則；在社會議題方面，發佈了有關員工僱傭、員工發展、職業健康與安全、供應商健康安全與環境影響、產品責任以及社區投資的政策，細化了政策覆蓋的範圍與實施指示；同時，我們制定和發佈了《反貪污政策》和《舉報政策》，保障公司的合規運行與廉潔管理。這一系列全面而完善的政策體系為引導和推動公司的可持續發展提供了保障，也向價值鏈內合作夥伴提供參考。

同時，我們於報告期內修訂了《環境、社會與管治績效規範手冊》等重要規範文件，對公司及各附屬工廠可持續發展管理及相關信息收集制度進行更新，指引可持續發展工作方向，以全面的管理體系推動本公司的可持續發展治理。

## ESG MANAGEMENT SYSTEM

We formulated a series of sustainable development public policies including ESG issues, which are the guiding documents for Nongfu Spring's sustainable development. Taking the *Sustainable Development Policy*<sup>1</sup> as a general guide, we developed the *Environment and Climate Change Policy* and the *Packaging Material Sustainable Development Policy* under environmental issues. The policies clearly guide the Company's working principles on the environment, biodiversity, emissions, climate change, resource use and related innovation, reduction, optimization, and recycling of packaging materials. Regarding social issues, we published information on talent employment and development, occupational health and safety, supplier health, safety, and environmental impact, product responsibility, and community investment policies, detailing the scope of policy coverage and implementation instructions. We formulated and released the *Anti-corruption Policy* and *Whistleblowing Policy* to ensure compliant operations and clean management. This comprehensive and complete policy system provides a guarantee to guide and promote the Company's sustainable development. It also provides a reference for our partners in the value chain.

We also revised *Environmental, Social and Governance Performance Specification Manual* and other important specification file during the reporting period, updating the sustainable development management and related information collection system for the Company and subsidiaries. This action guided the sustainable development direction, with a comprehensive management system to promote the sustainable development of the Company's governance.



可持續發展政策體系  
Sustainable Development Policy System

<sup>1</sup> 農夫山泉《可持續發展公共政策》 <https://file-cloud.yst.com.cn/website/2021/12/21/2e384fc0d60e4f55a1e123ecb4f87a18.pdf>  
*Sustainable Development Policy* <https://file-cloud.yst.com.cn/website/2021/12/21/40f624774f784ce7a33289431e2cd8b2.pdf>

重大性議題

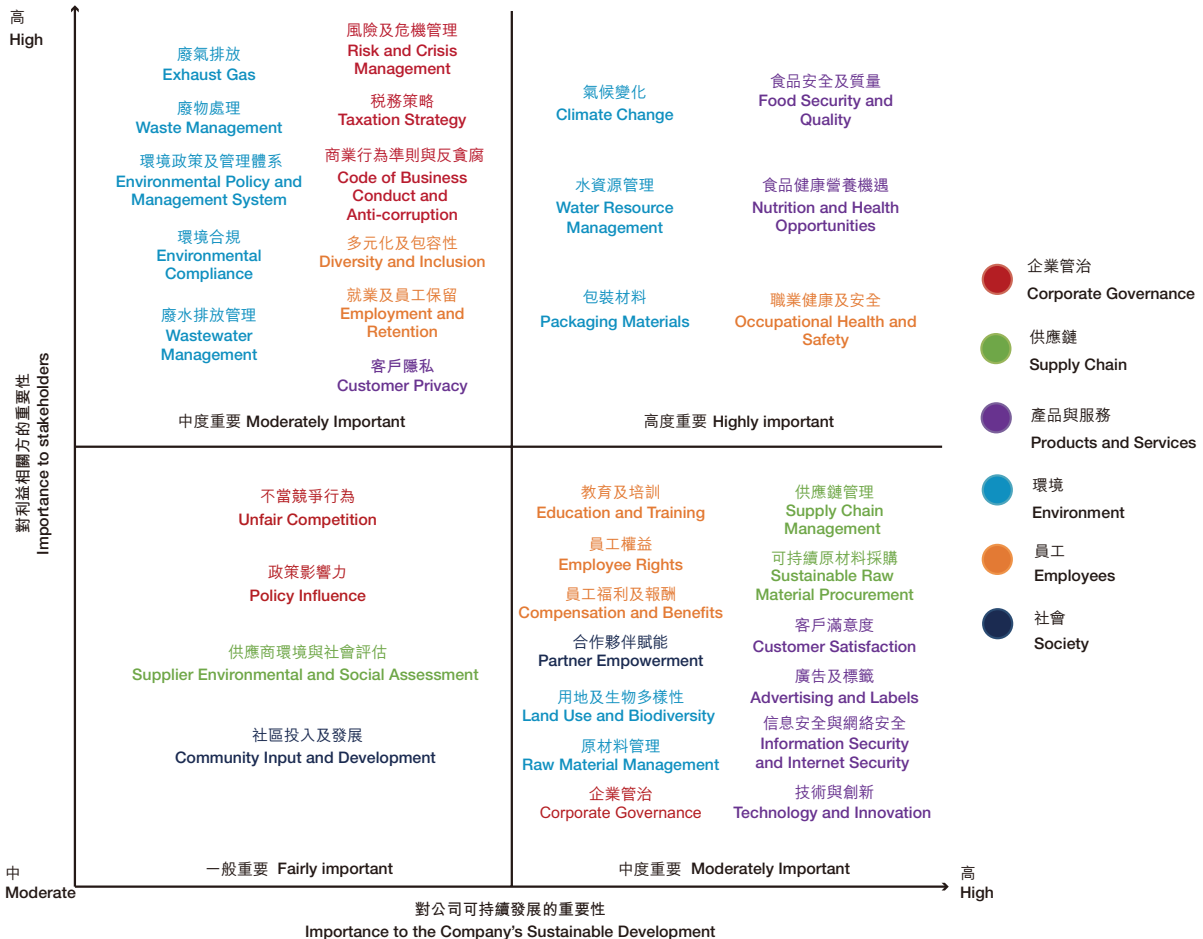
農夫山泉高度重視利益相關方溝通，與重要利益相關方建立了常態化溝通機制，通過全方位了解各方訴求、意見和建議，不斷追求與各權益人共同價值最大化。與我們關係密切的利益相關方包括供應商及商業合作夥伴、經銷商、顧客／消費者、投資者、員工、政府及監管部門、社會組織／媒體等。我們積極與利益相關方就我們的可持續發展表現進行溝通，將利益相關方的關注點和期望作為我們在可持續發展管理決策和日常運營中改善和優化的重點依據。

2021年，由公共政策與可持續發展辦公室牽頭，進一步識別和更新了ESG相關議題。通過訪談、問卷調查、現場拜訪等方式與經銷商、投資者、消費者等外部利益相關方進行了溝通，並結合員工、高級管理層和董事會等內部利益相關方的意見和建議，對ESG相關議題進行了綜合分析和評估，形成了更新的重大性議題矩陣。

MATERIALITY ISSUES

Nongfu Spring attaches great importance to stakeholder communication, established a regular communication mechanism with key stakeholders, and strives to maximize common values with stakeholders by gaining a deeper understanding of their needs, opinions, and advice. Stakeholders who are closely related to us include suppliers and business partners, distributors, customers/consumers, investors, employees, government and regulatory authorities, and social organizations/media. We actively communicate with stakeholders on our ESG performance and make their concerns and expectations the essential basis of the improvement and optimization of our ESG management decision-making process and operations.

In 2021, led by the Office of Public Policy and Sustainable Development, we further identified and updated ESG-related issues. We communicated with external stakeholders, including distributors, investors, and consumers, through interviews, surveys, and site visits. We then integrated the opinions and recommendations of internal stakeholders, including employees, senior management, and the Board of Directors, and conducted an integrated analysis and assessment to form an updated materiality issues matrix, as follows.





根據重大性分析結果，農夫山泉確定了本集團ESG主要關注的方向，並針對識別出的六個高度重要的議題提出了相應的願景。

According to the materiality analysis results, Nongfu Spring identified the main ESG concerns of the Group and put forward the corresponding visions for the six identified material issues.

應對氣候變化

Response to Climate Change



氣候變化帶來的實體和轉型風險對農夫山泉從取水、採購、生產製造到物流運輸及銷售的生產運營全過程都會產生無法忽略的影響。同時，在國家「雙碳」背景下，農夫山泉的低碳轉型迫在眉睫。

The physical and transitional risks from climate change had a non-negligible influence on the Company's production process and operations from water abstraction, procurement and manufacturing to logistics and sales. At the same time, the national pledge of "dual-carbon" goals expedited Nongfu Spring's low-carbon transition.



目標  
Target

20%

相對於2019年，到2030年碳排放強度下降20%，綜合能耗強度下降20%。

Compared to 2019, the Company's carbon emissions intensity in 2030 will fall by 20%, and integrated energy consumption intensity will fall by 20%.



2021年進度  
Progress in 2021

9.6%

相對於2019年，2021年碳排放強度下降9.6%，綜合能耗強度下降4.1%。

Compared to 2019, the carbon emission intensity in 2021 fell by 9.6%, and integrated energy consumption intensity fell by 4.1%.

水資源管理

Water Resource Management



對於飲料行業，水資源保護是業務經營的基礎和生存發展的根本。在淡水資源存量持續下降的壓力下，發生水資源危機的可能性提升。為了應對水壓力問題對公司業務的影響，對水資源進行綜合管理，提升用水效率對公司可持續運營具有戰略性意義。

Water resource management is the foundation of our business operations, and the survival and development of the beverage industry. Pressure from the gradually decreasing freshwater reserves has increased the possibility of a water resource crisis. To respond to the impact on the Company's business exerted by water resource pressure, we implemented water resource management, as enhancing water use efficiency is of strategic importance to the Company's sustainable operations.



目標  
Target

20%

相對於2020年，到2030年用水強度下降20%。

Compared to 2020, the water use intensity in 2030 will fall by 20%.



2021年進度  
Progress in 2021

13.2%

相對於2020年，2021年用水強度下降13.2%。

Compared to 2020, water use intensity in 2021 fell by 13.2%.

包裝材料管理

Packaging Materials Management



產品和物流環節的包材對在保證產品質量的同時也對環境造成巨大壓力。可持續的消費和生產意味著用更少的資源做更多、更好的事，從而減少對自然資源的過度依賴和減緩環境退化。包材的減量化、優化與回收循環也可以帶來潛在的創新機遇，助力公司向低碳和綠色經濟過渡。

The packaging materials used for our products and in the logistics process ensure product quality but also create immense environmental pressure. Sustainable consumption and production imply doing more and better things by using fewer resources to reduce over-reliance on natural resources and alleviate environmental degradation. The reduction, optimization, and recycling of packaging materials can also create potential innovative opportunities to help the Company transition to a green, low-carbon economy.



目標  
Target

100%

2025年水和飲料塑料包裝100%可回收／可重複使用／可用作堆肥。

By 2025, 100% of our plastic packaging for water and beverages products will be recyclable, reusable or compostable.



2021年進度  
Progress in 2021

99%

2021年水和飲料可回收塑料包裝材料佔比99%。

In 2021, 99% of our plastic packaging materials for water and beverages products were recyclable.

營養健康機遇

Nutrition and Health Opportunities



確保健康的生活方式，促進各年齡段所有人的福祉對可持續發展至關重要。對營養健康的關注不僅是日益增長的市場需求，也是我們對消費者和營養健康社會問題的重視。營養健康機遇關係到公司的未來產品定位、競爭力和責任感，也與公司「天然，健康」的品牌定位相契合。

Ensuring a healthy lifestyle and promoting the wellbeing of everyone regardless of age, is of critical importance for sustainable development. Concern about nutrition and health has increased market demand and our focus on nutrition and health for consumers. The Company's future produce positions, competitiveness, and responsibility will create nutrition and health opportunities, which matches our "natural and healthy" brand position.



目標  
Target

低糖／低鈉／低脂  
Low-sugar/Low sodium/Low-fat

在每一個產品中體現「天然、健康」的理念，將健康科學飲食理念和當今社會健康問題結合到產品研發的考量當中，重視產品低鈉、低糖、低脂、減量化。

The "natural and healthy" concept is represented in every product. We incorporate scientific concepts of a healthy diet into the consideration of product R&D, and attach importance to low-sodium, low-sugar, low-fat, and small sized products.



2021年進度  
Progress in 2021

85%以上  
Over 85%

- 無糖／低糖、無鈉／低鈉、無脂肪／低脂產品銷售重量佔比：85%以上。
- 增加營養成分的產品銷售重量佔比：10%以上。
- Sugar-free/low sugar, sodium-free/low-sodium, fat-free/low fat products sales weight percentage: over 85%.
- Products with enhanced nutrition content sales weight percentage: over 10%.

健康與安全

Health and Safety



體面的工作和良好的工作環境是基本社會契約，也是實現經濟穩步增長的保障。在農夫山泉，為員工提供健康安全的工作環境是對員工權益最基本的保證。同時，完善的安全生產管理體系和措施也保證了產品質量，降低企業風險。

Providing safe, decent work conditions is as basic part of our social contract to achieve a steady increase in the economy. At Nongfu Spring, we believe that providing a safe, healthy workplace is the most basic guarantee of employees' rights and interests. A comprehensive, safe production management system and measures ensure product quality and reduce enterprise risks.



目標  
Target

全覆蓋  
**Full Coverage**

持續優化安全管理體系，2025年底前實現職業健康管理體系認證全覆蓋。

Continue to optimize the safety management system and achieve full coverage of occupational health system certification before the end of 2025.



2021年進度  
Progress in 2021

6個  
**6 Factories**

截至2021年底共有6個工廠通過ISO 45001職業健康管理體系認證。

As at the end of 2021, six of our factories had obtained ISO 45001 Occupational Health System Certification.

食品安全與質量

Food Safety and Quality



食品的安全與質量關係到消費者的健康與安全，也是企業誠信和聲譽最基本的支撐，是企業社會責任感最廣泛和有效的體現。嚴格的質量保障體系是農夫山泉多年來不斷發展的重要推動力。向消費者提供質量上乘的產品與服務也是公司一直努力的方向。

Food safety and quality are related to the health and safety of consumers, are the most basic foundations of enterprise integrity and reputations, and are the the most prevalent and effective reflection of the enterprise's social responsibility. The rigorous quality assurance system is an important driving force of Nongfu Spring's continuous development for years. It is also the Company's direction of efforts to provide consumers with excellent products and services.



目標  
Target

100%

- 國家抽檢合格率100%
- 第三方體系審核獲證率100%
- 食品安全品質事件發生導致的召回事件為零
- 持續推動ISO 9001與ISO 22000認證
- 100% national sample testing pass rate
- 100% certification rate of third-party system audits
- Zero recall due to food safety or quality incidents
- Continues to promote ISO 9001 and ISO 22000 certification



2021年進度  
Progress in 2021

100%

- 全年國家抽檢合格率達到100%
- 第三方體系審核獲證達到100%
- 獲得ISO 9001 質量管理體系認證公司佔比：100%
- 獲得ISO 22000 食品安全管理體系(或HACCP)認證公司佔比：100%
- 零起因產品安全與質量問題發生的召回事件
- 100% annual national sample testing pass rate
- 100% certification in third-party system audit
- 100% of companies obtained ISO 9001 quality management system certification
- 100% of companies obtained ISO 22000 food safety management system (or HACCP) certification
- Zero recall due to product safety or quality issues

# 穩健的治理

## ROBUST GOVERNANCE

### 風險管理

#### Risk management

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針對識別出的高風險項開展了責任營銷等多個專項合規審計，為風險管理查漏補缺。  
Towards identified high-risk matters, we launched a number of targeted compliance audits including responsible marketing, detecting deficiencies and filling in gaps in risk management.

### 清正廉潔

#### Integrity and Honesty

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全體員工100%簽署《農夫山泉員工商業行為準則》。  
All employees signed the *Code of Business Conduct for Employees of Nongfu Spring*.



反貪腐培訓100%覆蓋了包含董事會成員在內的全體員工，反貪腐培訓時長共計66,319小時。  
Anti-corruption training covered all employees, including the members of the Board, resulting in 66,319 hours of training in total.



對1,500餘家經銷商進行了《反商業賄賂與欺詐互相監督守則》執行情況現場審核和宣導，落實廉潔要求。  
We conducted on-site audits and promoted the execution of the *Anti-Bribery and Fraud Mutual Supervision Code* for over 1,500 distributors to implement the requirements of integrity and honesty.

### 風險管理

農夫山泉意識到完善的風險管理對於保障企業穩健、持續和健康發展的重要性，針對公司經營活動中與實現內部控制目標相關的風險建立了完善的風險管理體系，保障對企業內部與外部風險的識別、評估、防範和管控有全面的管理制度支撐和管治架構支持。同時通過構建風險文化，開展風險培訓，加強管理層和員工的風險意識，將風險管理制度落實到日常運營中。

### RISK MANAGEMENT

Nongfu Spring realizes the importance of comprehensive risk management to ensure robust, continuous, and healthy development of the Company, and established a comprehensive risk management system focusing on the risks in business activities related to the Company's internal control goals. The system and governance structure also laid the foundation and supported the identification, assessment, prevention, and control of the company's internal and external risks. To embed the risk management system into daily operation, we built risk culture, held risk-related training and strengthened the risk awareness of management and employees.



### 風險管理體系

根據中國法律法規和聯交所上市規則的規定，參照COSO企業風險管理框架的指引，並根據本公司實際情況，我們設置了完善的風險管理架構，由董事會負責審議公司風險管理重大事項；公司高級管理層負責制訂風險管理制度、審定各部門風險管理職責，並研究和確定公司重大風險事項的應對預案；各業務和職能部門負責履行風險管理職能，執行具體的風險管理措施；審計稽查中心對公司風險應對措施執行有效性和風險管理相關工作進行檢查，定期向高級管理層和審計委員會報告。

公司以《農夫山泉風險管理制度》、《內部審計稽查制度》、《審計項目管理辦法》為制度支撐，搭建了有效和完備的風險管控流程。我們對戰略、財務、市場、運營和法律方面的內部與外部風險進行識別，並根據收集的信息建立和完善風險數據庫。按照識別出的風險發生的可能性、影響後果以及其程度的不同，對風險進行分類分析和評估，並結合分類評估情況和風險承受能力確定風險應對策略，制定有針對性的風險管理舉措。

我們構建了風險文化，調動全公司進行風險管控，以保障公司的長遠發展。以公司各部門為第一道風險防綫，按照風險管理標準，制定風險控制措施，納入日常管控；董事會辦公室和管理層為第二道防綫，協助和監督第一道防綫實施風險管理制度，及時反饋風險控制缺陷和漏洞；審計稽查中心、法務部、審計委員會及監事會為第三道防綫，通過全面的風險監控和審計，幫助評判公司風險管控措施的有效性，改進公司的風險管理、內部監控和治理流程。

### Risk Management System

In accordance with laws and regulations of China and the listing rules of the HKEX, with reference to the guidelines of the COSO Corporate Risk Management Framework and the actual situation of the Company, we established a comprehensive risk management structure. The Board is responsible for reviewing the Company's material risk-management issues. Senior Management is responsible for establishing the risk-management system, reviewing the risk-management responsibilities of all departments, and researching and determining the Company's response plan for major risk events. All business and functional departments are responsible for performing risk-management functions and executing specific risk-management measures. The Audit and Inspection Center is responsible for inspecting the effectiveness of the Company's risk response measures and the related work of risk management, and reporting to the Senior Management and Audit committee regularly.

The Company is guided by the *Nongfu Spring Risk Management Policy*, the *Internal Audit Policy* and the *Audit Project Management Measures*, and established an effective and comprehensive risk-management process. We identify internal and external risks in strategic, financial, marketing, operational and legal areas, and establish and improve our risk databases based on the information collected. We classified and performed analysis and assessment on risks according to their probabilities of occurrence and extents of impact and consequence. We then determine risk response strategies and develop targeted risk-management measures taking into account the classification and assessment as well as risk tolerance level.

We established a risk culture and encouraged the whole Company to carry out risk management and control to ensure long-term development of the Company. We made all departments of the Company the first line of risk defense, developed risk-control measures in accordance with risk management standards, and incorporated them into our daily management and control. The Board and management are the second line of defense, assisting and supervising the risk-management implementation of the first line of defense, and providing timely feedback on risk-control deficiencies and loopholes. The Audit and Inspection Center, the Legal Department, the Audit Committee, and the Supervisory Committee are the third line of defense. Through comprehensive risk monitoring and auditing, they help to judge the effectiveness of the Company's risk-management and control measures and improve the Company's risk management, internal controls, and governance processes.

**人力日常風險防患****Human Resource daily risk prevention**

人力資源部門定期針對日常工作中頻繁處理的事務、容易出現紕漏的節點，進行全方面的健康度檢查，例如入職空窗期、員工入轉調、勞務外包管理等合法合規性檢查，建立工廠交叉檢查、季度複盤、專項審計、員工監督等多種方式，保障員工權益，防範人力資源風險，持續提升效能。

The Human Resources department regularly conducts all-round health checks for frequently handled transactions in daily work and nodes that are prone to errors, such as job opening period, employee transfer, labor outsourcing management and other legal compliance checks, and creates cross-factory inspection, quarterly review, special audit, employee supervision and various methods, to protect employees' rights and interests, prevent human resources risk, and continuously improve efficiency.

**產品開發風險評估****Product development risk assessment**

產品研發部門針對產品開發全周期的風險，通過嚴格的項目評審，從項目的預研、立項、實施、上市、結題整個生命周期的每一個環節都在管理辦法中納入了風險評估。

The Product R&D Department established an entire lifecycle risk assessment procedure for product development, incorporating every stage in the entire product life cycle in risk assessment including project pre-research, project establishment, implementation, product launch, and conclusion.

2021年，本公司在延續全方位的第一、二道防線風險管理的基礎上，進一步加強了第三道風險防線力量。我們出台了《2021年審計部榮譽激勵方案》和《員工崗位專業技能提升方案》，針對審計人員的內外部培訓、證書及職稱考試提供獎勵和支持，重點聚焦提升審計人員對於重大風險和內控缺陷的識別和改善，更好地發揮第三道防線作用。

In 2021, while continuing the comprehensive risk management of the first and second lines of defense, the Company further built up the strength of the third line of risk defense. We issued the *2021 Audit Department Honor Incentive Plan* and the *Professional Skills Improvement Plan for Employees* to provide incentives and support for auditors' internal and external training, certification, and professional title examinations. The incentives focus on improving auditors' capabilities of identifying and improving on material risks and internal control deficiencies, so as to play a more effective role as the third line of defense.

報告期內，針對風險議題，我們進行了以下針對性的專項合規審計，為風險管控制查漏補缺，有效推動了公司針對識別出的風險項進行流程優化和提升。

During the reporting period, we conducted the following targeted compliance audits in response to the risks identified which checked and filled gaps, and effectively promoted the Company to optimize processes and improve management against identified risks.

#### 自媒體內容專項審計 Social Media Content Targeted Audit

- 針對自媒體賬號管理風險和內容合規風險，我們對自媒體內容進行了專項審計，優化了自媒體管理制度和流程，降低自媒體賬號合規風險。  
Targeting social media account management risk and content compliance risk, we conducted a targeted audit of social media content, optimized social media management system and processes, and reduced social media account compliance risks.

#### 媒體投放專項審計 Media Placement Targeted Audit

- 對合規營銷、產品標識、肖像侵權等風險開展了媒介投放專項審計，對投放在公交、地鐵、牆體、樓宇、電視等廣告的合規性進行了檢查，梳理並完善了媒介投放流程。  
We conducted a targeted audit of media placement risks, such as compliance marketing, product labelling, and portrait infringement. We carried out inspections of the compliance of ads placed on buses, subways, walls, buildings, and TV, and sorted out and improved the media placement process.

#### 電池和班車專項審計 Battery and Shuttle Targeted Audit

- 結合社會安全事故案例和公司生產模式，開展了對電池和班車安全的專項審計排查，降低了安全事故的風險。  
Taking into account the safety accident cases in the society and the Company's production model, we undertook targeted audits on battery and shuttle safety to reduce risks of accidents.

#### 工廠員工職業健康安全審計 Factory Employees' Occupational Health and Safety Targeted Audit

- 針對工廠員工的職業健康安全風險項，審計部門對工廠各級安全管理第一責任人進行了安全責任審計，明確並落實了生產經營負責人對安全生產工作的責任項。  
Regarding occupational health and safety risks of factory employees, the Audit Department conducted a safety responsibility audit of the first responsible person of safety management at all levels of the factory, and clarified the responsibilities of the production and operation personnel in charge of safety.

為增強公司風險防範意識和力量，規範各部門員工風險管理行為，我們積極開展風險培訓。報告期內，為降低產品研發階段質量與安全的風險，我們針對研發人員開展了原料合規使用的風險培訓；為減少市場合規風險，針對市場、銷售和品牌部門開展了合規營銷培訓；為控制聲譽和品牌風險，針對公關和市場部門開展了市場輿論與公關培訓；為降低公司管治與合規風險，開展了覆蓋全員工的反貪腐教育和知識產權風險防控培訓。

## 清正廉潔

樹立清正廉潔的企業文化，建立有效的反腐敗制度對農夫山泉的長遠健康發展有決定性意義。腐敗和不正當商業行為會給公司造成經濟財產損失，帶來法律和信譽風險。農夫山泉將清正廉潔貫穿於從內部管理到外部合作的一切商業行為，致力於為營造和諧健康的商業社會環境做出貢獻。

## 廉潔管理

我們搭建了完善的廉潔管理治理架構，在管理層面設有審計稽查中心對各類舞弊、違規問題進行調查。我們按照法律法規的要求制定了《農夫山泉員工商業行為準則》、《反貪污政策》等內部政策，在其中明確了對全體員工、供應商、經銷商以及相關合作夥伴的廉潔要求，要求遵守商業道德，杜絕賄賂、貪腐、欺詐、壟斷、洗黑錢和不正当競爭等行為。

To enhance the Company's awareness and strength of risk prevention, and regulate the risk-management behaviors of employees in all departments, we actively carry out risk-related training. During the reporting period, to reduce quality and safety risks of product in the development stage, we carried out risk training for R&D personnel on the compliant use of raw materials. To reduce market compliance risks, we carried out marketing compliance training for the Marketing, Sales, and Branding departments. To control reputational and branding risks, we provided public opinion and public relations training targeting the Public Relations and Marketing departments. To reduce the Company's governance and compliance risks, we provided anti-corruption education and intellectual property risk prevention and control training covering all employees.

## INTEGRITY AND HONESTY

Establishing a clean and honest corporate culture and an effective anti-corruption system is of decisive significance for healthy and long-term development of Nongfu Spring. Corruption and unfair business practices can cause financial damage to the Company, as well as legal and reputational risks. Nongfu Spring ensures that integrity and honesty are an integral part of all business behaviors from internal management to external cooperation, and is committed to contributing to the creation of a harmonious and healthy business social environment.

## Integrity Management

We established a comprehensive integrity management and governance structure and set up an Audit and Inspection Center at the management level to investigate various types of fraud and violations. In accordance with the requirements of the laws and regulations, we formulated internal policies including the *Code of Business Conduct for Employees of Nongfu Spring* and the *Anti-Corruption Policy*, which clarify the integrity requirements for all employees, suppliers, distributors and related partners, requiring compliance with commercial ethics and prevention of bribery, corruption, fraud, monopolies, money laundering, and unfair competition.

每位員工都是公司誠信文化價值觀的守護者和踐行者，我們在入職時會要求每一位員工閱讀和簽署《廉潔自律承諾書》和《員工告知函》，倡導廉潔自律行為並告知公司廉潔管理制度和違反後果。報告期內，我們通過推進信用體系的建設進一步完善了反貪腐管理體系，從招聘入職、在職教育、規章制度、績效晉升、舞弊調查、員工信用檔案建立、合作夥伴資信評價、反舞弊聯盟誠信檔案和司法懲戒宣教全方面提升了公司信用體系管理。為督促商業行為準則和反貪腐政策的落實，我們每年對職能部門、大區、工廠開展審計工作，對審計過程中發現的違規行為及時調查和處理。

我們每年對董事會成員、管理層、全體僱員（包括全職和兼職）、經銷商以及供應商進行商業道德及反貪腐培訓。我們的廉潔要求同時也覆蓋供應商、經銷商和其他合作夥伴，在與其簽訂合同時同步簽署並要求遵守《反商業賄賂與欺詐互相監督守則》，其中明確規定了雙方所屬工作人員在合作過程中要堅決杜絕的不正當行為以及違反的後果。為確保廉潔要求在合作過程中全程貫徹落實，我們每季度通過郵件、短信等方式向經銷商、物流商、供應商等推送《業務合作夥伴廉潔告知函》，宣傳廉潔合作要求，並暢通舉報渠道。此外，我們在2021年對1,500餘家經銷商進行了《反商業賄賂與欺詐互相監督守則》執行情況現場審核和宣導，深入溝通與落實廉潔要求。

報告期內，農夫山泉未發生嚴重貪污賄賂案件。

Every employee is a guardian and practitioner of the Company's integrity culture. We require every employee to read and sign the *Commitment to Integrity and Self-discipline* and the *Letter of Information to Employees* when starting to work for the Company, in an effort to advocate honest and self-disciplined behavior and inform them of the Company's integrity management system and the consequences of violations. During the reporting period, we improved the anti-corruption management system by promoting the construction of a credit system in various aspects including recruitment, on-the-job education, rules and regulations, performance evaluation and promotion, fraud investigation, establishment of employee credit files, partner credit evaluation, anti-fraud alliance archiving, and judicial punishment education, which improved the management of the Company's credit system in all respects. To supervise the implementation of the business code of conduct and *Anti-Corruption Policy*, we conduct annual audits of our functional departments, regions, and factories, and promptly investigate and handle any violations found during the audit.

We conduct business ethics and anti-corruption training annually for Board members, management, all employees (both full- and part-time), distributors, and suppliers. Our integrity requirements also cover suppliers, distributors, and other partners. When signing contracts with them, we require them to sign and pledge compliance with the *Anti-Bribery and Fraud Mutual Supervision Code*, which clearly stipulates that the staff of both parties must resolutely put an end to any improper behavior in the cooperation process and states the consequences of violations. To ensure that the integrity requirements are fully implemented in the cooperation process, we send a *Letter of Information Regarding Integrity to Business Partners* quarterly to all our business partners, including distributors, logistics providers, and suppliers through emails, text messages, etc. to promote the integrity requirements and ensure unimpeded reporting channels. In 2021, we conducted on-site audits and publicity for more than 1,500 distributors on the implementation of the *Anti-Bribery and Fraud Mutual Supervision Code*, and conducted in-depth communication regarding implementation of the integrity requirements.

During the reporting period, Nongfu Spring had no serious corruption or bribery cases.



報告期內，各職級員工受到反貪污培訓的績效表現如下：

During the reporting period, the anti-corruption training record of employees at all levels is as follows:

	受訓人次 Participants Trained	受訓比例 Proportion Trained	受訓時長(小時) Hours Trained
董事會 Board of Directors	9	100%	27
管理層 Management	2,452	100%	3,548
員工 Employees	49,135	100%	62,744

#### 舉報及調查

農夫山泉制定並公佈了《舉報政策》，鼓勵員工揭發公司內外可能存在的欺詐、貪腐、賄賂以及重大舞弊行為，對員工、合作夥伴和利益相關者提供了舉報途徑與流程指引。此外，在與供應商、經銷商等合作夥伴簽訂的《反商業賄賂與欺詐互相監督守則》以及季度推送的《業務合作夥伴廉潔告知函》中，也都明確指引了針對舞弊、違規行為的舉報方式。我們將舉報信息以多種途徑公開，為員工、合作夥伴以及利益相關者提供全面的舉報指引，保障舉報途徑的暢通，以及廣泛的面向性。

2021年，我們在公司內部辦公平台新增了內部舉報渠道，使得內部員工舉報變得更為便捷，也讓反舞弊工作融入到日常，鞏固員工的反腐敗意識。同時，我們在反舞弊聯盟內公示了監督舉報方式，誠邀社會各界對我們進行監督，展現公司的責任感與透明度。

#### Whistleblowing and Investigations

Nongfu Spring formulated and announced a *Whistleblowing Policy*, which encourages employees to report fraud, corruption, bribery, and major fraudulent behaviors that may exist inside or outside the Company, and provides reporting channels and process guidelines for employees, partners, and stakeholders. The *Anti-Bribery and Fraud Mutual Supervision Code*, signed with suppliers, distributors, and other partners, along with the *Letter of Information Regarding Integrity to Business Partners* sent quarterly clearly guide the way to report fraud and violations. We disclose reporting information in various ways and provide comprehensive reporting guidelines for employees, partners, and stakeholders to ensure uninterrupted reporting channels and a wide exposure.

In 2021, we added an internal reporting channel on the Company's internal office platform, which made it more convenient for internal employees to report and also integrate anti-fraud work into their daily routine to reinforce employees' anti-corruption awareness. We also announced the method of supervision and reporting in the *China Enterprise Anti-Fraud Alliance*, and sincerely invited all sectors of society to supervise us, demonstrating the Company's sense of responsibility and transparency.

**舉報渠道：** 公開的舉報渠道包括電話、郵箱、郵寄地址等，內部員工及合作夥伴也可通過企業微信中的「審計直通車」板塊舉報違反廉潔自律、舞弊等行為，公司內部網站也專設了員工內部舉報渠道。

**Reporting channels:** Internal employees and partners can report violations of integrity and fraud through the “Audit Direct” section in the corporate WeChat channel, in addition to public channels like hotline, email and correspondence addresses. The company’s internal website also has a dedicated reporting channel for employees.

**舉報處理流程：**

**Process:**



農夫山泉在《舉報政策》中明確了舉報人保護機制。我們要求在舉報調查過程中不得暴露舉報人身份、不得出示舉報材料以及向調查組以外的人員透露調查內容或工作安排。在因調查採取法律程序而必須透露舉報人身份等特殊情況下，我們也將保障舉報人的合法權益。同時，我們絕不允許任何單位和個人以任何藉口打擊報復舉報人。公司在《員工獎懲管理辦法》中規定，一旦發現並查實對舉報人進行打擊報復者，公司將給予嚴肅處理。

Nongfu Spring set up a whistleblower protection mechanism in the *Whistleblowing Policy*. We require that the identity of the whistleblower not be revealed, that the reporting materials not be presented, and that the contents of the investigation or work arrangements not be disclosed to personnel beyond the investigation team during the investigation. We protect the legitimate rights and interests of the whistleblower under special circumstances, such as the need to disclose the identity of the whistleblower due to legal procedures for investigation. We will never allow any group or individual to retaliate against a whistleblower under any pretext. The Company stipulates in the *Staff Rewards and Punishments Management Measures* that anyone found and verified to have retaliated against a whistleblower will be dealt with seriously.

# 健康的保障

## HEALTH PROTECTION

### 天然與健康

#### Natural and Healthy

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產品均秉持「天然，健康」理念開發，本公司可聲稱無糖／低糖、無鈉／低鈉、無脂肪／低脂的產品銷售重量佔比達85%以上。

Products of Nongfu Spring are developed with the “natural and healthy” concept. Products that are sugar-free or low-sugar, sodium-free or low-sodium, or fat-free or low-fat reached over 85% of total sales by weight during the reporting period.

### 研發與創新

#### R&D and Innovation

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在國內首創「等滲」專業運動飲料新品類，通過科學配方與工藝，建立產品行業標準，樹立運動補水新標杆。

The first company to introduce the new category of isotonic professional functional drink products in China. Through scientific formulas and processes, we established product industry standards and set up a new benchmark for sports hydration.



報告期內持有國內有效專利數量279件。

Number of valid national patents held in the reporting period: 279.

### 安全與質量

#### Safety and Quality

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全年國家抽檢合格率達到100%。

ISO 9001、ISO 22000(或HACCP)體系認證覆蓋率達到100%。

The passing rate of the national sampling test reached 100% for the whole year.  
ISO 9001, ISO 22000 (or HACCP) System Certification coverage reached 100%.



0起因產品安全與質量問題發生的召回事件。

0 recalls due to product safety or quality issues.

責任與服務

Responsibility and Services



全年累計開展消費者水源地尋源345場，總參觀接待超280,000人次。

345 consumers water source trips were carried out throughout the year, and the total visitors were over 280,000.



合規營銷培訓經銷商3,919人次，上線學習課程總計128門。

3,919 compliant marketing training were taken for the distributors. 128 courses have been launched.



全年投訴率較上年下降10%，且投訴處理率達100%，消費者滿意度為98%。

Compliant rate decreased by 10% compared with the previous year, and the complaint handling rate reached 100%, with 98% customer satisfaction rate.



## 天然與健康

對於農夫山泉來說，天然和健康是產品全生命週期秉持的一貫原則。我們竭誠為生命健康提供產品與服務，並將農夫山泉的理念傳遞給社會，喚醒消費者對於「天然、健康」的渴望。

### 產品理念

農夫山泉致力於向消費者提供高質量的產品，堅守「每一滴農夫山泉都有它的源頭」的承諾，持續踐行「天然、健康」產品理念與戰略。我們承諾在產品開發之初就不使用轉基因作物，並在產品開發過程中秉持低糖、低鈉、低脂的原則，不斷開發天然健康的產品。

本公司積極響應國家「三減三健」膳食行動<sup>2</sup>、《健康中國行動(2019-2030年)》等政策號召，結合政策中對於健康、合理膳食的要求，開發天然與健康的產品。我們制定了《產品開發項目管理辦法》、《產品研發中心績效考核及激勵管理辦法》等制度，並在報告期內完善制度內容，從人員職責、產品立項、上市前風險評估等方面，加強了產品的合規管理。

## NATURAL AND HEALTHY

For Nongfu Spring, “natural and healthy” is a consistent principle for the entire life cycle of products. We wholeheartedly provide products and services for life and health, and convey the concept of Nongfu Spring to consumers to awaken their desire for “natural and healthy” products.

### Product Concept

Nongfu Spring is committed to providing consumers with high-quality products, adhering to the promise of “every drop of Nongfu Spring drinks has its natural source”, and continuously practicing the product concept and strategy of “natural and healthy”. We pledge not to use genetically modified crops from the beginning of product development, adhere to the principles of low-sugar, low-sodium, and low-fat during product development, and continuously develop natural and healthy products.

The Company actively responds to the national “three reductions and three health”<sup>2</sup> dietary action, *Healthy China (2019-2030)*, and other policy calls, develops natural and healthy products in corresponding with the requirements for healthy and reasonable diet in the policies. We formulated the *Product Development Project Management Measures, Product R&D Center Performance Assessment and Incentive Management Measures* and other systems, and improved the content of the system during the reporting period by strengthening product compliance management in terms of personnel responsibilities, product project approval, pre-market risk assessment and other aspects.



### 「天然與健康」理念貫徹項目開發流程與評審機制

## The “Natural and Healthy” Concept is Carried Through the Project Development Process and Assessment Systems

<sup>2</sup> 「三減三健」：減鹽、減油、減糖、健康口腔、健康體重、健康骨骼。

“Three reductions and three health”: reducing salt, oil and sugar, and ensuring a healthy oral cavity, weight and bones.



天然健康的產品

農夫山泉始終堅持「天然、健康」的品牌理念，並將其注入產品開發、生產、上市的各個階段，以「天然」資源為主要原料，在「健康」功能方向上不斷推陳出新。公司已經形成了多元化產品矩陣，除包裝飲用水外，已經佈局茶飲料、功能飲料、果汁飲料、咖啡飲料、農產品等品類。我們還持續優化產品及工藝，確保產品低糖、低鈉、低脂、少添加人造成分的同時，適時提升或加強產品營養健康屬性，並結合市場需求，為消費者提供小包裝飲料，同時控制農產品種植過程中化肥的使用，佈局有機產品。

Natural and Healthy Products

Nongfu Spring has always adhered to the “natural and healthy” brand concept, and injected it into all stages of product development, production and launching, using “natural” resources as the main raw materials, and constantly innovating in the direction of “healthy” functions. The Company has laid out a diversified product matrix of tea, functional drinks, juice, coffee, agricultural products, and other categories, in addition to packaged drinking water. We also continue to optimize our products and processes to ensure that our products are low-sugar, low-sodium, and low-fat, with as few artificial ingredients as possible, while enhancing and strengthening the nutritional and health attributes of our products in a timely manner. We also provide consumers with small packaged beverages based on market demand, while controlling the use of chemical fertilizers in the process of planting agricultural products to produce organic products.



天然健康的產品示例

Natural and Healthy Products Example

減糖  
(低糖或不含糖)  
Sugar reduction  
(low-sugar or sugar-free)



減脂  
(低脂或不含脂)  
Fat reduction  
(low-fat or fat-free)



減鈉(低鈉)  
Sodium reduction  
(low-sodium)



減少人造成分  
Reduction in artificial  
ingredients



增強營養  
Nutrition  
enhancement



減少份量  
Proportion size  
reduction





### 飲用水產品

「什麼樣的水源，孕育什麼樣的生命」。農夫山泉從不使用城市自來水生產瓶裝飲用水，為了保證所用原料是天然、無污染的，我們從未停止尋找優質水源地的腳步。報告期內，我們開發了福建武夷山水源地，並依據此水源地的特質，推出農夫山泉飲用天然山泉水(泡茶用)(下稱「泡茶水」)。此外，作為大自然的搬運工，農夫山泉也持續探索自然生命，在報告期內推出農夫山泉長白雪天然雪山礦泉水(下稱「長白雪」)，讓消費者品嚐到長白山鬆軟雪花的味道。



泡茶水  
Tea Brewing Water

### Water Products

“The quality of the water source defines the quality of life”. Nongfu Spring never uses urban tap water to produce bottled drinking water. To ensure that the raw materials used are natural and pollution-free, we never stop searching for high-quality water sources. During the reporting period, we developed the Wuyi Mountain, in Fujian as the water source. Based on the characteristics of this water source, we launched Nongfu Spring drinking natural spring water (for tea brewing) (“tea brewing water”). In addition, as a porter of nature, Nongfu Spring has continued to explore other sources of natural life. During the reporting period, we launched Nongfu Spring Changbai Snow Natural Snow Jokul Mineral Water (“Changbai Snow”), allowing consumers to taste the soft snowflakes of Changbai Mountain.

武夷山森林茂密，動植物種類繁多，武夷山水源地森林深處，長年雲霧深鎖、碧水丹山，土壤涵養水源豐沛。此處的山泉水經過植被、花崗岩溶濾，含有適量的天然礦物元素，水質清、輕、甘、冽、活，符合中國茶葉學會推薦泡茶水標準，適合泡茶品茗。

Wuyi Mountain has thick forests and abundant wildlife resources. The water source comes from deep in the forest, where clear water across the Danxia landform, with cloud and mist most all the time. The total amount of water conserved by the forest soil in this area is plentiful. By filtering with the granite and vegetation, the spring water here is clear, light, sweet, fresh and active, with the suitable amount of minerals, it fits the tea brewing water standard of Chinese Tea Association, so that it could be appropriate for tea brewing.

在產品開發過程中，中國農業科學院茶葉研究所作為我們的健康與營養諮詢小組，共同推動產品創新。

During product development, the Tea Research Institute of the Chinese Academy of Agricultural Sciences acts as our health and nutrition advisory team to promote product innovation together.



長白雪  
Changbai Snow

長白雪源自長白山原始森林、距離天池<60公里的自湧冷泉，經由30-60年火山玄武岩深層溶濾、自然淨化，是一款偏矽酸型天然雪山礦泉水，產品中鈉含量約為2.0-6.8 mg/L。

Changbai Snow is originated from the artesian cold spring in the primeval forest of Changbai Mountains, which located within 60 kilometers from Tianchi. Via 30 to 60-year leaching, filtering and purifying of volcanic basalt, Changbai Snow is metasilicic rich mineral water from natural jokul. The sodium content in the product is about 2.0-6.8 mg/L.

產品包裝標籤根據長白山自然生態，應用正反透光設計，呈現長白山大自然良好的生態景象，傳遞公司對於長白山生態的良好保護與生物多樣性的關注。

According to the natural ecology of Changbai Mountain, the product packaging label adopts the design of positive and negative light transmission to show the sound ecological environment of Changbai Mountain, and conveying the Company's concern on the effective protection of the mountain's ecology and biodiversity.

#### 飲料產品

農夫山泉始終秉持天然、健康的產品理念，緊緊圍繞健康元素，或對產品配方進行迭代，或根據市場需求推出季節限定，持續打磨飲料產品，不斷突破創新。具體包括東方樹葉新品(青柑普洱、玄米茶、桂花烏龍)、「打」奶茶(紅茶奶茶、烏龍奶茶、茉莉奶綠、可可奶茶)、茶π(低糖版)、維他命水等一系列具備低糖、低鈉、低脂或營養強化等營養屬性的健康飲品。

#### Beverage Products

Nongfu Spring has always adhered to the natural and healthy product concept, focusing on healthy elements, improving product formulas, and introducing seasonal restrictions according to market demand. We continue to improve our beverage products, and make constant breakthroughs and innovations. Specific products include new Oriental Leaf products (Ganpu Tea, Brown Rice Tea, Osmanthus Oolong), Mix Milk Tea (Black Milk Tea, Oolong Milk Tea, Jasmine Green Milk Tea, Cocoa Milk Tea), Tea π (low-sugar version), Vitamin Water, and a series of products with low-sugar, sodium, or fat, and nutritionally fortified healthy drinks.



東方樹葉  
Oriental Leaf

農夫山泉始終堅持原葉茶萃取工藝，在東方樹葉上市十週年之際，推出青柑普洱、玄米茶、桂花烏龍新品，在行業內首創「植物+茶」的無糖茶產品。嚴選好茶，精進工藝，繼續保持無糖茶飲產品線的「5個0」(0糖0脂0卡0香精0防腐劑)。

Nongfu Spring has always adhered to the extraction process of original leaf tea. On the 10th anniversary of Oriental Leaf, we launched three new products: Ganpu Tea, Brown Rice Tea, and Osmanthus Oolong. By strictly selecting good tea and improving craftsmanship, we continued to maintain the “5 zeros” (0 sugar, 0 fat, 0 calories, 0 essence, and 0 preservatives) of the sugar-free tea production line “plant + tea”.

我們針對桂花烏龍等口味推出335ml口袋裝，方便消費者隨身攜帶，隨時飲用，也有效減少浪費。

We launched a 335ml pocket-size bottle for Osmanthus Oolong and other flavors, which are convenient for consumers to carry and drink at any time, and help effectively reduce waste.



「打」奶茶  
Mix Milk Tea

「打」奶茶精選原葉茶，搭配高品質濃縮牛奶，取代乳粉以及業內常用的植脂末。0添加茶粉、乳粉、植脂末，0添加食用香精，0防腐劑，低糖雙蛋白配方，安心低負擔，符合當下市場與消費者的低糖少添加需求。

Mix Milk Tea is made of raw leaf tea, matched with high-quality condensed milk to replace milk powder and nondairy creamer commonly used in the industry. It has not added tea powder, milk powder, non-dairy creamer, artificial flavor, or preservatives, it is a reassuring and low-burden drink with low-sugar and double protein formula, which in line with the current market and consumer preferences for low-sugar drinks with less additives.

報告期內我們還推出了冬季限定新口味—可可奶茶，仍然秉承對於「品質原料」「先進工藝」「低糖低負擔」的堅持與追求。

During the reporting period, we also launched a new winter-limited flavor, Cocoa Milk Tea, still adhering to the persistence and pursuit of "quality raw materials", "advanced technology" and "low-sugar and low-burden".



茶 π (低糖版)  
Tea π (low-sugar version)

茶 π 採用真茶底與真果汁，原茶萃取搭配天然果汁，長期受到消費者的喜愛。報告期內，農夫山泉選取「檸檬紅茶」和「蜜桃烏龍」口味，推出低糖版，進一步滿足當下的減糖與健康需求。

Tea π uses real tea and real juice. The original tea extract is mixed with the natural juice, Tea π has long been loved by consumers. During the reporting period, the low-sugar version of “lemon black tea” and “peach oolong” flavors were launched by Nongfu Spring to help meet the current demand for sugar reduction and healthy ingredients.

此外，茶 π 提供250ml、500ml、900ml三種容量包裝，滿足不同消費者的需求。

Tea π is available in 250ml, 500ml, and 900ml sizes to meet the needs of different consumers.



維他命水  
Vitamin Water

維他命水是一款營養補充型的功能飲料，主打「隨時隨地攝取維他命」以及「平衡每日身體力」等功能訴求，並且通過添加不同營養素打造不同風味，在年輕群體中擁有大量粉絲。

Victory Vitamin Water is a nutrition supplement functional drink, featuring functional demands such as “taking vitamins anytime, anywhere” and “balancing daily physical strength”. By adding different nutrients to create different flavors, it has a large number of younger fans.

例如：柑橘味添加了維生素C、維生素E和鈣；檸檬味添加維生素B、鋅和牛磺酸。鈣元素有助於骨骼和牙齒的發育以及蛋白質的代謝和利用，鋅元素有助於改善食慾。

For example, orange-flavored Vitamin Water contains vitamins C and E and calcium; and lemon-flavored Vitamin Water contains vitamin B, zinc, and taurine. Calcium contributes to the development of healthy bones and teeth and protein metabolism and utilization, while zinc helps to improve appetite.

### 農產品

農夫山泉不斷突破，追求卓越，真正深入田間地頭做農業，用工匠精神與切實行動向消費者傳遞天然、健康的產品理念。我們的臍橙、蘋果、大米等農產品均產自國內的核心產區，種植過程中恪守嚴格標準，不催熟、不打蠟，並且只有自然成熟、符合採摘標準的果子與符合採收標準的水稻，才可以成為農夫山泉的產品。



17.5°橙  
17.5° Fresh Oranges

### Agricultural Products

Nongfu Spring continues to seek breakthroughs, pursue excellence, be deeply engaged in agriculture, and to use the spirit of craftsmanship and practical action to convey the “natural and healthy” product to consumers. Our navel oranges, apples, rice, and other agricultural products are all produced in the core production areas in China. We abide by strict standards during the planting process, with no artificial ripening or waxing. Only fruits that are naturally ripe and paddies that meet our harvesting standards are used in Nongfu Spring products.

我們建立了高科技篩選分級10道關，保證每一顆17.5°橙表皮完整度統一、大小統一、個頭均勻，外觀和口感均達到標準要求。汁水多、水分足、化渣率高、甜的可口、酸的愉悅是17.5°橙的極佳風味。公司也將針對臍橙有機認證條件開展調研與評估，未來酌情佈局有機產品。

Nongfu Spring's high-tech screening and classification system feature 10 unique steps. We can guarantee the integrity of the skin, uniform size and shape, and the appearance and taste of each 17.5° orange meet the standard requirements. An excellent 17.5° orange should be juicy, less residue, balanced sweet and sour. The company will also carry out research and evaluation of navel orange organic certification criteria, the layout of organic products is considered in the future.

報告期內，我們與部分零售商開展減少產品分量的銷售措施，提供2個或4個橙子的包裝，方便嚐鮮，避免食物浪費。

During the reporting period, we carried out sales measures with some retailers to reduce product size and provided packaging of two or four oranges to keep them fresh and prevent food waste.



東北香米  
Northeast Fragrant Rice

農夫山泉建立專業的大米技術研究團隊，從各個環節制定嚴格標準，保證大米的高品質和新鮮度。我們採用專業的大米食味檢測儀對稻穀蛋白質含量、直鏈澱粉、大米食味值、爆腰粒等關鍵指標進行檢測，只有達標的稻穀，才能成為「東北香米」的原糧。我們還採用小包裝精心設計，一天一包，每天品嚐新鮮米。

Nongfu Spring set up a special rice research team to set strict standards to ensure the high-quality and freshness of the rice from each link. The professional rice quality detector is used to ensure key indicators, such as protein content, amylose, rice taste and impaired grain, only rice that meets the standards can become “Northeast Fragrant Rice”. We also adopted small packaging size – one package a day for fresh rice every day.

此外，減少水稻種植過程中的氮肥施用量是我們持續追求的目標。報告期內，我們通過合理制定年度施肥上限、推廣有機肥替代化肥、精準施肥等途徑，實現氮肥施用量的下降。

In addition, reducing nitrogen fertilizer usage in rice cultivation is our ongoing goal. During the reporting period, we achieved the decrease of nitrogen fertilizer usage by setting the upper limit of annual fertilization, promoting organic fertilizers to replace chemical fertilizers and precise fertilization.





17.5° 蘋果  
17.5° Fresh Apples

17.5°蘋果來自於適宜蘋果生長的新疆阿克蘇地區，種植過程中不打蠟、不催熟。農夫山泉還制定了嚴苛的採摘標準，在果園中取樣檢測，當樣品的硬度、糖度、澱粉指數都達到標準後才放行開採，並經過世界先進的蘋果分選線，確保大小、糖度、著色度、瑕疵面積均符合要求，才可以進入終極選拔，最終到達每位消費者的手中。

17.5° Fresh Apples come from the Aksu region of Xinjiang, which is suitable for apple growth. They are not waxed or artificially ripened during the planting process. Nongfu Spring formulated strict picking standards. Samples are taken in the orchard for testing. Only when the hardness, sugar content, and starch index of the samples meet the standards are approved for picking. The world's advanced sorting line is applied then to check size, sugar content, coloration, and defect area. Only apples meet the requirements can enter the final selection and be delivered to consumers.

天然與健康是農夫山泉的品牌形象，也是我們產品的內核屬性。我們始終秉持「為生命健康提供產品與服務」的使命，盡可能滿足消費者的健康需求。報告期內，本公司可聲稱無糖／低糖、無鈉／低鈉、無脂肪／低脂、不含人工添加劑的產品銷售重量佔比達85%<sup>3</sup>以上，增加營養增強成分的產品銷售重量佔比達10%以上，小包裝產品的收入佔比逐年增長。未來，農夫山泉將持續探索天然健康、少添加的飲品，滿足市場與消費者的期待。

“Natural and healthy” is the brand image of Nongfu Spring and the core attributes of our products. We will continue to produce products under this philosophy to meet the health expectations of consumers as much as possible. During the reporting period, over 85%<sup>3</sup> of our products' weight of sales claimed health attributes such as sugar-free or low sugar, sodium-free or low sodium, fat-free or low fat, and zero artificial additives. Products with nutrition enhancement ingredients account for more than 10% of the weight of sales, and the revenue share of small-package products has increased each year. In the future, Nongfu Spring will continue to explore natural and healthy drinks with fewer additives to meet market and consumer expectations.

<sup>3</sup> 無糖／低糖、無鈉／低鈉、無脂肪／低脂肪的定義依據GB 28050-2011《食品安全國家標準預包裝食品營養標籤通則》的定義。  
The definition of sugar-free/low sugar; sodium-free/low sodium; fat-free/low fat are based on GB 28050-2011 *National Food Safety Standard for Nutrition Labelling of Prepackaged Food*.



## 研發與創新

農夫山泉力主創新，尋求突破。我們產品的高品質也得益於永不停歇的技術革新與工藝迭代。同時，農夫山泉通過專利部署，鞏固企業無形資產，形成企業長遠發展的核心競爭力。

### 創新發展

農夫山泉搭建了一支聚焦天然與健康、食品安全與質量、科學營養、前沿技術與工藝的研發團隊，並高度重視研發人才體系建設。我們組織各類職業技能培訓，提升研發人員核心研發能力，並支持員工參與外部培訓，打造多元化的人才梯隊。本公司還制定了《產品開發項目管理辦法》、《產品研發中心績效考核及激勵管理辦法》等制度，切實為項目順利推進以及項目成員激勵提供保障。

截至報告期末，農夫山泉全職研究人員共計115人，研發支出達125百萬元人民幣。

農夫山泉適應變化的市場，持續研發更貼近消費者需求的產品，並不斷更新設備、精進工藝，運用先進的生產製造設備攻克難題。我們還始終保持著開放合作的心態，積極與高校、研究所、專業機構等外部研發諮詢團隊開展交流，共同突破技術難題，共享創新成果。報告期內，我們運用自身技術，輔以外界支持，在產品、工藝、設計、包材等方面，取得了諸多創新成果。

## R&D AND INNOVATION

We strive for innovation and seek breakthroughs. The high quality of our products is the result of continuous technological innovation and process iteration. Nongfu Spring has consolidated the intangible assets of the Company through patent deployment to form the core competitiveness of the Company's long-term development.

### Innovative Development

Nongfu Spring built an R&D team focusing on naturalness and health, food safety and quality, scientific nutrition, and cutting-edge technologies and processes, and strongly emphasizes the construction of an R&D talent system. We organize various vocational skills training sessions to improve the core R&D capabilities of our R&D personnel, and support employees to participate in external training to create a diversified talent team. The Company also formulated the *Product Development Project Management Measures*, *Product R&D Center Performance Assessment and Incentive Management Measures*, to effectively guarantee the smooth progress of projects and the provide incentives to project members.

As at the end of the reporting period, Nongfu Spring had 115 full-time researchers, and R&D expenditure reached RMB125 million.

Nongfu Spring adapts to the changing market, and continues to develop products that are closer to consumer expectations. The Company constantly updates its equipments, refines its processes, and uses advanced manufacturing equipments to overcome problems. We have always maintained an open and cooperative mentality and actively communicate with external R&D consulting teams from organizations such as universities, research institutes, and professional institutions to overcome technical difficulties and share innovative results. During the reporting period, we used our own technology, supplemented by external support, achieved many innovative results in terms of products, processes, designs, packaging materials, etc.

產品創新—等滲尖叫  
Product Innovation – Isotonic Scream



報告期內，「尖叫」家族推出全新等滲系列，專門針對運動補水人群設計「等滲」配方，快速補充水分，平衡滲透壓。此外，我們與權威檢測機構共同開發了「等滲產品」檢測與認證標準，並與國家體育總局運動醫學研究所開展專業運動員飲用等滲飲料功效的研究，共同探索等滲飲料對運動表現的影響。

During the reporting period, the "Scream" brand launched a new isotonic series, with an "isotonic" formula specially designed for sports lovers to quickly replenish water and balance their osmotic pressure. We also jointly developed testing and certification standards for "isotonic products" with authoritative testing institutions. We carried out research on the efficacy of isotonic beverages consumed by professional athletes with the General Administration of Sport of China Sports Medical Science Institute to jointly explore the impact of isotonic beverages on sports performance.

工藝創新—蘇打氣泡水  
Technological innovation – Sparkling Soda Drink



蘇打氣泡水是農夫山泉經數載研發打磨，於報告期內上市的含氣風味飲料。我們創新使用無菌碳酸生產線，實現了產品不添加防腐劑(山梨酸鉀)即可達到9個月的保質期，提高產品風味的同時增加產品可及性。

Sparkling Soda Drink water, a carbonated flavored beverage launched by Nongfu Spring, was launched during the reporting period after several years of R&D. Our innovative use of an aseptic carbonated production line achieved a shelf life of nine months without adding preservatives (potassium sorbate), which improves the flavor and increases product accessibility.

設計創新—大容量水的包裝設計  
Design Innovation – Packaging Design for Large Volume Water



5L水和19L水適配的「聰明蓋」為農夫山泉專有結構設計蓋，其獨特的「易頂穿」結構在保證蓋子密封性的同時，減少了5L和19L產品上飲水機蓋子「難頂穿」的現象。The "smart cover" for the 5L and 19L water containers is Nongfu Spring's proprietary structure design. Its unique "easily pierce through" structure ensures a secure cover seal and reduces the difficulty of piercing through for the water dispenser setup of 5L and 19L products.

大桶水4L便攜把手，也是農夫山泉專門為消費者便攜倒水而設計。滑動式的卡扣設計，保證其能在倒水時穩定瓶口，避免晃動而影響倒水體驗。

The portable handle of the 4L water container was specially designed by Nongfu Spring for consumers to pour water. The sliding buckle design ensures that it stabilizes the rim when pouring water, which avoids shaking and otherwise affecting the pouring process.

包材創新—食品接觸材料可持續發展研究  
Packaging material innovation – research on the sustainable development of food contact materials

- 農夫山泉積極參與食品接觸用包裝材料相關的研究，我們加入了中國食品接觸材料可持續發展聯合工作組，通過技術交流和產業配套提高rPET等材料的安全性研究，並為相關政策的制定提供研究依據和技術支持。我們與行業協會、高校科研院所等多方協作，探索食品行業的可持續循環道路。Nongfu Spring actively participates in research on food contact packaging materials. We joined the research project from China Joint Working Group on Sustainable Development of Food Contact Materials to improve the safety of rPET and other materials through technical exchanges and industry supporting. We also provide a research basis and technical support for relevant policies formulation. By cooperating with industry associations, university research institutes, and other parties, we explore a sustainable path for the food industry together.

### 成果保護

農夫山泉重視知識產權管理規範的建立，於2016年通過GB/T 29490-2013《企業知識產權管理規範》國家標準認證，至今每年通過審核認證。我們按照國家標準制定了《知識產權管理制度》，明確規定各部門職責、管理程序、獎懲辦法等，為知識產權保護提供制度保障。報告期內，本公司修訂頒佈了《自媒體賬號運營管理辦法》，進一步加強自媒體賬號在版權方面的知識產權管理。

合規為本，意識先行。為了使員工理解保護知識產權對於公司的意義與重要性，我們開展常態化的知識產權相關培訓，並將培訓內容與員工日常工作相結合，幫助員工在實踐中領悟，提升其風險意識。報告期內，「知識產權基礎知識」也被納入企業學習平台中，要求相關部門員工參與學習和考試，確保關鍵人員具備充分的知識與技能，以應對工作中可能發生的侵權或被侵權事件。

### Achievements Protection

Nongfu Spring attaches great importance to the establishment of intellectual property (IP) management standards. In 2016, it passed the GB/T 29490-2013 national standard for *Enterprise Intellectual Property Management* and has passed the audit and certification every year. We formulated the *Intellectual Property Management System* in accordance with national standards, which clearly stipulates the responsibilities, management procedures, rewards, and punishments of each department, and provides an institutional guarantee for IP protection. During the reporting period, the Company revised and promulgated the *Measures for the Operation and Management of We-media Accounts* to further strengthen the IP management of We-media accounts in terms of copyright.

Compliance-oriented, awareness first. To make employees aware of the significance and importance of IP protection to the Company, we carry out regular training related to IP rights and combine the training content with our employees' daily work to help them understand IP rights in practice and enhance their risk awareness. During the reporting period, "Basic Knowledge of Intellectual Property" was incorporated into the corporate learning platform, requiring employees of relevant departments to participate in learning and examinations to ensure that key personnel have sufficient knowledge and skills to deal with possible IP infringement at work.



報告期內，農夫山泉飲用天然水(適合嬰幼兒)包裝瓶獲得了第二十二屆中國外觀設計優秀獎。

During the reporting period, the packaging design for Nongfu Spring Drinking Natural Water (suitable for infants and young children) won the 22nd China Design Excellence Award.

報告期內，我們未發生由仿冒、造假、侵犯知識產權而導致的被起訴案件。

During the reporting period, there were no lawsuits due to counterfeiting, forgery or infringement of intellectual property rights.

我們在報告期內的知識產權情況如下：

Our intellectual property rights during the reporting period are as follows:

指標 Indicator	單位 Unit	2020年 2020	2021年 2021
報告期內提交國內專利申請數量 Number of domestic patent applications filed during the reporting period	件 pieces	62	<b>62</b>
報告期內被授權國內專利數量 Number of granted domestic patents during the reporting period	件 pieces	56	<b>60</b>
截至報告期末，持有國內有效商標數量 Number of domestic valid trademarks held by the end of the reporting period	件 pieces	804	<b>837</b>
截至報告期末，持有國內有效版權數量 Number of domestic valid copyrights held by the end of the reporting period	件 pieces	61	<b>67</b>
截至報告期末，持有國內有效專利數量 Number of domestic valid patents held by the end of the reporting period	件 pieces	227	<b>279</b>

### 安全與質量

踐行天然、健康的品牌戰略，樹立安全、放心的品牌形象，產品的安全與質量是最基本的條件。農夫山泉在食品安全與質量符合各級標準的基礎上，更在內部搭建了嚴於外部標準的質量管理體系，並持續開展質量改進，為消費者手中產品的安全立下承諾。

#### 質量合規與管理

農夫山泉嚴格遵守《中華人民共和國食品安全法》、《中華人民共和國食品安全法實施條例》等法律及相關法規的規定，並結合法律法規要求制定了《產品責任及宣傳政策》、《質量食品安全環境綜合管理手冊》、《銷售質量管理辦法》等管理制度，搭建了「高級管理層—總部品質保障部—各生產基地品保部」的三級質量管理架構。

我們始終以行業高標準要求自己，精益求精。為了確保產品質量與安全，農夫山泉推行內部標準化管理。本公司針對產品全生命週期(包裝、運輸、檢測等)制定了統一、可行的操作規範或執行標準，使得我們的產品質量得到全方位的保障。

### SAFETY AND QUALITY

To practice a natural and healthy brand strategy and establish a safe and secure brand image, product safety and quality are the most basic conditions. To ensure that food safety and quality meet all standards, Nongfu Spring built an internal quality-management system that is stricter than common standards, and continues to carry out quality improvement, making a strong safety commitment to the products delivered to consumers.

#### Compliance Quality and Management

Nongfu Spring strictly abides by the *Food Safety Law of the People's Republic of China*, *Regulations on the Implementation of the Food Safety Law of the People's Republic of China*, and other related laws and regulations, and formulated management systems such as the *Product Responsibility and Publicity Policy*, the *Quality Food Safety Environment Comprehensive Management Manual*, and *Sales Quality Management Measures*, in combination with the requirements of the laws and regulations, to establish a three-level quality-management structure: (1) Senior management, (2) the headquarters Quality Assurance Department, and (3) the Quality Assurance Departments of all production bases.

We always expect to meet high industry standards and to keep improving. To ensure product quality and safety, Nongfu Spring implemented internal standardized management. The Company formulated unified and feasible operation specifications and implementation standards for the entire lifecycle of its products (packaging, transportation, testing, etc.) to fully guarantee product quality.

### 檢測標準 Testing Standards

- 我們長期跟踪飲用水、飲料、農產品等國家食品安全及質量標準，及時修訂並更新內部的檢測標準，並要求各生產基地嚴格執行，確保產品的安全與質量。  
We continually track national food safety and quality standards for drinking water, beverages, agricultural products, etc. We also continually revise and update our internal testing standards, and require all production bases to strictly implement them to ensure product safety and quality.

### 包裝標準 Packaging Standards

- 優化《包材試機規範》，規定包裝材料、成型品試機步驟，保證試機流程及測試的順利推進。  
We optimized the *Packaging Material Machine Trial Specifications*, which specify the machine trial steps of packaging materials and molded products, and ensure the smooth progress of the process and testing.
- 優化《包材標準》，明確了包裝原材料、成型品等標準。  
We optimized the *Packaging Material Standard* to clarify the standards for packaging raw materials, molded products, etc.
- 報告期內共制定新的包材相關標準 30 個，優化現有標準 62 個。  
During the reporting period, we formulated 30 new standards related to packaging materials, and optimized 62 existing standards.

### 運輸標準 Transportation Standards

- 應國家相關部門對進口冷鏈食品消毒和新冠病毒衛生防控的要求，制定了《關於冷凍原物料外包装消毒的通知》並下發各生產基地執行。  
In response to the requirements of the relevant state departments for the disinfection of imported cold chain food and coronavirus sanitation and prevention, we established the *Notice on Disinfection of Outer Packaging of Frozen Raw Materials*, which was issued to all production bases for implementation.
- 多部門協作確認消毒供應商、明確對物流承運商的具體作業要求。  
We organized multi-department collaboration to confirm disinfection by suppliers and clarify specific operational requirements for logistics carriers.

#### 內部標準制定與實施

#### Internal Standards Formulation and Implementation

在加強內部產品質量管理與標準建設的同時，本公司也積極參與食品、飲料及包裝飲用水領域等多項標準的制修訂工作。自成立以來，農夫山泉署名的國家標準10項、行業標準6項、地方標準3項、團體標準14項，數量較上一報告期有大幅的提升。標準建設與產品開發也密不可分，我們推出的等滲尖叫產品推動了《等滲食品》輕工行業標準的制定，與中國農業科學院茶葉研究所共同研發上市的泡茶水也為《包裝飲用天然泡茶水》團體標準的發佈奠定了基礎。

While strengthening internal product quality management and standard establishment, the Company also actively participates in the formulation and revision of a number of standards in the fields of food, beverages, and packaged drinking water. Since its establishment, Nongfu Spring has signed 10 national standards, 6 industrial standards, 3 local standards, and 14 group standards. The overall number is significantly higher than that in the previous reporting period. Standard establishment and product development are inseparable. The isotonic scream product we launched promoted the formulation of the light-industry industrial standard of *Isotonic Food*, and the tea brewing water jointly developed and marketed with the Tea Research Institute of the Chinese Academy of Agricultural Sciences, also established a solid foundation for the group standard of *Packaged Drinking Natural Tea Brewing Water*.



報告期內參與制定的外部標準：

External standards that we were involved in establishing during the reporting period were as follows:

國家標準 National Standard	GB/T 41000-2021聚碳酸酯(PC)飲用水罐質量通則 GB/T 41000-2021 – General requirement for polycarbonate (PC) drinking water container
行業標準 Industry Standard	NY/T 3907-2021非濃縮還原果蔬汁用原料 NY/T 3907-2021 – Raw materials for not-from-concentrate fruit and vegetable juices NY/T 3908-2021非濃縮還原蘋果汁 NY/T 3908-2021 – Not-from-concentrate apple juice NY/T 3909-2021非濃縮還原果蔬汁加工技術規程 NY/T 3909-2021 – Technical regulations for processing not-from-concentrate fruit and vegetable juices
團體標準 Group Standard	T/CTSS 32-2021包裝飲用天然泡茶水 T/CTSS 32-2021 – Packaged Drinking Natural Tea Brewing Water T/CIFST 002-2021植物基食品通則 T/CIFST 002-2021 – General Requirements for Plant-Based Foods T/JTAIT 1-2021飲用天然水和飲用天然礦泉水（適合嬰幼兒） T/JTAIT 1-2021 – Drinking natural water and drinking natural mineral water (suitable for infants and young children) T/CLIA 0001-2021輕工業博物館評價規範 T/CLIA 0001-2021 – Evaluation Specifications for Light-Industry Museum T/CLIA 0002-2021輕工業專精特新企業評價通則 T/CLIA 0002-2021 – General Requirements for the Evaluation of New Specialized Light-Industry Enterprises T/CLIA 0003-2021輕工業企業信用評價規範 T/CLIA 0003-2021 – Standard for Credit Evaluation of Light-Industry Enterprises T/ZJFIA 005-2021浙江省名特優食品評價及管理規範 T/ZJFIA 005-2021 – Zhejiang Province Famous, Special and Excellent Food Evaluation and Management Specifications



### 質量保障與提升

產品質量與安全是農夫山泉的生命線。本年度，我們全年國家抽檢合格率達到100%，第三方體系審核獲證率達到100%，0起因產品安全與質量問題發生的召回事件。

為了實現此目標，我們從三個方面進行了努力：首先，我們持續完善質量管理體系，對運營過程的各個環節進行針對性的質量管理，並通過引入先進的信息化管理系統打通各個環節，提高管理效率。其次，我們通過品質保障團隊和內審團隊的監督與稽核，進一步防控產品質量安全風險。最後，我們通過培訓、宣貫等方式，在農夫山泉內部建設了質量文化，確保每一個員工都將產品質量作為重中之重。正是這樣的努力，使得農夫山泉能夠交付給消費者放心、安全的產品。

### 質量管理體系建設

我們積極開展第三方質量體系認證，以此統一規範管理標準，也是對內部工作的審視與檢驗。截至報告期末，農夫山泉及其下屬所有工廠 ISO 9001、ISO 22000(或HACCP)體系認證覆蓋率達到100%。2家工廠獲得企業誠信管理體系認證，9家工廠取得出口備案。

為進一步驗證工廠管理體系有效運行，我們挑選部分工廠請勞氏(LR)質量認證有限公司進行覆核認證。報告期內共4家工廠通過勞氏(LR)質量認證有限公司的質量和食品安全管理體系認證。

此外，農夫山泉統籌規劃，引入專業、成熟、先進的質量信息化管理系統(QMS系統)，並於報告期內完成所有生產基地的上線使用。通過QMS系統優化管理模式、實現信息共享、加快反應速度，在提高產能的同時，產品質量信息化程度進一步提升。同時，我們加強對於研發、生產、銷售、售後全過程的質量管理，實現原料—生產—銷售—售後的全鏈條質量管理體系。

### Quality Assurance and Enhancement

Product quality and safety are the foundation of Nongfu Spring. This year, our annual national sampling test passing rate reached 100%, and our third-party system audit certification rate reached 100%. There were no recalls due to product safety or quality issues.

To achieve this goal, we increased our efforts in three areas: (1) we continued to improve our quality management system, carried out targeted quality management for each link in our operations, and opened up all links by introducing the advanced information management system to improve management efficiency. (2) We prevented and controlled product quality and safety risks through the supervision and audit of the quality assurance team and internal audit team. (3) We built a quality culture in Nongfu Spring through training, publicity, and other methods to ensure that every employee makes product quality the top priority. These efforts enable Nongfu Spring to deliver safe, quality products to consumers.

### Quality Management System Establishment

We actively carry out third-party quality system certification to unify and standardize management standards, and to review and test internal work. As at the end of the reporting period, the ISO 9001 and ISO 22000 (or HACCP) system certification coverage rate of Nongfu Spring and all its subordinate factories reached 100%. Two of our factories obtained corporate integrity management system certification, and nine factories obtained export records.

To further verify the effective operations of the factory management system, we selected some factories and asked Lloyd's Register (LR) Quality Assurance Ltd. to conduct re-certification. During the reporting period, four factories passed Lloyd's quality and food safety management system certification.

Nongfu Spring completed overall planning, introduced a professional, mature and advanced quality management system (QMS system), and the system was applied in all production bases during the reporting period. Through the QMS system to optimize the management mode, realize information sharing, and speed up responses, while increasing production capacity, the informatization of product quality was further improved. We also strengthened the quality management of the whole process of R&D, production, sales, and after-sales to realize the whole chain quality management system of raw materials, production, sales and after-sales.

在**原料端**，农夫山泉建立了原物料管理規範，制定驗收標準，規範原物料到貨、收料、檢驗流程。嚴把進廠關，確保原物料符合質量標準要求。

At the **Raw Material End**, Nongfu Spring established raw material management specifications, formulated acceptance standards, and standardized the raw material arrival, receipt, and inspection processes. We strictly control the checkpoints to ensure that the raw materials meet our quality standards.

**水**  
**Water**      對最主要的產品原料—水，開展質量監控  
*Launched quality control measures for the most important product raw material – water*

- 按照公司《水源管理辦法》，嚴格按照水源地水質監控要求開展工作。  
In accordance with the Company's *Water Source Management Measures*, the work is carried out in strict accordance with the water quality monitoring requirements of the water source.
- 常規監測：原料用水關鍵指標檢測、總部檢測中心送檢、第三方檢驗機構送檢。  
Routine monitoring: Key indicators of raw material water were tested by the headquarters inspection center, and by third-party inspection agencies.
- 風險監控：定期開展水源應急演練，模擬水源異常處理程序；發生可能影響水質的情況時（例如：氣候變化），進行水質監控，降低水質變化風險。  
Risk monitoring: Regular emergency drills are conducted on water sources to simulate abnormal water source handling procedures; when situations that may affect water quality (such as climate change) occur, we conduct water quality monitoring to reduce the risk of water quality changes.

**鮮果**  
**Fresh Fruit**      「好果汁是種出來的」，我們的NFC果汁能夠深受廣大消費者的喜愛，得益於原材料優良的品質  
*"Good juice comes from proper planting", thanks to high-quality raw materials, our NFC juice is deeply loved by consumers*

- 通過行業專家指導果農「施肥」、「補充微量元素」、「撐枝」、「一果兩剪」等專業農事動作，確保果樹健康成長，產出符合採收標準的鮮果。  
Fruit farmers are guided by industry experts to use natural fertilizers, add trace elements to the soil, branch branches, implement "one fruit, two pruning", and take other professional farming measures to ensure the healthy growth of fruit trees and produce fresh fruit that meets the required harvesting standards.
- 報告期內，農業技術團隊從施肥、氣調套袋、分選線數據庫校正、採摘成熟度控制等方面設計了16個實驗項目，使用超過8噸鮮果進行試驗，最終設立高品質鮮果控制標準。  
During the reporting period, the agricultural technical team designed 16 experimental projects regarding fertilization, modified atmosphere bagging, sorting line database correction, picking maturity control, etc., and used over eight tons of fresh fruit to conduct experiments and establish high-quality fresh fruit control standards.
- 我們與荷蘭瓦赫寧根大學合作，共同研究並掌握了阿克蘇蘋果採後保鮮技術。  
We cooperated with Wageningen University in the Netherlands to jointly research and master the post-harvest preservation technology of Aksu apples.

外購原料  
Purchased Raw  
Materials

我們拓展了供應商管理深度，由一級供應商管理逐漸延伸至二級供應商，致力於推動產業鏈的質量提升

We expanded the depth of supplier management, gradually extending from first-tier supplier management to second-tier suppliers, and are committed to promoting quality improvement along the whole industry chain

- 優化了《供應商績效考核規範》和《供應商生命週期管理辦法》，對供應商的評估更加合理規範，提高物料供應質量。  
We optimized the *Supplier Performance Assessment Specification* and *Supplier Life Cycle Management Measures* to make the evaluation of suppliers more reasonable and standardized, and improve the quality of our supply of materials.
- 多部門協作優化了《供應商檢查流程》，規範供應商飛檢操作，提前發現問題，推動供應商進步，進而保證公司產品質量。  
Multi-department collaboration optimized the *Supplier Inspection Process*, standardized supplier unannounced inspection operations, identified problems in advance, and promoted supplier progress, thereby ensuring the Company's product quality.
- 針對重點原料茶葉的質量管控，相關部門共同梳理茶葉原料質量管控工作，修訂《茶葉質量管理流程》規範，確保茶葉原料的質量管理提升。  
In view of the quality control of key raw materials, such as tea leaves, the relevant departments jointly sorted out the quality control of tea raw materials, revised the *Tea Leaves Quality Management Process* specifications, and ensured the improvement of the quality management of tea leaf raw materials.

### 茶葉原料的質量管理 Quality Management of Tea Leaf Raw Materials

報告期內，農夫山泉將茶葉原料的質量管理從上游供應商延伸到毛茶廠以及茶園。我們在公司內部成立了茶葉質量管理小組，制定了從茶葉原料選型、供應商准入、毛茶管理、精製茶管理、進廠驗收、質量回顧和改進全過程的茶葉質量管理流程。

During the reporting period, Nongfu Spring extended the quality management of tea leaf raw materials from upstream suppliers to raw tea factories and tea gardens. We established a tea quality management team in the Company and formulated a tea quality management process covering the whole process of tea raw material selection, supplier access, raw tea management, refined tea management, factory acceptance, quality review & improvement.

自2021年5月起，茶葉質量管理小組組織對供應商所備案的茶葉精製廠、毛茶廠進行了定期現場審核和前置性取樣檢測，充分做好源頭質量管控。

Since May 2021, the tea quality management team has organized regular on-site audits and pre-emptive sampling tests for the tea refineries and raw tea factories registered by suppliers, to fully implement the source quality control.

為更好地管控茶葉質量，做好嚴把進廠驗收關，公司品質保障部對公司下屬生產基地的茶葉檢驗人員進行了茶葉感官審評培訓與考核，確保各生產基地均配備了專業評審人員。

To better control tea quality and strictly control the inspection and acceptance by the factories, the Quality Assurance Department of the Company carried out tea sensory evaluation training and assessment for the tea inspectors in the Company's subordinate production bases to ensure that each production base is equipped with professional reviewers.

在**生產端**，本公司定期進行內部飛檢，從嚴要求，確保生產過程符合或嚴於國家法規與標準要求。我們實施嚴格品控管理，對產品的各項指標進行檢測，並如實記錄數據，為每批產品建立「質量檔案」，為日後的產品品質分析與改進提供數據。此外，我們還持續提升硬件條件並優化工藝，以確保品控程序的順利實施。

At the **Production End**, the Company regularly conducts unannounced internal inspections to ensure that the production process meets or exceeds the requirements of national regulations and standards. We implement strict quality control management, test various indicators of the products, record the data truthfully, establish a “quality file” for each batch of products, and provide data for future product quality analysis and improvement. In addition, we continue to improve hardware conditions and optimize processes to ensure the smooth implementation of quality control procedures.

硬件提升及檢驗方法優化

Hardware upgrade and inspection method optimization

- 改善生產網絡信號、推行檢測儀器自動採集數據。  
Improved production network signals and implemented automatic data collection by monitoring instruments.
- 按計劃逐步替換檢測儀器（例如：產品密封性測試儀），提升儀器與 LIMS 系統的適配度。  
Gradually replaced testing instruments (product leak testers, etc.) as planned to improve the compatibility of the instruments with the LIMS system.
- 引進在線水質檢測儀，提升對水源水關鍵指標的監控及時性，避免品質風險。  
Introduced online water quality detectors to improve the timeliness of monitoring key indicators of source water and avoid quality risks.
- 為了更快速、準確、有效地檢測和識別產品的微生物風險，開發了微生物快速檢測方法對產品質量進行風險監控。  
To detect and identify the microbial risk of products more quickly, accurately, and effectively, a rapid microbial detection method was developed to monitor the microbial risk of product quality.

在**銷售端**，我們根據不同渠道的產品特點，制定適宜的品質管理策略。

At the **Sales End**, we formulated appropriate quality-management strategies according to the product characteristics of different channels.

自販機管理 Vending machine management

- 依據公司貨齡管理標準規定機器在售產品貨齡要求，確保機器在售商品的新鮮度。  
According to the Company's product shelf-life management standards, the age requirements of the products sold in vending machine are stipulated to ensure the freshness of the products.
- 按照區域集中和維護便利的原則，結合點位進貨頻率，規劃維護路線，重點關注產品新鮮度，確保在售產品的質量與安全。  
In accordance with the principles of regional concentration and convenient maintenance, combined with the frequency of points of stocking, maintenance routes were planned, we focus on product freshness, and ensure the quality and safety of the products.

經銷商管理 Distributor management

- 規定週轉天數標準進行庫存管理，合理控制庫存量，做到先進先出，保持健康貨齡，達成「庫存健康，貨齡新鮮」的管理目標。  
Set a standard for turnover days for inventory management, reasonably control inventory, ensure first-in, first-out, maintain a healthy stock age, and achieve the management goal of “healthy and fresh stock”.

在**售後端**，我們持續提升售後產品追溯與召回能力，上綫產品追溯系統、追溯碼等，為產品溯源提供了基礎信息保障。

At the **After-Sales End**, we continued to improve the capability of after-sales product traceability and recall, and launched a product traceability system, traceability code, etc., to provide a basic information guarantee for product traceability.

此外，我們的各個生產基地還定期開展產品召回演練，以強化召回風險防控能力。

In addition, all of our production bases regularly conduct product recall drills to strengthen our capability to prevent and control recall risks.

### 產品召回演練 Product Recall Drills

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2021年7月，撫松長白山天然礦泉水有限公司開展了主題為產品不良追溯及召回模擬演練，模擬留樣產品中發現異常的問題，經公司食品安全小組進行市場風險評估後，決定對該批次產品進行二級召回。演練中對涉及到的相關記錄準確性進行檢查，後續也對召回產品整個批次所有生產及發貨記錄、召回各階段時間進行規範。

On July, 2021, Fusong Changbai Mountain Natural Mineral Water Co., Ltd. carried out a simulation drill with the theme of product defect traceability and recall, simulating abnormal problems found in sampled products. After the Company's food safety team conducted a market risk assessment, one batch of products was subjected to a secondary recall. During the drill, the accuracy of the relevant records involved was checked, and all the production and delivery records of the entire batch of recalled products, and the time of each stage of recall were standardized.

**質量監查與審計**

為了確保送到消費者手中產品的安全性與可靠性，農夫山泉的品質保障部在產品生產銷售全流程管控質量的同時，也通過質量監督的方式在產品研發、出廠檢驗、市場經銷等關鍵環節保證產品質量。

**Quality Inspection and Audit**

To ensure the safety and reliability of products delivered to consumers, Nongfu Spring's Quality Assurance Department controls the quality of the whole process of product production and sales. Quality supervision is conducted in key segments, such as product development, factory inspection, and market distribution, to guarantee product quality.

**新品研發介入 New product development intervention**

- 品質保障部參與到新品研發中試階段，建立新產品品質驗證流程，開展新產品品質研究與驗證。  
The Quality Assurance Department participates in the secondary pilot stage of new product development, established a new product quality verification process, and conducts new product quality research and verification.
- 在新產品中試階段，品質保障部、技術部配合研發部門對新產品配方、工藝、設備進行跟踪評估，提前識別風險，提升新品量產質量水平。  
In the secondary pilot stage of new product development, the Quality Assurance Department and the Technology Department cooperate with the R&D Department to track and evaluate new product formulations, processes, and equipment, identify risks in advance, and improve the quality of new product mass production.

**出廠成品檢驗 Factory finished product inspection**

- 專業的檢驗人員：要求檢驗人員具備相關專業背景，每年進行檢驗能力驗證。  
Professional inspectors: Inspectors are required to have relevant professional backgrounds and conduct inspection proficiency verification every year.
- 獨立的實驗室：選用一流的檢驗設備，嚴格按照標準的要求進行檢測，確保每一瓶銷售到消費者手中的產品都是合格產品。  
Independent laboratories: with the first-class testing equipment, the inspectors conduct testing in strict accordance with the standard requirements to ensure that every bottle of the product delivered to consumers is qualified.
- 定期的外部檢驗：除自檢外，定期進行型式檢驗，確保成品符合國家食品安全標準和企業標準。  
Regular external inspection: In addition to self-inspection, regular inspection is carried out to ensure that the finished products meets the national food safety standards and enterprise standards.

**通路質量管理 Sales channel quality management**

- 設置了覆蓋全國銷售市場的通路品保工程師，對產品的運輸過程、經銷商倉儲過程、超市售賣過程進行品質檢查、輔導和考核。  
Channel quality assurance engineers covering the national sales market conduct quality inspections, guidance, and assessment of the product transportation process, distributor warehousing process, and supermarket sales process.
- 每月抽檢市場產品，確保消費者飲用的產品符合國家食品安全標準和企業標準。  
We sample products on the market monthly to ensure that they comply with the national food safety standards and enterprise standards.
- 接到消費者投訴後，及時安排人員現場進行處置，生產工廠對投訴進行訴因分析和質量改進。  
When we receive consumer complaints, we arrange for personnel to deal with them on-site in a timely manner. The production factory analyzes the causes of complaints to improve quality.



在品質保障部門統籌管理的基礎上，公司審計部門也獨立開展產品質量審計工作，從原料、檢驗、生產、銷售各環節進行質量審計及風險評估，並將審計結果直接報告公司總經理，打造原料及產品質量控制閉環，保證消費者「舌尖上的安全」。

### 質量文化

每一個員工的堅守，成就了農夫山泉數十年不變的品質，本公司制定了《品保部培訓管理辦法》等制度，統籌規劃質量培訓，並按照 ISO 17025實驗室質量管理體系的要求，整合、修訂、完善質量檢驗相關的標準化培訓教材。

報告期內，農夫山泉圍繞各業務綫的崗位技能，開展了品質訓練營活動，每月面向全國工廠開展質量保障和食品安全相關培訓，全年完成208個培訓課程。除了質量專題培訓、品管圈(QCC)常規質量改進活動等，我們還積極開展質量體系學習會、技能競賽等質量意識提升活動，旨在打造全員參與質量改進的文化氛圍，形成持續改進的質量價值觀。本公司研發及質量控制人員和生產系統人員一起開展食品安全與質量相關培訓，人次與時長較上一報告期均有顯著提升。

Through the coordination and management of the Quality Assurance Department, the Company's Audit Department also independently conducts product quality audits, and carries out quality audits and risk assessments of raw materials, inspections, production, sales, etc. It reports the audit results directly to the Company's general manager to create closed-loop raw material and product quality control to ensure consumer safety at all stages.

### Quality Culture

Thanks to the perseverance of every employee, Nongfu Spring has achieved consistent high quality for decades. The Company formulated the Training Management Measures of the Quality Assurance Department and other systems to coordinate quality training plans. In accordance with the requirements of the ISO 17025 Laboratory Quality Management System, we integrate, revise and improve standardized training materials related to quality inspection.

During the reporting period, Nongfu Spring launched a quality training camp based on the job skills of various business lines. It carried out quality assurance and food safety-related training for its factories around the country every month and completed 208 training courses throughout the year. In addition to special quality training and regular quality improvement activities in the Quality Control Circle (QCC), we actively carry out quality awareness-raising activities, such as quality system study sessions and skill competitions, to create a cultural atmosphere in which all employees participate in quality improvement and form quality-improving value. The Company's R&D and quality control personnel and production system personnel jointly carried out food-safety and quality-related training. The number of participants and duration of training increased significantly compared with that in the previous reporting period.

指標 Indicators	單位 Unit	2020年 2020	2021年 2021
食品安全與質量相關培訓總人次 Total number of employees who attended food-safety and quality-related training	人次 people	29,425	<b>34,343</b>
食品安全與質量相關培訓總時長 Total hours of food-safety and quality-related training	小時 hours	42,759	<b>55,439</b>

## 責任與服務

農夫山泉的產品與服務直面社會大眾與消費者，肩負著向外界傳遞負責任聲音的責任。我們積極履行社會責任，確保營銷合規性，並時刻以消費者為中心，在產品升級的同時保障消費者的體驗升級。

### 負責任營銷

我們將公司理念、自然與人文關懷融入產品設計和廣告之中，立足產品本身，打造天然、健康、可持續發展的形象。農夫山泉關注生態環境並持續記錄大自然的美妙變幻。

報告期內，面對社會大眾與消費者對於農夫山泉產品與理念的認可，我們更承擔起在宣傳與營銷過程中的責任，確保各個環節的合規性，為消費者提供放心的產品與服務。

農夫山泉的產品廣告宣傳遵循《中華人民共和國廣告法》、《中華人民共和國食品安全法》等法律及相關法規的規定。產品標籤標識遵循《中華人民共和國食品安全法》及《中華人民共和國食品安全法實施條例》、《食品安全國家標準預包裝食品標籤通則》(GB-7718)等相關法律、法規、標準等的規定。報告期內，我們對《產品責任及宣傳政策》進行修訂，並發佈了《自媒體賬號運營管理辦法》、《廣告審核發佈流程 & 新媒體第三方發佈素材審核流程》等管理制度，優化了宣傳信息的審核流程，要求廣告投放前由四部門聯審，投放後通過審計審查形成閉環。

### 負責任營銷培訓及審計

為了加強每一位農夫山泉與合作夥伴的品牌保護意識，降低營銷風險，我們面向員工和經銷商開展合規營銷培訓活動，積極宣導合規營銷理念，傳遞品牌責任，並在課後開展考試，確保培訓的有效性。此外，公司審計部門針對主要的宣傳渠道開展審計，及時發現問題並推動管理流程的優化。

## RESPONSIBILITY AND SERVICES

Nongfu Spring's products and services face the public and consumers directly. We shoulder the responsibility of delivering a responsible voice to the outside world. We actively fulfill our social responsibilities, ensure marketing compliance, and always focus on consumers, ensuring that product upgrades lead to consumer experience upgrades.

### Responsible Marketing

We integrate the Company philosophy, and natural and humanistic care into the product design and advertising, and build a natural, healthy, and sustainable image based on the products themselves. Nongfu Spring is concerned about the ecological environment and continues to record the wonderful changes of nature.

During the reporting period, facing the public and consumer recognition of Nongfu Spring's products and concepts, we took a responsible approach to publicity and marketing, ensured compliance in all respects, and provided consumers with assured products and services.

The product advertisements of Nongfu Spring follow the *Advertising Law of the People's Republic of China*, the *Food Safety Law of the People's Republic of China*, and related laws and regulations. Our product labeling and identification follow the relevant laws, regulations, and standards, such as the *Food Safety Law of the People's Republic of China*, the *Implementation of the Food Safety Law of the People's Republic of China*, and the *National Standard for Food Safety Prepackaged Food Nutrition Labelling Guidelines* (GB-7718). During the reporting period, we revised our *Product Responsibility and Publicity Policy*, and issued management systems, such as the *Management Measures for We-Media Account Operation and Advertising Review and Release Process & New Media Third-Party Release Material Review Process*, to optimize the audit process for publicity. The information review process requires a joint review by four departments before an advertisement is launched, and a closed-loop is formed through the audit review afterward.

### Responsible Marketing Training and Audit

To strengthen the brand protection awareness of every Nongfu Springer and partner and reduce marketing risks, we carry out compliance marketing training for employees and distributors, actively promote the concept of compliance marketing, and convey brand responsibility. We also conduct exams after training to ensure its effectiveness. In addition, the Company's Audit Department conducts audits on major publicity channels to detect problems in a timely manner and promote the optimization of the management processes.

### 負責任營銷培訓—員工 Responsible Marketing Training for Employees



每一位農夫山泉的新員工，都會在入職培訓中學習公司的政策制度，理解公司使命和品牌價值觀。在日常工作中，我們也要求全體員工積極參與專題分享，具體課程包括：《品牌知識產權基礎知識》、《食品標籤廣宣案例分享》、《食品標籤審核流程》等。

Every new Nongfu Spring employee learns about the Company's policies and systems, and the Company's mission and brand values during induction training. In our daily operations, we require all employees to actively participate in special topic sharing. Specific courses include *Basic Knowledge of Brand Intellectual Property*, *Food Label Publicity Case Sharing*, *Food Label Review Process*, etc.

報告期內，本公司與營銷相關部門的全體員工均參與了責任營銷相關培訓。

During the reporting period, all employees in the related marketing departments of the Company, participated in the training related to responsible marketing.

### 負責任營銷培訓—經銷商 Responsible Marketing Training for Distributors



本公司結合產品的上市進程，適時開展產品知識培訓，幫助經銷商準確了解產品屬性，消除誤解與偏差，確保產品銷售符合公司的宣傳基調，避免營銷過程中可能出現的風險。

Combining the product launching process, the Company conducts product knowledge training in a timely manner to help distributors accurately understand product attributes, and eliminate misunderstandings and deviations. We ensure product sales conform to the Company's publicity tone and avoid possible risks in the marketing process.

報告期內，我們對32個大區經銷商線下培訓161場，涉及3,919人次，上線培訓課程128門。

During the reporting period, we conducted 161 offline training sessions for distributors in 32 regions, involving 3,919 person-times, and releasing 128 online training courses.

**負責任營銷審計一線上渠道  
Responsible Marketing Audit for Online Channel**

報告期內，我們對公司各部門在自媒體平台上開設的賬號進行了全面梳理，主要包括賬號管理風險、內容發佈審核流程缺陷等問題，並推動相關管理提升事宜，包括專人對自媒體賬號進行統一管理、註銷無效賬號、優化自媒體管理事務制度與流程等。

During the reporting period, we conducted a comprehensive review of the accounts opened by various departments of the Company on the We-Media platform. This included mainly account management risks, defects in the content release review process, and other issues, and promoted relevant management improvement matters, including special personnel to conduct unified management of We-Media accounts, cancellation of invalid accounts, and the optimization of We-media management affairs systems and processes.

**負責任營銷審計一線下渠道  
Responsible Marketing Audit for Offline Channel**

報告期內，我們檢查了20個大區投放的公交、候車亭、地鐵、牆體廣告，18個城市樓宇電視、海報廣告的合規性，並開展了5個大區媒介投放專項審計，發現問題並進行整改，推動公司規範媒介投放管理流程。

During the reporting period, we checked advertisement compliance on buses, in bus shelters and subways, and on walls in 20 regions, as well as inner-building advertising and poster advertisements in 18 cities. Meanwhile, we carried out a special audit of media advertising in 5 sales regions to identified and corrected problems, promoted the Company and standardized the media delivery management process.

**負責任宣傳**

在確保公司品牌建設的同時，我們還積極向社會大眾和消費者宣揚飲水健康、自然生態保護、營養膳食等方面的理念，全方位促進品牌良好、可持續的發展。

**Responsible Publicity**

While ensuring the Company's brand building, we also actively promote the concepts of healthy drinking water, natural ecological protection, and nutritious meals to the public and consumers, and comprehensively promote the sound and sustainable development of the brand.

**健康知識普及  
Popularizing health knowledge**



傳播並普及飲水健康知識是農夫山泉的行業責任，我們針對水的種類、水與生命健康、水中的礦物質、水的pH值、嬰幼兒用水等話題設置專欄介紹，向大眾科普飲水健康理念。

It is Nongfu Spring's industry responsibility to spread and popularize drinking water health knowledge. We set up columns to introduce topics such as types of water and healthy life, minerals in water, the pH value of water, and water for infants and young children to popularize the concept of drinking water health among the public.

了解更多：  
水健康知識－農夫山泉 <https://www.nongfuspring.com/water-health.html>  
Please visit <https://en.nongfuspring.com/water-health.html> for further details.

水情文化教育

Water culture education



我們持續開展常態化的科普尋源活動。帶領消費者親眼見證先進工廠及優質水源，喚醒消費者對於健康飲水的意識，並加深了農夫山泉優質水源地的品牌形象。報告期內，農夫山泉7大水源地对周邊15個大區開放，大區開展消費者尋源345場，基地共接待消費者超280,000人次。四川峨眉山工廠、廣東河源工廠、吉林撫松工廠獲評省級科普教育基地。

We continue to carry out regular water source science & search activities. We show consumers our advanced factories and high-quality water sources, raise consumer awareness of healthy drinking water, and deepen the brand image of Nongfu Spring's high-quality water sources. During the reporting period, we opened the seven major water sources of Nongfu Spring to 15 surrounding sales regions, conducted 345 consumer water source trips, and received over 280,000 consumers. The Sichuan Emei Mountain Factory, Guangdong Heyuan Factory, and Jilin Fusong Factory were appraised as provincial popular science education bases.

節水理念傳播

Spreading the idea of water saving



農夫山泉攜手國家水利部宣傳教育中心開展世界水日第二屆全國節約用水知識大賽，向全國普及節水護水知識。大賽吸引2,482萬人次參與，創歷年來水利知識類大賽新高，取得了超預期效果。其中，59%參與者為青少年，使廣大青少年成為節水知識普及的參與者、傳播者、實踐者。

Nongfu Spring launched the second National Water Conservation Knowledge Contest on World Water Day jointly with the Publicity and Education Center of the Ministry of Water Resources to popularize knowledge of water conservation throughout the country. The competition attracted 24.82 million participants, marking a record high for water conservancy knowledge competitions over the years, achieving unexpected results. Some 59% of the participants were teenagers, indicating that many teenagers are becoming participants, communicators, and practitioners of the popularization of water-saving knowledge.



營養膳食宣導

Nutritious diet advocacy



我們和科信食品與健康信息交流中心合作開展「十大城市家庭廚房三減」調查研究並發佈研究報告，針對《國民營養計劃(2017-2030年)》中減糖、減脂、減鹽行動在家庭廚房中的實踐，指導公眾科學合理進行「三減」。

We cooperated with the China Food Information Center (CFIC) to carry out a survey and study of "Three Reductions in Household Kitchens in the Top Ten Cities" and released a research report, targeting practices in the family kitchen to reduce sugar, fat, and salt, stated in the National Nutrition Plan (2017-2030), to guide the public to scientifically and rationally carry out the "three reductions".

自然生態體驗

Natural ecological experience



配合長白雪的上市，我們在線下開展沉浸式氛圍體驗，打造「長白雪奇遇記」主題地鐵站與物種專列，將長白山與它的小動物們搬進城市，讓更多的人感受長白山的廣袤自然與可愛生命。通過持續對長白山林海雪原與神奇動物的故事講述，讓更多的人了解長白山水源生態與長白雪好水品質的高要求。

In line with the launch of Changbai Snow, we carried out an offline immersive atmosphere experience, by creating a subway station and a special train with the theme "Changbai Snow Adventures", and "moved" Changbai Mountain and some of its small animals into the city, so that more people could feel the vastness, nature and lovely life on Changbai Mountain. By continuing to tell the stories of Changbai Mountain's forests, lakes, snowfields, and wild animals, we helped more people understand the high standards of Changbai Mountain's water source ecology and Changbai Snow's high water quality.

消費者服務

消費者滿意是農夫山泉不懈追求的目標。我們注重消費者體驗，始終站在消費者的立場去思考產品價值；並且及時反思收到的反饋信息，提出解決方案，使得我們的產品和服務更加貼近市場需求；針對可能觸及的消費者信息，我們也通過制度與系統，軟硬兼具，全力保護個人隱私，打造消費者放心並信賴的國民品牌。

Consumer Services

Consumer satisfaction is Nongfu Spring's continual goal. We pay attention to the consumer experience, always think about product value from the standpoint of consumers, reflect on the feedback received in a timely manner, and create solutions to make our products and services closer to market demand. For consumer information, we use both soft and hard systems, fully protecting personal privacy, to build a high-quality, trustworthy national brand, in which consumers can have confidence.



### 消費體驗

為消費者提供高品質的產品與服務是農夫山泉一以貫之的目標。我們在產品設計與開發階段充分考慮消費者需求，在銷售環節提高用戶購買便捷度，擴大產品觸達範圍，並且通過線下管理提升與線上系統優化，保障產品售後服務，多方位、全流程的保證消費者的產品體驗與服務體驗。

### Consumer Experience

Providing consumers with high-quality products and services is a consistent goal of Nongfu Spring. We fully consider consumers' needs in the product design and development stages, improve the convenience of user purchases in the sales segment, and expand the scope of our product reach. We also ensure product after-sales service through offline management improvement and online system optimization. In other words, we ensure the consumer product and service experience in all respects.

#### 產品開發 Product R&D

- 與主流零售平台合作，借助工具定向搜集消費者需求，為開發更符合消費者喜好與期待的產品奠定基礎。  
Cooperate with mainstream retail platforms, and use tools to target and collect data on consumer needs, laying the foundation for the development of products that are more in line with consumer preferences and expectations.
- 產品新口味開發階段會篩選目標消費人群做感官測試，測試結果為口味開發方向提供參考。  
During the new flavor development stage of new products, target consumers are screened for sensory testing; the test results provide a reference for the direction of flavor development.

#### 產品銷售 Product Sales

- 具備完善的經銷商合作制度，明確各渠道銷售環節的服務要求，並協助經銷商開展培訓。  
Establish a comprehensive distributor cooperation system, clarify the service requirements of each channel sales segment, and help distributors carry out training.
- 在學校、醫院、交通站、辦公樓等公共場所廣泛佈局自動零售販賣機，解決用戶即飲需求；在社區佈局量販機，解決居家用戶家庭整箱用水、大包裝用水需求。自動零售販賣機與量販機均為 24 小時不打烊，用戶隨時可購。  
Widely deploy vending machines in public places, such as schools, hospitals, transportation stations, and office buildings, to meet user demand for ready-to-drink products. Deploy mass vending machines in communities to meet the needs of home users for wholesale water and large-package water. Open vending machines and mass vending machines 24 hours a day.

#### 產品售後 Product Aftersales

- 線下：實行值班小組長制，責任到人，及時響應用戶提出的問題，保證產品售後服務質量；修訂新人培訓手冊，幫助新員工快速進入角色，提升人員服務水平。  
Offline: Implement the team leader system on duty, assign responsibilities, respond promptly to questions raised by users, and ensure the quality of product after-sales service. Revise the training manual for new employees to help them quickly take on their roles and improve personnel service levels.
- 線上：優化 95077 語音導航，方便用戶選擇熱線菜單鍵；打造智能客服系統，增加全渠道在線客服、人工智能客服等。  
Online: Optimize 95077 voice navigation to allow users to select hotline menu keys, build an intelligent customer service system, increase omnichannel online customer service, artificial intelligence customer service, etc.

#### 確保消費者體驗的舉措

#### Measures to ensure a positive consumer experience

客戶投訴

農夫山泉非常重視市場的反饋與消費者的聲音，主動了解輿論信息與客戶反饋，積極拓寬與客戶溝通的渠道。此外，針對接收到的客戶投訴，我們也及時答覆並解決，不斷改進產品並提升服務。

Consumer Complaints

Nongfu Spring attaches great importance to market feedback and the voice of consumers. We actively understand public opinion information and customer feedback and expand our channels of communication with customers. We also respond to and resolve customer complaints in a timely manner, and continuously improve our products and services.

輿情管理 Public opinion management

- 採用輿情系統、人工多元化監控，實現人機合一，及時掌握輿情信息，大幅度提升監控覆蓋面及輿情監控及時性。  
Adopted a public opinion system and manual diversified monitoring to realize man-machine integration. Greatly improve monitoring coverage and the timeliness of public opinion monitoring to grasp public opinion promptly.
- 主動從各種渠道收集客戶滿意度的信息，制定了《輿情監控手冊》和《輿情監控管理細則》，明確人員職責、輿情信息處理等，確保信息及時被抓取，降低輿情擴散風險。  
Actively collected information on customer satisfaction from various channels, and formulated *Public Opinion Monitoring Manual* and *Public Opinion Monitoring and Management Rules* to clarify personnel responsibilities and public opinion information processing, etc., to ensure that information is captured quickly and reduce the risk of public opinion diffusion.

投訴處理 Complaint handling

- 優化了95077全國服務熱線的語音導航，暢通投訴渠道。  
Optimized the voice navigation of the 95077 national service hotline and smoothen the complaint channels.
- 建立了客訴個人跟進制度，責任到人，實時追蹤，做到件件清、事事結，確保每起客訴都能及時跟進結案；並對處理結束的事件開展回訪，提升客訴處理及時性和有效性。  
Established a personal follow-up system for customer complaints. Responsibility is assigned to the person with real-time tracking to ensure that each customer complaint is followed up and closed promptly. We carry out return visits to closed incidents to improve the timeliness and effectiveness of customer complaint handling.
- 針對重大事件，我們及時上報處理，開展案例分析，宣導正確有效的處理方式，形成重大事件系統化處理機制。  
For major incidents, we report and deal with them quickly, carry out case analysis, publicize correct and effective handling methods, and form a systematic handling mechanism for major incidents.

報告期內，本公司收到的針對產品和服務的投訴共計6,174件，投訴率較上年下降10%。我們認真對待每一份投訴，投訴處理率達100%，消費者滿意度為98%。

During the reporting period, the Company received 6,174 complaints focusing on products and services. The complaint rate decreased by 10% year on year. Every complaint was treated seriously. The complaint-handling rate reached 100%, and the customer satisfaction rate was 98%.

經銷商作為終端消費者與農夫山泉的橋樑，也是我們邁向市場的第一步，保障經銷商的滿意度，也保證了終端用戶的良好體驗。報告期內，我們開展了經銷商滿意度調查，覆蓋全渠道經銷商及水站，從業務滿意度、服務滿意度、人員滿意度以及滿足經銷商培訓需求等方面開展，整體滿意程度達到99%。後續我們也針對調查發現的問題組織了經銷商交流與培訓，促進公司與經銷商建立長期穩定的關係，並將我們優質的服務逐步傳遞至消費者。

Our distributors function as a bridge between consumers and Nongfu Spring, and are our first step in the market. Ensuring distributor satisfaction ensures a good experience for end-users. During the reporting period, we carried out a distributor satisfaction survey, covering omni-channel distributors and water stations. The survey included business satisfaction, service satisfaction, personnel satisfaction, and fulfilling the training needs of distributors. The overall satisfaction rate was 99%. In the follow-up, we also organized distributor exchanges and training in response to the problems found in the survey to promote a stable, long-term relationship between the Company and distributors, and to deliver high-quality service to consumers.

### 隱私保護

確保公司在運營與服務各個環節中所觸達信息的安全性，是農夫山泉應當承擔的責任。我們搭建了由董事會管轄、高級管理層負責的信息安全管理架構，嚴格遵守《中華人民共和國網絡安全法》、《中華人民共和國個人信息保護法》等法律法規，根據國家新頒佈的政策，修訂了《賬號和口令管理規範》、《終端客戶資料管理辦法(試行)》等制度，並且調整隱私策略。

在每一位員工進入農夫山泉時，均會受到信息安全培訓，確保員工了解常見安全風險規避、密碼安全、公司信息安全標準等，加強整體安全意識。我們還在《員工獎懲管理辦法》中說明了信息安全與員工獎懲的關聯關係，規範員工行為。

為了進一步抵禦信息安全事故帶來的風險，我們制定了《BGP應急解決方案》，分析可能出現的問題並部署應對方案，打造更加安全的網絡環境。定期開展信息安全審計也是對於公司管理能力的審視，報告期內我們共開展2次信息安全審計，主要針對防禦能力、系統使用、追溯措施等問題，並根據結果制定改進計劃，穩步推動信息安全管理發展。基於較為完善的信息安全管理體系，本公司通過了中華人民共和國公安部頒佈的信息安全等級保護二級證明。

### Privacy Protection

Nongfu Spring is responsible for ensuring the security of the information involved in all aspects of its operations and services. We established an information security management structure under the jurisdiction of the Board of Directors and senior management. We strictly abide by the relevant laws and regulations, such as the *Cybersecurity Law of the People's Republic of China* and the *Personal Information Protection Law of the People's Republic of China*. We revised our systems, including the *Account and Password Management Specifications*, *Terminal Customer Data Management Measures (Trial)*, and modified privacy strategies.

All employees who enter Nongfu Spring receive information security training to ensure they understand common methods of security risk avoidance, password security, Company information security standards, etc., and to strengthen overall security awareness. We explain the relationship between information security and employee rewards and punishments in the *Staff Rewards and Punishments Management Measures* to standardize employee behavior.

To further resist the risks from information security incidents, we formulated the *BGP Emergency Solution* to analyze possible problems and deploy countermeasures to create a more secure network environment. We regularly conduct information security audits to review the Company's management capabilities. During the reporting period, we conducted two information security audits, focusing mainly on defense capabilities, system use, traceability measures, and other issues. We formulated improvement plans based on the results to steadily promote the development of information security management. Thanks to its relatively comprehensive information security management system, the Company passed the second-level certification of information security level protection issued by the Ministry of Public Security of the People's Republic of China.

我們評估不同類型與場景的信息特徵，並有針對性的開展保護措施：

We evaluated the information characteristics of different types of risks and scenarios, and established targeted protection measures, as follows:

**消費者隱私保護 Consumer Privacy Protection**

- 公司重點渠道運營後台已參照第三方電商平台的信息技術方案進行改造，實現了訂單收貨人信息脫敏管理。  
The Company's key channel operation background has been transformed according to the information technology solutions of the third-party e-commerce platforms to realize the desensitization management of order consignee information.

**員工與商業信息保護 Employee and Business Information Protection**

- 員工與訪客的Wi-Fi均已隔離，均需要認證才可上網。  
The Wi-Fi of employees and visitors was separated, and both required authentication to access the Internet.
- 辦公網絡與生產網絡通過防火牆等網絡設備進行隔離。  
The office network and the production network were isolated by network devices such as firewalls.
- 各業務域網絡通過網絡設備進行隔離。  
Each business domain network was isolated by network equipment.

在確保本公司範圍內的信息安全的同時，我們還將信息安全保障延伸至經銷商，在與經銷商簽訂的合同中對保守商業秘密等相關內容作出約定，並鼓勵經銷商參照公司信息安全舉措建立信息安全制度。

While ensuring information security within the Company, we also extend information security to our distributors, requiring agreements on keeping business secrets and related content in the contracts we sign with them. They are also encouraged to establish an information security system according to the Company's information security initiatives.

# 可持續的生態

## Sustainable Ecology

### 體系建設

#### System Construction

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農夫山泉及其下屬所有水和飲料生產性工廠已全部獲取ISO 14001環境管理體系審核認證。  
Nongfu Spring and all of its subsidiary water and beverage production factories have obtained ISO 14001 environmental management system audit certification.

### 環境管理

#### Environmental Management

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報告期用水強度<sup>4</sup>為1.84噸取水量／噸合格產品產量，同比降低13.2%；回收再利用267.4萬噸水，同比上升76.6%。

During the reporting period, the water intensity<sup>4</sup> was 1.84 tons of water intake per ton of qualified product output, which decreased by 13.2% compared to last period; 2.674 million tons of water were recycled and reused, which increased by 76.6% compared to last period.



報告期單位產量溫室氣體排放強度為0.0442噸二氧化碳當量／噸合格產品產量，同比下降5.4%。  
The greenhouse gas emission intensity per unit of output during the reporting period was 0.0442 tons of carbon dioxide equivalent per ton of qualified product output, which decreased by 5.4% compared to last period.

### 應對氣候變化

#### Combating Climate Change

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根據氣候變化相關財務信息披露工作組(TCFD)框架開展氣候變化風險識別，並針對識別出的重大性氣候變化風險制定應對策略及目標。

Conducted climate change risks identification in accordance with the Climate Change-Related Financial Disclosure Working Group (TCFD) framework, and developed comprehensive strategies and targets for addressed significant climate change risks.

<sup>4</sup> 用水強度即單位產品的取水量。依據QB/T 2931-2008《飲料製造取水定額》，單位產品取水量=年取水量的總和/年生產合格產品的總量。

Water intensity refers to the water intake per unit of product. According to QB/T 2931-2008 Beverage Manufacturing Water Quota, the unit of product water intake = the sum of annual water intake/ the total annual production of qualified products.



循環再生  
Recycling



持續打造塑料循環回收再生產業鏈，報告期內與合作夥伴共同循環回收680,000餘個塑料瓶，以製作環保挎包、環保袋、文具及衣物等。

The Company continued to establish a plastic recycling industry chain. During the reporting period, we jointly recycled over 680,000 plastic bottles with our partners to make environment-friendly shoulder bags, reusable bags, stationery, clothing, etc.



建設橙皮烘乾生產綫，再利用18,000餘噸橙皮橙渣作為農用有機肥料及食品添加劑原料。

We built an orange peel drying production line, and repurposed over 18,000 tons of orange peels and orange residue into agricultural organic fertilizer and raw materials for food additives.





## 環境管理

農夫山泉嚴格遵守環境保護相關的法律法規，於內部制定並發佈了《可持續發展政策》、《環境氣候變化政策》等政策，明確了環境保護對農夫山泉的重要性，並倡導供應商、經銷商等利益相關方與我們共同努力。

我們根據ISO 14001環境管理體系的要求建立了完備的內部體系，制定《農夫山泉工廠HSE管理體系手冊》以指導下屬各工廠制定適宜的環保管理制度、標準文件和應急預案，致力於減少生產運營對環境生態造成的影響。我們設置了以各級管理層總體把控、各職能部門分項監督、員工嚴格執行的HSE（健康、安全及環境）三級管理體系，將HSE管理細化至每一個層級。通過建立「一廠一檔」環保信息檔案工具，我們系統化、標準化地對下屬各生產工廠的能源、水資源以及「三廢」排放進行全面管理，在保證環保合規性的前提下，持續提升整體環境績效表現。

農夫山泉及其下屬所有水和飲料生產性工廠均獲取ISO 14001環境管理體系審核認證，認證覆蓋範圍達到100%。報告期內，農夫山泉廣東萬綠湖飲料有限公司、農夫山泉四川峨眉山飲料有限公司、農夫山泉（貴州）武陵山飲料有限公司被納入國家工業和信息化部2021年度綠色製造名單，並獲評「綠色工廠」的稱號。

為進一步規範各下屬工廠的環境管理工作，我們制定了《工廠ESG環境績效規範》，對工廠內的能耗、水耗及HSE相關管理程序及績效表現進行定期審核，並將環境績效表現與工廠整體績效考評掛鉤。通過績效審核，進一步審視各工廠的環境管理水平，督促各工廠依據改進方向積極開展改善措施。我們積極推進各工廠的節能改造、工藝升級以及三廢排放減量化和環保處置，且在過去三年未發生因超標排放等原因造成的環保處罰事件。

## ENVIRONMENTAL MANAGEMENT

Nongfu Spring strictly abides by all laws and regulations related to environmental protection, formulates and publishes internal policies such as the *Sustainable Development Policy* and the *Environmental Climate Change Policy*, which clarify the importance of environmental protection to Nongfu Spring, and advocates that suppliers, distributors, and other stakeholders work together with us.

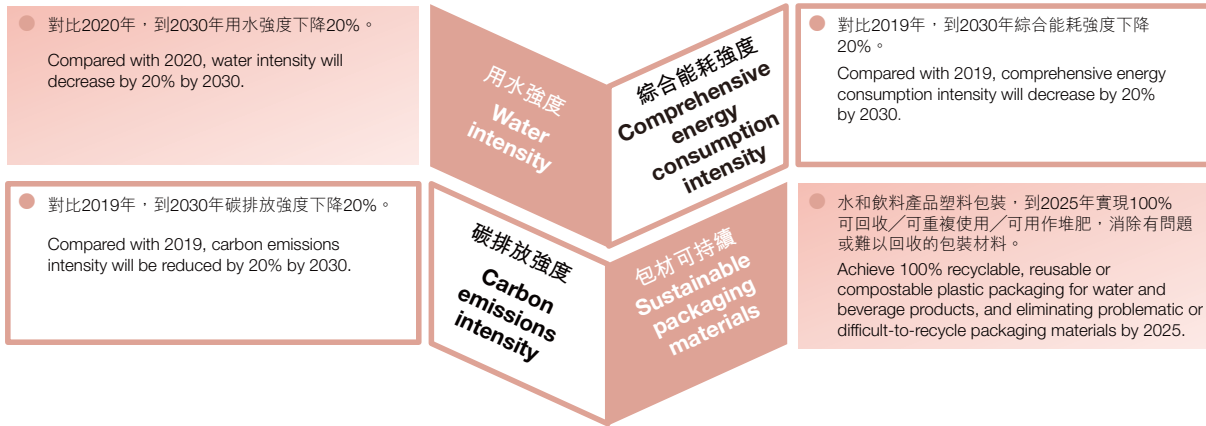
We established a comprehensive internal system according to the ISO 14001 environmental management system requirements and formulated the *HSE Management System Manual of Nongfu Spring Factories* to guide our subsidiary factories to formulate appropriate environmental management policies, standard documents, and emergency plans. We are committed to reducing the impact of our production and operations on the environment. We set up a three-level HSE (health, safety, and environment) management system under the overall control of management at all levels, sub-supervision by functional departments, and strict implementation by employees to refine HSE management at each level. With the establishment of the "One factory, One file" environmental information filing tool, we carry out systematic and standardized management of energy, water resources, and pollutant discharge at each of our factories to ensure environmental protection compliance and continue to enhance our overall environmental performance.

Nongfu Spring and all of its subsidiary water and beverage production factories obtained ISO 14001 environmental management system audit certification with certification coverage reached 100%. During the reporting period, Nongfu Spring Guangdong Wanlv Lake Beverage Co., Ltd., Nongfu Spring Sichuan Emei Mountain Beverage Co., Ltd., and Nongfu Spring (Guizhou) Wuling Mountain Beverage Co., Ltd. were included in the green manufacturing list of the Ministry of Industry and Information Technology of the People's Republic of China and were awarded the honor of "The Green Factory".

To further standardize the environmental management of each subsidiary factory, we formulated the *ESG Environmental Performance Regulatory Handbook for Factories* to conduct regular audits on the energy consumption, water consumption, and HSE-related management procedures and performance in the factories, and linked the environmental performance with the factories' overall performance appraisal. Through the performance appraisal, we further review the environmental management level of each factory and urge each factory to actively carry out improvement measures in line with the improvement direction. We actively promote energy conservation renovations, technological upgrades, reduction or environment-friendly disposal of waste emission in each factory. We have not been subject to environmental penalties for excess discharges, etc. in the past three years.

2021年，農夫山泉基於對業務發展情況的分析，分別針對用水強度、綜合能耗強度、碳排放強度和包材可持續制定了可持續發展長期戰略目標。

In 2021, based on the business development analysis, Nongfu Spring formulated long-term strategic goals for sustainable development in terms of water intensity, comprehensive energy consumption, carbon emissions reduction, and sustainable packaging materials.



農夫山泉可持續發展長期戰略目標  
Nongfu Spring Sustainable Development Long-term Strategic Goals

### 應對氣候變化

隨著《聯合國氣候變化框架公約》第26次締約方大會(COP26)的召開，以及中國在碳達峰、碳中和等一系列應對全球氣候變化的中長期目標和規劃，農夫山泉作為一家負責任的企業，密切關注國家對氣候變化的相關政策及行動計劃，積極探索低碳發展新模式，為應對氣候變化貢獻力量。我們制定了《環境氣候變化政策》與氣候變化風險的識別流程，以指引減緩、適應和抵禦氣候變化的管理方針及應對措施，以增強農夫山泉應對氣候變化影響的能力。

### COMBATING CLIMATE CHANGE

With the convening of the 26th Conference of the Parties (COP26) of the *United Nations Framework Convention on Climate Change*, as well as a series of mid- and long-term goals and plans for China to address global climate change, such as carbon peaking and carbon neutrality, Nongfu Spring, as a responsible enterprise, pays close attention to the relevant policies and action plans of the country on climate change. We actively explore new models of low-carbon development and contribute to addressing climate change. We formulated the *Environmental Climate Change Policy* and the identification procedures of climate change risks to guide management policies and countermeasures for mitigating, adapting, and resisting climate change to enhance Nongfu Spring's ability to cope with the impact of climate change.

### 治理

在管治方面，由董事會負責監督氣候變化風險的識別和應對舉措管理，並通過公共政策與可持續發展辦公室監督各職能部門與子公司的氣候變化風險，確保將識別的氣候變化風險納入公司風險管控策略之中。公共政策與可持續發展辦公室職責包括：

- 識別、評估農夫山泉生產運營中的氣候變化風險，向董事會彙報與提出建議
- 推動氣候變化發展的目標、策略及架構所採取的行動
- 監督並指導各職能部門、子公司開展適宜措施以應對氣候變化風險
- 監督並管理各職能部門、子公司氣候變化相關工作的實施進度及績效

### 風險管理

為了更好地了解氣候變化對農夫山泉業務產生的潛在影響，我們以政府間氣候變化專門委員會(IPCC)制定的代表性濃度路徑中的「RCP 2.6」作為農夫山泉的低排放氣候情景、「RCP 8.5」作為高排放氣候情景進行分析，發現在低排放氣候情景下，轉型風險發生的概率更高，在高排放情景下，則更需要關注愈加頻發的實體風險。

### Governance

In terms of governance, the Board of Directors is responsible for overseeing the identification of climate change risks and the management of response measures, while the Office of Public Policy and Sustainable Development oversees the climate change risks of all functional departments and subsidiaries to ensure that the identified climate change risks are incorporated into the Company's risk-management strategy. The responsibilities of the Office of Public Policy and Sustainable Development include:

- Identifying and assessing climate change risks in Nongfu Spring's production and operations, and reporting and making recommendations to the Board of Directors
- Promoting the development of climate change goals, strategies, and frameworks
- Monitoring and guiding all functional departments and subsidiaries to implement appropriate measures to combat climate change risks
- Monitoring and managing the implementation progress and performance of the climate change-related work of all functional departments and subsidiaries

### Risk Management

To better understand the potential impact of climate change on Nongfu Spring's business, "RCP 2.6" in the Representative Concentration Pathways, which is developed by the Intergovernmental Panel on Climate Change (IPCC), is taken as the low-emissions climate scenario of Nongfu Spring, while "RCP 8.5" is taken as a high-emissions climate scenario. In the low-emissions climate scenario, the probability of transition risks is higher while in the high-emissions scenario, more attention must be paid to more frequent physical risks.

根據氣候變化相關財務信息披露工作組 (TCFD)指南中對氣候變化風險的分類，我們綜合考量轉型風險中政策與法律、技術、市場、聲譽風險以及實體風險中急性和慢性風險，對氣候變化可能對农夫山泉業務運營產生的潛在風險進行識別，形成初步氣候變化風險清單。我們召集各職能部門管理層，開展了「氣候變化工作坊」，圍繞識別出的初步氣候變化風險清單，進一步系統化分析氣候變化對农夫山泉業務帶來的影響和潛在機遇。我們綜合考慮了風險發生的可能性、風險後果的影響力，結合公司對風險的適應力和恢復力，對清單中的氣候變化風險進行了排序，最終確定了6項對我們業務運營可能帶來較為顯著影響的氣候變化風險。

According to the classification of climate change risks in the Task Force on Climate Change-Related Financial Disclosures (TCFD) guidelines, we overall considered policy and legal, technological, market, and reputational risks for transition risks, and acute and chronic risks for physical risks. We identified potential risks arising from Nongfu Spring's business operations due to climate change and formed a preliminary climate change risk list. We convened the management of all functional departments to carry out a "Climate Change Workshop" to further systematically analyze the impact and potential opportunities of climate change on Nongfu Spring's business based on the identified preliminary climate change risk list. We considered the possibility of risk occurrence and the impact of risk consequences and ranked the climate change risks in the list in combination with the Company's adaptability and resilience to risks. Eventually, we identified six risks that may result in more significant climate change risks for our business operations.



農夫山泉氣候變化風險矩陣  
Nongfu Spring Climate Change Risk Matrix

**策略**

本公司梳理和分析了現有的管理舉措以判斷農夫山泉應對各項氣候變化風險的能力，並針對識別出的重大性氣候變化風險制定了緩解和適應的計劃，以期將氣候變化可能帶來的影響衝擊與潛在損失降至最低。

**Strategy**

The Company sorted out and analyzed the existing management measures to judge Nongfu Spring's capability to deal with all climate change risks. Accordingly, we formulated mitigation and adaptation plans for the identified material climate change risks to minimize the potential impact of climate change, shocks, and potential losses.

**重大氣候風險  
Material climate risks**

**潛在影響  
Potential impact**

**應對舉措  
Countermeasures**

**溫室氣體總量管制與定價  
Greenhouse gas cap control and pricing**

碳排放及運營成本提升，包括燃料和能源成本以及原材料生產成本。  
This will result in increased carbon emissions and operating costs, including fuel and energy costs as well as raw material production costs.

持續完善能源管理體系，持續提高自身能源管理水平。  
Continue to improve the energy management system and increase our energy management level.

響應國家「雙碳」政策，設定長期綜合能耗目標和碳排放強度目標。  
Responding to the national "Dual Carbon" policy, set long-term comprehensive energy consumption targets and carbon emissions intensity targets.

積極優化能源結構，逐步增加清潔能源、可再生能源使用。  
Actively optimize the energy structure and gradually increase the use of clean and renewable energy.

**現有產品的要求與監管  
Mandates on and regulation of existing products and services**

水資源使用受到更強的約束和監管，增加相應的合規成本和運營成本。  
More constrained water use and regulations will increase the corresponding compliance and operating costs.

制定《水源管理辦法》等制度對水源地保護及水耗管理進行指導和督查，並持續關注法律法規及相關制度變化，規範各生產環節管理辦法和考核制度，保證生產環保合規性。  
Formulate the *Water Source Management Measures* and other policies to guide and supervise the protection of water sources and water consumption management, continue to pay attention to changes in the related laws and regulations, standardize the management methods and assessment systems for each production segment to ensure production environmental compliance.

重大氣候風險 Material climate risks	潛在影響 Potential impact	應對舉措 Countermeasures
<p>低排放技術轉型的前端費用 <b>Costs to transition to lower emissions technology</b></p>	<p>減碳設備與技術改造投入成本增加。 It will increase the input costs of carbon reduction equipment and technological transformation.</p>	<p>持續尋找合適的低排放技術，在工廠開展優化生產工藝、節能技術改造，致力於將工廠的能源效率最大化，減少碳排放。 Continue to find suitable low-emissions technologies, carry out optimized production processes and energy conservation technological transformations in factories, and strive to maximize the energy efficiency of factories and reduce carbon emissions.</p> <p>在採購中鼓勵使用低碳、高效、節能的設備。 Encourage the procurement of low-carbon, high-efficiency and energy conservation equipment.</p>
<p>客戶行為變化 <b>Changing customer behavior</b></p>	<p>由於氣候變化導致客戶對綠色產品的需求逐步擴大，當無法滿足此類需求時，產品市場份額和收入將受到負面影響。 With increasing customer demand for green products due to climate change, if this demand cannot be met, product market share and revenue will be negatively affected.</p>	<p>開展低碳產品的研發和推廣。 Carry out R&amp;D on and promotion of low-carbon products.</p> <p>積極參與推進塑料廢棄物回收利用和處置，培育有利於規範回收和循環利用、減少塑料污染的新業態、新模式。 Actively participate in the promotion of plastic waste recycling and disposal. Cultivate new business forms and models that are conducive to standardizing recycling and reducing plastic pollution.</p>
<p>降雨量變化和天氣模式極端變動 <b>Changes in precipitation patterns and extreme variability in weather patterns</b></p>	<p>影響工廠日常生產製造，導致財務損失、營收下降。 This will affect daily production and manufacturing, resulting in financial losses and decreased revenue.</p>	<p>對降雨量變化和極端天氣進行常規監測，要求每個運營地點制定針對性的應急預案，並定期開展應急演練。 Routinely monitor changes in rainfall and extreme weather. Require each operating location to formulate targeted emergency plans and conduct regular emergency drills.</p>
<p>原材料成本上漲 <b>Increased cost of raw materials</b></p>	<p>擾亂原材料供應，影響原材料質量。 This will disrupt supply and affect the quality of raw materials.</p>	<p>制定《採購管理辦法》、《供應商生命周期管理辦法》等政策對原材料採購進行可持續的管理。 Formulate policies such as <i>Procurement Management Measures</i> and <i>Supplier Life Cycle Management Measures</i> to carry out sustainable management of raw material procurement.</p>

農夫山泉氣候變化重大風險應對措施

Nongfu Spring's Countermeasures to Deal with Material Climate Change Risks



## 能源及碳排放

基於氣候變化風險識別，農夫山泉充分意識到氣候變化的緊迫性，並積極優化能源及碳排放管理。我們嚴格遵守《中華人民共和國節約能源法》、《中華人民共和國清潔生產促進法》，制定《能源動力管理規範》等管理制度，對能源及碳排放實施系統化管理，推動 ISO 50001 能源管理體系認證。報告期內，共有3家工廠獲得 ISO 50001 能源管理體系認證。

農夫山泉在生產運營與日常辦公環節過程中使用的主要能源類型包括柴油、汽油、燃煤、天然氣及生物質能等直接能源，以及外購電力、外購蒸汽等間接能源。農夫山泉各工廠均成立了能源管理小組，由總部生產營運中心統籌規劃，對能源供應、設備管理、能源統計和稽查考核四個方面進行系統化的管理，並根據制度及工廠自身情況制定適宜的節能降耗方案。

## Energy Use and Carbon Emissions

With climate change risk identified, Nongfu Spring is fully aware of the urgency of climate change and actively optimizes our energy and carbon emissions management. We strictly abide by the *Energy Conservation Law of the People's Republic of China* and the *Cleaner Production Promotion Law of the People's Republic of China*. We also formulate management systems such as *Energy Power Management Standards* to implement the systematic management of energy and carbon emissions and promote ISO 50001 energy management system certification. During the reporting period, there are three factories obtained ISO 50001 energy management system certification.

The main types of energy used by Nongfu Spring in its manufacturing operations and daily office processes are direct energy such as diesel, gasoline, coal, natural gas and biomass energy as well as indirect energy such as purchased electricity and steam. We ensure that every Nongfu Spring factory has an energy-management team. The headquarters production and operation center engages in overall planning and carries out systematic management in four areas: energy supply, equipment management, energy statistics, and inspection and assessment. Appropriate energy conservation and consumption-reduction policies are formulated according to the system and each factory's conditions.

本公司制定了長期節能減碳目標：到2030年，對比2019年，碳排放強度和綜合能耗強度均下降20%。為了高效達成目標，我們積極尋求降低能源消耗，減少碳排放的機會。報告期內，我們開展了包裝飲用水產品生命周期碳排放評價，通過採用國際通用的評估辦法測算包裝飲用水對環境的影響，對產品的節能減碳路徑進行了探索，以便在未來進一步優化我們碳排放管理。

報告期內，我們在運營全流程中採取了節能減排措施：在生產環節，我們將能耗及碳排放目標拆解至每個工廠，各工廠圍繞工藝創新及優化、技術創新與技術改造以及節能管理三大方面制定每年的節能減排方案並嚴格執行；在物流環節，我們積極發展鐵路運輸，並著力優化物流管理，提升運輸效率，降低運輸過程碳排放；在銷售環節，我們鼓勵經銷商按照農夫山泉的能源管理制度進行管理，並針對自販機做了一系列節能優化。此外，我們逐步擴大可再生能源使用的比例，進一步改善自身能源結構，推動低碳轉型。報告期內，我們的溫室氣體排放強度下降5.4%，並呈長期穩步下降趨勢。

#### 低碳生產

我們的工廠分佈在國內各個區域，在生產運營中，我們結合工廠的地理位置以及當地的氣候，逐步建立與完善能源管理體系，並計劃於5年後實現所有工廠通過ISO50001能源管理體系認證。我們通過管理升級、工藝升級、技術改造針對運營環節進行能效改善，以實現我們低碳生產的目標。

The Company set a long-term energy conservation and carbon reduction goal: by 2030, both carbon emission intensity and comprehensive energy consumption intensity will be 20% lower than that in 2019. To efficiently achieve our goals, we actively seek opportunities to reduce energy consumption and reduce carbon emissions. During the reporting period, we carried out the lifecycle carbon emissions assessment of our packaged drinking water products. By adopting internationally accepted evaluation methods to measure the impact of packaged drinking water on the environment, we explored the energy conservation and carbon reduction paths of our products to further optimize our carbon-emissions management in the future.

During the reporting period, we also adopted energy-conservation and emissions-reduction measures throughout the entire operation process. In the production process, we set energy-consumption and carbon-emissions goals for each factory. All factories formulated annual energy-conservation and emissions-reduction plans and strictly implemented by focusing on three main areas: process innovation and optimization, technological innovation and transformation, and energy-conservation management. As for logistics, we actively developed railway transportation, and strived to optimize logistics management, improve transportation efficiency, and reduce carbon emissions during transportation. For sales, we encouraged distributors to follow the energy management system of Nongfu Spring. Our vending machines also underwent a series of energy conservation optimizations. In addition, we have gradually expanded the proportion of renewable energy use, improved our energy structure, and promoted low-carbon transformation. During the reporting period, our greenhouse gas emission intensity decreased by 5.4%, maintaining a steady and long-term decline trend.

#### Low Carbon Production

Our factories are located in various regions of China. During manufacturing operations, we have gradually established and improved our energy-management system based on each factory's geographical location and local climate. We plan to achieve ISO50001 energy management system certification for all factories within five years. Through management and technological upgrades, and technological transformation, we will improve energy efficiency in our operations to achieve our goal of low-carbon production.

#### 管理升級

- 農夫山泉設置了工廠碳排放強度及年度下降率排名表，對優秀案例予以通報、獎勵，並將能源強度作為工廠管理人員績效考核的指標之一，極大提高了各工廠節能降耗的積極性。
- 我們著力建設能源計量系統，以實現對能耗的實時追蹤和精準計量，替代了以往人工統計的方式，提升能源統計及分析效率，對能源異常使用可以及時發現並進行整改。

#### 工藝升級

- 以農夫山泉中性飲料產品東方樹葉和蘇打水為例，在保證微生物符合生產要求的前提下，通過合理優化標準滅菌時間和滅菌溫度，使單周期有效生產時間分別提升6.4%和11.3%，大幅降低能源消耗。

#### Management Upgrades

- Nongfu Spring set up a ranking table of factory carbon emissions intensity and annual decline rate. We notified and rewarded outstanding cases, and set energy intensity as one of the indicators of factory managers' performance assessment which greatly improved the enthusiasm of all factories to save energy.
- We focused on building an energy-measurement system to achieve real-time tracking and accurate measurement of energy consumption, replacing the previous manual statistics. This improved the efficiency of energy statistics and analysis, and enabled timely detection and rectification of abnormal energy usage.

#### Technological Upgrades

- Taking Nongfu Spring's neutral beverage products Oriental Leaf and Soda Drink as examples, to ensure that the microorganisms meet the production requirements, the standard sterilization time and sterilization temperature were reasonably optimized so that the effective production time of a single cycle was saved by 6.4% and 11.3% respectively which greatly reduced energy consumption.

**技術改造**

- 報告期內，我們在工廠設備升級和技術改造方面開展了以下具有代表性的項目：

**Technological Transformation**

- During the reporting period, we carried out the following representative projects in terms of factory equipment upgrades and technological transformation:

**油冷冰水改冷卻塔水**

**Replacing ice water by cooling tower water in oil-cooling process**

利用注塑機不同工藝段所需冷卻水溫度差異，通過對湖北新城工廠和浙江茶園工廠油冷卻系統管道重新規劃，使用冷卻塔水對注塑機油冷卻系統進行降溫，每年減少二氧化碳排放量約590噸。

Taking advantage of the temperature difference of cooling water required in different technological sections of the injection molding machine by replanning the oil-cooling system pipeline of the Hubei Xincheng and Zhejiang Tea Garden factories, and using cooling tower water to cool the injection molding oil-cooling system, we reduced carbon dioxide emissions by about 590 tons per year.

**閃蒸氣熱能回收**

**Flash vapor thermal energy recycle**

通過優化浙江千島湖區域的茶園工廠、梅坪工廠和新安江工廠冷凝水回收佈局及增加閃蒸汽回收器，將回收的熱能就地使用或輸送回至鍋爐，每年閃蒸汽回收量超過1,400噸。

By optimizing the layout of condensed water recovery in the Tea Garden, Meiping, and Xin'an river factories of Zhejiang Thousand Island Lake region and adding flash vapor recyclers, the recovered thermal energy can be used on-site or sent back to the boiler, which dedicated to a annual flash vapor recovery volume exceeded 1,400 tons.

**天然冷源降溫**

**Natural cold source cooling down**

利用千島湖源水替代浙江千島湖區域工廠原有95台冷水機，對工廠生產現場進行降溫，全年可減少二氧化碳排放量約600噸。

We use the source water of Thousand Island Lake to replace the original 95 chillers in the factories located in Zhejiang Thousand Island Lake region to cool the production site, which can reduce carbon dioxide emissions by about 600 tons per year.

**低碳物流**

在倉儲物流方面，農夫山泉持續發展綠色低碳的物流運輸方式，採用公路、鐵路和水路多種運輸方式相結合的形式將我們的產品高效送達全國各地市場。我們合理佈局生產綫，通過新增加生產基地以及主要基地全庫存量單位(SKU)佈局，持續縮短運輸距離。我們積極推動倉庫管理系統、運輸管理系統的信息化建設，以提升物流作業效率，縮短工廠內部物流距離。

**Low-carbon Logistics**

In terms of warehousing and logistics, Nongfu Spring continued to develop green, low-carbon logistics and transportation methods and used a combination of road, rail and water transportation to efficiently deliver our products to markets across the country. We rationally arranged production lines and continued to shorten transportation distances by establishing new production bases and implementing the full Stock-Keeping Unit (SKU) layout of major bases. We actively promoted the informatization construction of warehouse management systems and transportation management systems to improve the efficiency of our logistics operations and shorten the logistics distance within the factory.

我們積極探索鐵路綠色物流，在工廠規劃之初就綜合考慮鐵路運輸的可能性，在多個生產基地建設鐵路專用綫，發展「生產綫直通火車車廂」的倉儲運輸模式，減少倉儲中轉運輸導致的能耗及溫室氣體排放。我們在湖北丹江口水源地合理利用了老舊廢棄鐵路，縮短了鐵路建設里程的同時減少了建設過程中的能源資源消耗。我們積極增設城市鐵路配送站點，打通綫上、綫下最後一公里業務，加速提升鐵路低碳運輸覆蓋率。2021年，我們訂立了鐵路運輸量目標：由2020年300餘萬噸基礎逐年提升鐵路運輸量，於2025年達到對比2020年提升一倍。

We actively explored green railway logistics and comprehensively considered the possibility of railway transportation at the beginning of factory planning. We built special railway lines in multiple production bases and developed a storage and transportation mode of “Production Lines Directly Connected to Train Carriages” to reduce energy consumption and greenhouse gas emissions in our warehousing and transit process. We rationally used old and abandoned railways in the water source of Danjiangkou in Hubei, shortening railway construction distance and reducing energy and resources consumption during the construction process. We established urban railway distribution stations, opened up the last mile of online and offline business, and accelerated the coverage of low-carbon railway transportation. In 2021, we set a goal of increasing railway transportation volume year by year from a base of more than 3 million tons in 2020 and doubled in 2025 compared to 2020.

#### 清潔能源使用

農夫山泉逐步開展清潔能源項目，提升清潔能源使用比例及範圍，使用太陽能、生物質能和其他清潔能源逐步替代傳統的燃煤，有效減少溫室氣體排放。

#### Clean Energy Use

Nongfu Spring has gradually carried out clean energy projects, and increased the proportion and scope of clean energy use. We have gradually replaced traditional coal combustion with solar energy, biomass energy and other clean energy sources to effectively reduce greenhouse gas emissions.

#### 生物質能源 Biomass energy

吉林撫松及漠河工廠地處林業資源豐富地區，使用生物質鍋爐替代傳統燃煤鍋爐。報告期內利用生物質2,726噸，減少對空氣質量的影響，降低碳排放。

Our factories in Jilin Fusong and Mohe are located in areas rich in forestry resources and use biomass boilers to replace traditional coal-fired boilers. During the reporting period, 2,726 tons of biomass were consumed to reduce the impact on air quality and carbon emissions.

#### 太陽能能源 Solar energy

廣東河源工廠根據廣東當地日照天數多和光照強度高等特點，在屋頂安裝光伏發電系統，年減少二氧化碳排放量約1,450噸。

The Guangdong Heyuan factory installed a rooftop photovoltaic power generation system, which reduced carbon dioxide emissions by about 1,450 tons per year, based on the characteristics of Guangdong's local area with many sunny days and high light intensity.



水力發電能源 Hydroelectric energy

四川峨眉工廠充分利用當地水電資源豐富優勢，生產用電接近100%來自當地金口河沿綫併網水電站，大幅度減少碳排放。

The Sichuan Emei Mountain factory takes full advantage of abundant local hydropower resources. Nearly 100% of the electricity used for production comes from local grid-connected hydropower stations along the Jinkou River, which greatly reduces carbon emissions.

天然氣能源 Natural gas energy

吉林靖宇工廠新增天然氣鍋爐及配套CNG減壓站，替換原有燃煤鍋爐，項目實施後預計全年可減少二氧化碳排放量約2.9萬噸。

The Jilin Jingyu factory added natural gas boilers and supporting CNG decompression stations to replace the original coal-fired boilers. After project implementation, it is expected to reduce carbon dioxide emissions by about 29,000 tons per year.

綠色辦公

在綠色辦公方面，我們鼓勵所有員工積極參與節能減排行動，共同創建綠色辦公環境。為有效控制能耗的浪費，我們在總部園區內公共區域的空調採用時控系統，園區室外照明採取分時段、分路段控制照明開關，並規定安保人員每晚進行園區巡視，及時關閉不必要的設備電源。我們積極倡導無紙化辦公並上綫無紙化報賬平台，盡可能減少紙張的浪費。同時，我們在園區各區域放置分類垃圾回收桶，並通過張貼節約用紙、用電和用水標識，強化全員工節能環保意識，實現能源控制指標。

Green office

In terms of green office, we encourage all employees to actively participate in energy conservation and emissions reduction to jointly create a green office environment. To effectively reduce energy consumption, we use a time-controlled system for the air conditioners in the public areas of the headquarters office park. The control of outdoor lighting in the office park is affected by time periods and sections. Security officers are required to patrol the office park every night and turn off unnecessary equipment in a timely manner. We actively advocate a paperless office and launched a paperless billing platform to reduce paper waste as much as possible. We placed classified garbage recycling bins in various areas of the office park. We posted signs reminding staff to reduce the use of paper, electricity, and water, strengthening the awareness of energy conservation and environmental protection among all employees to achieve our energy-reduction targets.

報告期內，我們的能源使用與溫室氣體排放情況如下：

During the reporting period, our energy use and greenhouse gas emissions were as follows.

能源績效表現 Energy Performance	單位 Unit	2020年 2020	2021年 2021
<b>能源消耗</b>			
<b>Energy consumption</b>			
外購電力消耗 Consumption of purchased electricity	百萬瓦時 Million watt-hours	948,402	<b>1,071,083</b>
可再生能源使用量－太陽能 Renewable energy use – solar	百萬瓦時 Million watt-hours	2,720	<b>2,005</b>
可再生能源使用量－水電 Renewable energy use – hydroelectric	百萬瓦時 Million watt-hours	— <sup>5</sup>	<b>100,369</b>
可再生能源使用量－生物質 Renewable energy use – biomass	噸 Ton	2,355	<b>2,726</b>
外購蒸汽 Purchased steam	噸 Ton	57,222	<b>65,960</b>
柴油耗用 Diesel	噸 Ton	346	<b>407</b>
汽油耗用 Gasoline	噸 Ton	51	<b>116</b>
燃煤耗用 Coal	噸 Ton	13,988	<b>16,309</b>
天然氣耗用 Natural gas	標準立方米 Standard cubic meters	32,936,368	<b>42,217,792</b>
<b>綜合能耗</b>			
<b>Comprehensive energy consumption</b>			
綜合能耗(直接) Comprehensive energy consumption (direct)	噸標準煤 Ton of standard coal	58,373	<b>75,068</b>
綜合能耗(間接) Comprehensive energy consumption (indirect)	噸標準煤 Ton of standard coal	123,549	<b>150,438</b>
綜合能耗總量 Total comprehensive energy consumption	噸標準煤 Ton of standard coal	181,922	<b>225,506</b>
綜合能耗強度 Comprehensive energy consumption intensity	噸標準煤／噸合格產品量 Ton of standard coal/ton of qualified product output	0.0117	<b>0.0118</b>

<sup>5</sup> 2020年未拆分水電使用量。  
Hydropower usage was not split and presented in 2020.

能源績效表現 Energy Performance	單位 Unit	2020年 2020	2021年 2021
<b>溫室氣體</b> <b>Greenhouse Gas</b>			
範疇一溫室氣體排放 Scope I greenhouse gas emissions	二氧化碳當量－噸 Ton of carbon dioxide equivalent	107,706	<b>134,006</b>
範疇二溫室氣體排放 Scope II greenhouse gas emissions	二氧化碳當量－噸 Ton of carbon dioxide equivalent	618,088	<b>709,027</b>
溫室氣體排放總量 Total greenhouse gas emissions	二氧化碳當量－噸 Ton of carbon dioxide equivalent	725,794	<b>843,033</b>
單位產量溫室氣體排放 Greenhouse gas emissions per unit of output	噸二氧化碳當量／噸 合格產品產量 Ton of carbon dioxide equivalent/ton of qualified product output	0.0467	<b>0.0442</b>

### 可持續用水

隨著氣候變化以及全球人口的增加，全球水資源壓力不斷加劇。我們深知水資源是農夫山泉賴以生存的基礎，可持續地用水是我們義不容辭的責任。我們以水源地保護和節約水資源為兩大支點進行水資源管理，並將水資源可持續的理念貫穿整個價值鏈中。

### SUSTAINABLE WATER USE

With climate change and the increasing global population, global water resource stress is intensifying. Water resources are the basis for the survival of Nongfu Spring, and it is our bounden duty to use water sustainably. We take water sources preservation and water resources conservation as the two fulcrums for water resources stewardship, and apply the sustainable water resources concept throughout the entire value chain.

**水源地保護**

農夫山泉的源水取自深層湖水、深層庫水、山泉水、自然涌出泉水、深層地下水、礦泉水等。為了保證長期穩定的水資源供應能力，我們從未停止水源地探尋，對潛在的水源地開展長周期的水質調研、水源監測及水量補給考察，力求在全國範圍內佈設更多水質卓越，水量充沛的水源地。在確定了新的水源地後，我們也會謹慎地考察取水對水源地生態環境可能帶來的影響，進行取水可行性分析並第一時間依法獲取相關取水資質，根據年度取水計劃在各水源地合規取水。

**Water Sources Protection**

The source water of Nongfu Spring comes from deep lake water, deep reservoir water, mountain spring water, natural artesian spring water, deep underground water and mineral water, etc. To ensure stable, long-term water supply capacity, we continually look for new water sources. We carry out a long period of water quality surveys, water source monitoring, and water supply inspections of potential water sources, and strive to identify more water sources of excellent quality and abundant water volume throughout the country. After determining a new water source, we carefully examine the possible impact of water intake on the ecological environment of the water source, conduct a feasibility analysis of water intake, and obtain relevant water intake qualifications in accordance with the law as soon as possible. According to the annual water abstraction plan, water is taken in compliance with the law in each water source.

**福建武夷山水源地****Fujian Wuyi Mountain Water Source**

報告期內，農夫山泉實現對優質水源地的佈局—福建武夷山水源地。經過對水源長周期的水質調研及監測，我們發現來自於森林深處的山泉水，穿林過石後積累了適量的天然礦物元素，與泡茶之水「清、輕、甘、冽、活」的標準完美契合。在綜合考量建廠可行性及生態影響後，我們正式落地福建武夷山水源地佈局，致力於將優質的泡茶水獻給愛茶者。

During the reporting period, Nongfu Spring identified the layout of the Wuyi Mountain water source in Fujian. After a long period of water quality investigation and monitoring of the water source, we found that the mountain spring water deep in the forest accumulated an appropriate amount of natural mineral elements after passing through the forest and stones, which fits the standards of water for tea brewing which are “Clear, Light, Sweet, Cold and Lively”. After comprehensively considering the feasibility and ecological impact of the construction of the factory, we officially implemented the layout of the Fujian Wuyi Mountain water source and committed to dedicating high-quality tea water to tea lovers.

好的水源離不開良好生態環境的滋養。農夫山泉在將好水搬運給大眾的同時，致力於保護水源地和工廠周邊生物多樣性，做大自然中謙遜的過客。在工廠選址階段，我們展開生物多樣性調查，確保我們工廠和當地的生態保護紅線、自然保護區及珍稀動物的棲息地保持距離。

農夫山泉對水源地的保護和對生物多樣性的關注也貫穿於工廠的日常運營中。各工廠按照內部《水源管理辦法》對水源地進行水文監控，以及時發現水質異常波動並採取相應的措施。同時，我們定期進行水源地風險識別及排查，並根據各業務風險特點，在必要時進行源水質量審計。此外，各工廠積極開展「環保衛士活動」及保護水源地生態項目，提升水源地運營管理能力，樹立水源地保護的榜樣。

A good water source is inseparable from the nourishment of a good ecological environment. While delivering quality water to the public, Nongfu Spring is committed to protecting water sources and biodiversity around the factories and being a humble guest of nature. During the factory site selection phase, we conduct biodiversity surveys to ensure that our factories keep their distance from local ecological protection red lines, nature reserves, and habitats for rare animals.

Nongfu Spring's protection of water sources and attention to biodiversity is also part of the daily operations of our factories. All factories conduct hydrological monitoring of water sources in accordance with our internal *Water Sources Management Measures* to detect abnormal fluctuations in water quality in a timely manner and take corresponding measures to deal with changes. We regularly carry out risk identification and investigation of water source areas, and conduct source water quality audits when necessary according to the characteristics of the various business risks. All factories actively carry out "Environment Guardian Activities" and water sources ecology protection projects to improve the operation and management capabilities of the water sources, and set an example for the protection of water sources.

**環保衛士  
Environment Guardian**



農夫山泉定期對水源地取水進行理化指標檢測和水質監測送檢，以及對水源地周邊及上游進行環保巡查，並通過監控設備實時監控現場情況。同時，各工廠每季度都會舉辦「環保衛士」活動，在水源地週邊開展植樹種草、河道清理等環保活動，以保護水源地生態環境。Nongfu Spring conduct regular physical and chemical index testing and water quality monitoring of the water intake from the water sources. We conduct environmental inspections around and upstream of the water sources, and monitor the on-site situation in real-time with monitoring equipment. Each factory holds "Environmental Protection Guard Activities" quarterly, organizing environmental protection activities, such as tree-planting and grass and river cleaning around the water sources to protect the ecological environment.

**生態放流  
Ecological Release**



報告期內，農夫山泉浙江茶園工廠參與千島湖金山魚灣春季放流公益活動，活動秉持保護水域生態系統的理念，共同維護水源地良好的水環境和生物多樣性，助力實現千島湖區域綠水青山，生態發展。During the reporting period, Nongfu Spring's Zhejiang Tea Garden factory participated in the spring release public welfare activity in Qiandao Lake Jinshan Fish Bay. The activity focused on protecting the water ecosystem to maintain a good water environment and the biodiversity of the water source, help protect the clean water and green mountains, and promote ecological development in the Qiandao Lake area.



### 可持續用水

我們高度重視水資源的合理使用，致力於把水資源節約和綠色生產的理念用於指導工廠日常運營。我們的公司高級管理層及公共政策與可持續發展辦公室對水資源管理績效及表現進行監督與統籌管理，總部生產營運中心依據《水耗用管理規範》對水耗管理進行指導和督查，並由各工廠成立管理小組，開展工廠用水強度自查管控和執行用水強度改善措施，加強用水管理，調整用水結構，持續優化水資源的利用效率。

我們制定了用水強度十年目標：對比2020年，農夫山泉集團到2030年用水強度將下降20%。為了實現這一目標，各工廠基於歷年的實際取水定額每年訂立節水目標，從強化節水管理、節水技術研發、設備節水改造三個維度分析節水潛力，進而確定短、中、長期的節水目標實現路徑。

### Sustainable Water Use

We attach great importance to the reasonable use of water resources and are committed to applying the concepts of water conservation and green production to guide the daily operations of our factories. Our Company senior management and the Office of Public Policy and Sustainable Development supervise and manage the performance of our water resources management. The headquarters production and operation center guides and supervises water consumption management according to the *Water Consumption and Use Management Specification System*. The management team in each factory conducts self-inspections and control of factory water intensity and implements water intensity improvement measures to strengthen water use management, adjusts water use structure, and continuously optimizes the utilization efficiency of our water resources.

We set a 10-year water intensity goal: Compared with 2020, Nongfu Spring Group will reduce water intensity by 20% by 2030. To achieve this goal, each factory sets water reservation goals every year based on the actual water intake quota over the years, and analyzes the water reservation potential from three dimensions: strengthening water reservation management, water reservation technology R&D, and water reservation equipment renovation. Short-, medium-, and long-term paths are then determined to achieve the water reservation goals.

報告期內，我們從節水管理、節水技術、節水改造三個方面實施了一系列節水舉措，相較2020年用水強度已降低13.2%。

在節水管理方面，我們採用統一的「水平衡圖」工具對各工廠進行系統化、常態化的管理，明確規定各用水點水質要求、各工藝點得水率基準、水供應能力匹配等，進行每月水耗績效統計和分析，同時將其納入工廠管理層績效考核指標之一，推動工廠在生產環節積極開展節水工作。

在節水設計方面，我們通過對部分工廠用水強度較高的生產水綫進行盤查和優化節水設計，有效降低工廠用水強度。報告期內，我們下發《中性及含茶品項去酸洗工藝優化試機方案》，在保證產品質量的基礎上，取消不必要的酸洗步驟。目前已在浙江新安江工廠的東方樹葉產綫試點，並計劃逐步推廣至其他產綫。同時，我們對部分產綫開展無菌保持中間水洗項目，有效提升用水效率及增加產量。

#### 浙江茶園工廠無菌保持中間水洗項目

#### Project of Aseptic Water Rinsing while Product changeover or switchover of Zhejiang Tea Garden Factory



During the reporting period, we implemented three series of water reservation measures: water reservation management, technology and renovation. Compared with 2020, water intensity was reduced by 13.2% in 2021.

Regarding water reservation management, we use a unified “Water Balance Chart” tool to conduct systematic and normalized management of each factory and clearly stipulate the water quality requirements at each water using process, the water yield benchmark at each process point and water supply capacity, etc. Then we compile monthly water consumption performance statistics and analysis as well as include them as one of the factory management performance assessment indicators to promote active water conservation work in the production process.

As for water reservation design, we effectively reduce the water intensity of factories by checking and optimizing the water reservation design of production lines with high water intensity within some factories. During the reporting period, we issued the *Test Solution for Optimizing the Depickling Process for Neutral and Tea-containing Products* to eliminate unnecessary pickling steps while keeping product quality. At present, it has been piloted in the oriental leaf production line in the Zhejiang Xin’an River factory, and we plan to gradually expand it to other production lines. Meanwhile, we are carrying out aseptic maintenance intermediate washing projects for some production lines which effectively improves water efficiency and increases production.

我們的浙江茶園工廠通過工藝優化，在不破壞產綫無菌環境的前提下，針對部分產品生產僅進行無菌水清洗，在生產綫直接切換生產品項。在切換期間，我們實現了酸鹼物料零使用，能源費用（電和蒸汽）同比下降50%，每年增加產量約130萬箱，節約用水約4,000餘噸。

Through technological optimization, under the premise of not destroying the aseptic environment of the production line, our Zhejiang Tea Garden factory has been able to use only sterile water to clean the production line for some products, which enables products items being directly switched on the production line. During the switchover period, we achieved zero use of acid and alkaline materials, resulting in a 50% YoY reduction in energy costs (electricity and steam), an annual increase in production of about 1.3 million cases, saving about 4,000 tons of water.

在節水改造與水循環利用方面，我們對部分工廠熱灌冷瓶機和冷卻交換系統進行技術改造，切實提高生產製造得水率，並通過循環利用生產製造中的膜清洗水、冷卻水減少生產用水量，實現多元水資源利用。此外，我們還於贛南臍橙果園加裝水肥一體化滴灌設備進行精細化灌溉，有效提升水資源利用效率。

In terms of water reservation renovation and water recycling, we carried out technical renovations on the cooling bottle machines of hot filling production lines and cooling exchange systems in some factories to effectively improve the water utilization rate during production. We also reduced water consumption by recycling membrane cleaning water and cooling water in production to ensure the diversified utilization of water resources. In addition, we installed water and fertilizer integrated drip irrigation systems in the Gannan Navel Orange Orchard for refined irrigation, effectively improving water resources utilization efficiency.

#### 湖北均州工廠、浙江新安江工廠冷卻交換系統改造項目

#### Cooling Exchange System Renovation Project in the Hubei Junzhou and Zhejiang Xin'an River factories

- 以冷卻交換水與回收水提升水質供應、系統合併分擔高負荷降溫等技改方式，替換原水或碳濾水耗用，每年減少水耗約12萬噸。

By adopting technical transformation methods, such as use exchange cooling water and recycled water to improve water quality supply, integrating system to share high-load cooling, replacing the raw water or carbon filtration water, the water consumption was reduced by about 120,000 tons per year.

#### 浙江南山工廠熱灌冷瓶機節水改造項目

#### Hot Filling and Cold Bottle Machine Renovation Project in Zhejiang Nanshan factory

- 利用閒置冷水機、水箱、熱交換器，將使用源水冷卻改造為冷卻水進行循環使用，全年減少使用源水約13萬噸。  
By using idle chillers, water tanks and heat exchangers, the source water used for cooling was transformed into cooling water for recycling, reducing the use of source water by about 130,000 tons throughout the year.

#### 贛南臍橙果園水肥一體化滴灌項目<sup>6</sup>

#### Gannan Navel Orange Orchard Water and Fertilizer Integrated Drip Irrigation Project<sup>6</sup>

- 贛南臍橙果園採購6套水肥一體化滴灌設備，利用設備在水肥一體化方面的優勢開展精細化水肥管理實驗，每年預計減少水耗約19萬噸。

The Gannan Orchard purchased six sets of water and fertilizer integrated drip irrigation equipment, and carried out refined water and fertilizer management experiments by using the equipment's advantages in water and fertilizer integration which is expected to reduce water consumption by about 190,000 tons per year.

<sup>6</sup> 臍橙果園水肥一體化滴灌設於2021年8月份開始陸續安裝完畢，年減少水耗量為理論預估值。

The water and fertilizer integrated drip irrigation systems in the navel orange orchards were installed successively in August 2021. The annual water consumption reduction is a theoretical estimate.

報告期內，農夫山泉的水資源績效表現如下：

During the reporting period, Nongfu Spring's water source performance was as follows:

水資源績效表現 Water Source Performance	單位 Unit	2020年 2020	2021年 2021
自來水／市政用水取水量 <sup>7</sup> Tap water/municipal water withdrawal <sup>7</sup>	噸 Ton	385,420	<b>540,962</b>
自然水體取水量 Natural water withdrawal	噸 Ton	32,638,224	<b>34,676,175</b>
總取水量 Total water withdrawal	噸 Ton	33,023,644	<b>35,217,137</b>
水回用量 Water reused	噸 Ton	1,514,515	<b>2,674,023</b>
用水強度 Water intensity	噸取水量／噸合格產品產量 Ton of water withdrawal/ton of qualified product output	2.13	<b>1.84</b>

### 包裝材料及廢棄循環

包裝廢棄物正在逐漸成為全球範圍內的焦點和挑戰。農夫山泉致力於在保障產品安全與消費者體驗的基礎上，持續尋找減少包裝材料用量及包裝材料循環使用的機會，努力降低包裝材料對環境帶來的影響。

### PACKAGING MATERIALS AND WASTE RECYCLING

Packaging waste has become a global focus and challenge. Nongfu Spring is committed to continuously looking for opportunities to reduce the use of packaging materials and recycling packaging materials to ensure product safety and a positive consumer experience. We strive to reduce the environmental impact of our packaging materials.

為推動可持續包材管理，我們將逐步減少和消除PVC材料的使用，替換為更為環保的可回收材質；我們意識到炭黑顏料的使用會在後期回收過程中降低回收品質，著力於逐步消除炭黑顏料的使用。基於以上認知，我們制定了中長期目標：到2025年，水和飲料塑料包裝實現100%可回收／可重複使用／可用作堆肥，同時消除有問題或難以回收的包裝材料。

To promote sustainable packaging material management, we gradually reduce and eliminate the use of PVC materials and replace them with more environmentally friendly recyclable materials. We have realized that the use of carbon black pigments will reduce the quality of recycling in the later recycling process. Therefore, we are focusing on gradually eliminating the use of carbon black pigments. We have set our medium- and long-term goals: by 2025, plastic packaging for water and beverages will be 100% recyclable, reusable or compostable, and problematic and difficult-to-recycle packaging materials will be eliminated.

<sup>7</sup> 市政用水主要用於果業工廠及總部園區辦公。  
Municipal water is used mainly for fruit factories and headquarters operations.

在努力消除有問題的包裝材料，提高包材可回收性的基礎之上，我們致力於包裝創新，從源頭產品包裝設計、生產過程包裝減量、終端包材回收利用的全流程發現減塑機會並減少廢棄物的產生。我們嚴格執行《包材試機規範》、《包材標準》等內部包材相關制度與標準，並由總部包材研發中心、品牌中心、品質保障部對包裝材料進行聯合管理和監督，各工廠作為二級架構負責執行與提出改進點。

To eliminate problematic packaging materials and improve the recyclability of packaging materials, we are committed to packaging innovation, finding opportunities for plastic reduction from the entire process of product packaging design, production process packaging reduction, and terminal packaging material recycling to reduce waste. We strictly implement the relevant internal policies and standards for packaging materials such as *Packaging Material Machine Trial Specifications* and *Packaging Material Standards*. The Packaging Materials R&D Center, Brand Center and Quality Assurance Department at Headquarters jointly manage and supervise policies and standards, and all factories are responsible for implementing and proposing improvements as the secondary structure.

我們持續挖掘新的方向展開包材減量化研究。2021年，我們將部分研究成果進行了落地與試點，取得了良好的效果：

In addition, we continue to explore new directions to carry out research on packaging materials reduction. In 2021, we implemented and piloted some of our research projects and reached remarkable achievements:

#### 源頭減塑設計 Plastic-reduction design

我們通過對5L水瓶型的底部結構進行優化，在保證滿足使用要求的前提下，有效減少了該瓶型4%的重量。報告期內，該設計已在2個工廠開展試點應用，減少使用PET 324噸。未來我們繼續推廣該設計，預計每年可減少近1,500噸PET用量。  
By optimizing the bottom structure of the 5L water bottle, we effectively reduced the weight of the bottle by 4% while ensuring that it meets the requirements of use. During the reporting period, the design was piloted in two factories, reducing the use of PET by 324 tons. In the future, we will continue to promote this design, which is expected to reduce PET consumption by nearly 1,500 tons per year.

#### 生產過程減量 Plastic reduction in production

經研究發現，我們生產的19L桶裝水及小瓶水瓶蓋與廢膜等廢棄物料進行複合後，所得到的材料可以用於製作符合農夫山泉生產需求的託盤。因此，我們對廢瓶蓋進行回收用於託盤的生產，形成了工廠內瓶蓋回收再應用的閉環，該方案已推廣到華東地區工廠，減少PE使用量約390噸。未來預計每年可減少約1,000噸PE用量。  
Our research found that the combined material using 19L bottled drinking water and small package drink water caps with waste materials such as waste film, could be used to make trays that meet Nongfu Spring's production needs. Therefore, we recycled the waste bottle caps for tray production, forming a closed inner loop of recycling and re-application of waste bottle caps. As a result, this scheme has been extended to factories in east China and reduced PE usage by about 390 tons. In the future, it is expected to reduce the consumption of PE by about 1,000 tons per year.

除了包材減量減塑外，我們還把目光轉向了包材廢棄物的循環使用，探索包材廢棄物的回收利用方式，逐步建立起廢舊包裝與塑料廢料回收再利用系統。通過參與社會合作、開展社會教育，營造全社會共同參與的良好氛圍，農夫山泉積極助力循環經濟的發展，推動無廢城市建設。

In addition to the reduction of packaging materials and plastics, we paid attention to recycling packaging material waste, explored recycling methods for packaging material waste, and gradually established a waste packaging and plastic waste recycling system. By participating in social cooperation, carrying out social education, and creating a good atmosphere for the participation of all segments of society, Nongfu Spring actively contributes to the development of a circular economy and promotes the construction of a waste-free city.



塑料瓶製作挎包

Shoulder bag made from PET bottles



我們聯合科技公司共同推出由約兩隻PET瓶回收製作而成的挎包，以多種珍稀動植物為主要設計元素，在包材廢棄物再利用的同時，傳遞生態環保和可持續發展的理念。

We jointly launched a shoulder bag made from about two PET bottles recycled with technology companies. The main design elements are a variety of rare animals and plants, which conveys the concept of ecological protection and sustainable development, while recycling packaging material waste.

PC水桶製作旅行箱

Travel trolley cases made from PC barrels



我們攜手合作夥伴，將農夫山泉的PC水桶進行回收和改性開發，製成高性能的聚碳酸酯材質的旅行拉桿箱，在降低碳排放的同時，推動循環經濟發展。

We worked with partners to recycle and modify Nongfu Spring's PC barrels to make high-performance polycarbonate travel trolley cases, which help reduce carbon emissions and promote the development of a circular economy.

咖啡渣製作禮盒

Gift boxes made from coffee grounds



我們使用回收塑料瓶與生產炭火咖啡的咖啡渣製成環保袋與收納盒，作為內部員工的中秋禮盒，通過多種方式對內部員工宣傳可持續理念，打造可持續發展文化。

We used recycled plastic bottles and coffee grounds from our Tanbing coffee production to make eco-friendly bags and storage boxes, which were used as Mid-Autumn Festival gift boxes for internal employees. We promoted sustainable concepts to internal employees in various ways to create a sustainable development culture.

### 塑料瓶回收比賽

#### Plastic bottle recycling competition



我們多次在大、中、小學校開展回收環保課堂，並特別在廣州的小學組織了塑料瓶回收環保主題比賽，培養小學生的循環回收理念。比賽獎品為利用回收塑料瓶製作的環保袋及文具。比賽期間，共計回收塑料瓶768個。

We carried out several recycling and environmental protection classes in universities, secondary and primary schools, and organized a plastic bottle recycling and environmental protection theme competition in primary schools in Guangzhou to promote the recycling concept. The competition prizes were bags and stationeries made from recycled plastic bottles. During the competition, 768 plastic bottles were recovered.

### 空瓶回收製作文具

#### Stationeries made from recycled empty bottles



2021年青島第十四屆全國學生運動會期間，我們在運動員宿舍區，游泳和田徑主會場設立了三個塑料瓶回收站，邀請運動員和大會誌願者一起進行空瓶回收，並將回收的空瓶做成800套rPET文具用於慈善捐贈。

During the 14th National Student Games in Qingdao in 2021, we set up three plastic bottle recycling stations in the athletes' dormitory area and the main venues for swimming, track and field. We invited athletes and volunteers to recycle empty bottles together. The recycled empty bottles collected were transformed into 800 sets of rPET stationeries for charitable donations.

### 循環再生小課堂

#### Class of plastic bottle recycling



我們在園區內部開展第二期「棒棒堂」暑期夏令營活動，為農夫山泉員工子女開展塑料瓶的循環再生小小課堂，培養小朋友們愛護環境，積極進行塑料瓶循環回收的意識。

We carried out the second phase of the “Bang Bang Tang” summer camp in the headquarters. A class of plastic bottle recycling for Nongfu Spring employees' children was conducted to cultivate children's awareness of caring for the environment and actively recycling plastic bottles.

### 包材回收再利用項目

#### Packaging Materials Recycling and Repurposing Programmes

報告期內，農夫山泉的包裝材料績效表現如下：

During the reporting period, the performance of Nongfu Spring's packaging materials was as follows:

包裝材料績效表現 Packaging materials	單位 Unit	2020年 2020	2021年 2021
塑料類 Plastic	噸 Ton	594,250	<b>813,187</b>
紙類 Paper	噸 Ton	173,793	<b>209,138</b>
玻璃類 Glass	噸 Ton	346	<b>569</b>
金屬類 Metal	噸 Ton	341	<b>350</b>
其他類 Others	噸 Ton	1,970	<b>2,776</b>
包裝材料使用總量 Total use of packaging materials	噸 Ton	770,700	<b>1,026,019</b>
單位產量包裝材料使用量 Use of packaging materials per unit output	噸包裝材料使用/ 噸合格產品產量 Ton of packaging materials used/Ton of qualified product output	0.0496	<b>0.0538</b>

## 排放管理

農夫山泉始終堅持合規透明的排放管理，通過對企業生產運營各個環節的排放管理進行有效管控，實現綠色發展。我們在《環境氣候變化政策》中明確了農夫山泉對合規排放、定期監測及持續減排的要求，並制定了《農夫山泉工廠HSE管理體系手冊》以系統化地對排放物政策進行落實。

## 廢水管理

我們按照國家法規的要求，自主制定更加嚴格的污染物限量標準，嚴格管控各工廠的廢水處理效果和污染物排放濃度。我們生產運營中的廢水主要來源於設備清洗水、管道清洗水及廠區內的生活廢水，主要污染物為COD(化學需氧量)及氨氮等。

我們在各廠區內配置了廢水處理站以處理生產及生活廢水，並不斷優化廢水處理技術，保證排放濃度滿足當地納管標準。此外，我們在工廠安裝搭建了廢水PLC局域網平台系統，針對全廠廢水的處理進行實時監控。報告期內，我們完成了吉林靖宇工廠和貴州梵淨山工廠廢水站建設，在廣東河源工廠設計和安裝了廢水脫色設施，對茶飲料廢水進行脫色處理。

### 茶飲料廢水脫色處理

#### Tea drink wastewater decolorization



## POLLUTANT DISCHARGE MANAGEMENT

Nongfu Spring adheres to compliant and transparent emissions management and achieves green development through effective management and control of emissions in all aspects of the production and operations of the Company. We defined Nongfu Spring's requirements for compliant emissions, regular monitoring, continuous emissions reduction in the *Environment and Climate Change Policy*, and formulated the *HSE Management System Manual* of Nongfu Spring factories to systematically implement the emissions policy.

## Wastewater Management

In accordance with the requirements of national laws and regulations, we independently formulate more stringent pollutant limit standards, and strictly control the wastewater treatment and pollutant discharge concentration of each factory. Wastewater in our production and operations comes mainly from equipment cleaning water, pipeline cleaning water, and domestic wastewater in the factory area. The main pollutants are COD (Chemical Oxygen Demand) and ammonia nitrogen, etc.

We configured the wastewater treatment stations in each factory area to treat production and domestic wastewater, and continuously optimize wastewater treatment technology to ensure that the discharge concentration meets local management standards. We built and installed a wastewater PLC local area network platform system in the factory to conduct real-time monitoring of wastewater treatment in the entire factory. During the reporting period, we completed wastewater station construction in the Jilin Jingyu and Guizhou Fanjing Mountain factories. We also designed and installed wastewater decolorization facilities in the Guangdong Heyuan factory to decolorize tea wastewater.

廣東河源工廠設計安裝了脫色設施，通過專門收集茶飲料廢水，並由獨立管線輸送到廢水站對進行單獨脫色處理。廢水處理後脫色效果明顯，後續納入市政廢水網管道時，可顯著降低處理負荷。

The Guangdong Heyuan factory designed and installed decolorization facilities, thus tea drink wastewater could be collected and transported to the wastewater station for independent decolorization treatment. After wastewater treatment, the decolorization effect is obvious, and the subsequent incorporation into the municipal wastewater network pipeline can significantly reduce the treatment load.

我們將廢水排放識別為重要環境影響因素，制定了環境污染事件應急預案，貫徹「節能減排，維護環境」的體系方針，開展培訓、演練，提高員工環境保護意識，加強對廢水排放的管理，防止廢水排放造成環境污染。

We identified wastewater discharge as an important environmental impact factor, formulated emergency plans for environmental pollution incidents, and implemented the system policy of “energy conservation and emissions reduction to protect the environment”. Accordingly, we carried out training and drills, improved our employees’ awareness of environmental protection, and strengthened the management of wastewater discharge to prevent it from causing environmental pollution.

### 廢氣

我們的廢氣主要為注塑環節產生的有機廢氣，鍋爐燃燒產生的鍋爐廢氣和廢水站產生的廢氣，主要污染物為二氧化硫、氮氧化物以及非甲烷總烴。所有的廢氣均按照環評要求進行合規處置後排放。我們定期進行內部廢氣監測，每季度均請第三方機構對產生的廢氣進行監測，保證廢氣排放濃度符合國家標準。報告期內，我們在湖北均州工廠、河北承德工廠、福建武夷山工廠新增注塑VOC廢氣處理設備，在浙江茶園工廠、四川峨眉山工廠和陝西紅河谷工廠新增廢水站廢氣處理設施。同時，我們持續對鍋爐設備進行改造，減少氮氧化物、二氧化硫等污染物排放。

### Exhaust Gas

Our exhaust gas is generated mainly from the injection molding process in the production line, as well as from the boiler room and wastewater station operations. The main pollutants are sulfur dioxide, nitrogen oxides, and non-methane hydrocarbons. All exhaust gas is discharged after compliant disposal according to environmental impact assessment requirements. Furthermore, we conduct internal exhaust gas monitoring on a regular basis. We engage third-party agencies to monitor the generated exhaust gas quarterly to ensure that the exhaust gas emissions concentration meets national standards. During the reporting period, we added injection molding VOC waste gas treatment equipment in the Hubei Junzhou, Hebei Chengde, and Fujian Wuyi Mountain factories, and added waste gas treatment facilities for wastewater stations in the Zhejiang Tea Garden, Sichuan Emei Mountain, and Shaanxi Honghe Valley factories. We continuously modified the boiler equipment to reduce emissions of pollutants, such as nitrogen oxides and sulfur dioxide.

### 低氮鍋爐改造

#### Low-nitrogen transformation of Boilers



報告期內，我們對浙江茶園工廠、陝西太白山工廠、浙江梅坪工廠和浙江淳安工廠進行鍋爐低氮燃燒改造，改造後鍋爐均由檢驗機構外部檢驗合格後投入使用，減少廢氣中氮氧化物濃度，年可減少氮氧化物排放量約11.6噸。

During the reporting period, we carried out low-nitrogen combustion transformation of boilers in the Zhejiang Tea Garden, Shaanxi Taibai Mountain, Zhejiang Meiping, and Zhejiang Chun’an factories. After the transformation, the boilers were put into use after passing the external inspection by the inspection agency. This reduced the concentration of nitrogen oxides in the exhaust gas. As a result, nitrogen oxides emissions were reduced by about 11.6 tons per year.



**廢棄物**

我們的固體廢棄物主要為生產運營中產生的一般工業固體廢棄物(包括廢金屬、紙類、塑料等)和有害廢棄物(主要為廢礦物油、廢油漆空桶、廢酸鹼桶、廢化學試劑瓶、廢油漆渣)。針對有害廢棄物，由我們的各工廠統一收集並存放於危廢庫房，並定期將其移交給有資質的第三方進行處置。無論是一般固體廢棄物還是有害廢棄物處理，我們都致力於做到可追蹤、可溯源。

我們在工廠通過工藝優化以及制定物耗標準和考核方案，在不影響產品品質的前提下，減少物料使用克重，降低生產不良品率和報廢品率。同時，我們的工廠定期進行廢料統計分析，針對分析結果對工廠現場設備進行優化改善，以降低廢棄物的產生與排放。報告期內，農夫山泉(建德)新安江飲用水有限公司(浙江梅坪工廠)獲評由浙江省生態環境廳頒佈的浙江省「無廢工廠」稱號。

**Solid Waste**

Our solid waste includes mainly general industrial solid waste (scrap metal, paper, plastics, etc.) and hazardous waste (mainly waste mineral oil, empty waste paint drums, waste acid-base drums, waste chemical reagent bottles, and waste paint residue). Hazardous waste is collected by our factories and stored in hazardous waste warehouses and is regularly handed over to qualified third parties for disposal. We are committed to achieve traceability for both general solid waste and hazardous waste treatment.

Through the technological optimization and formulation of material consumption standards and assessment plans in the factory, we have reduced the weight of the materials used, and the rate of defective products and scrapped products without affecting product quality. Our factory regularly conducts waste statistical analysis and optimizes and improves the equipment onsite according to the analysis results to reduce the generation and discharge of waste. During the reporting period, our Nongfu Spring (Jiande) Xin'an River Drinking Water Co., Ltd (Zhejiang Meiping factory) was awarded the title of "Zero-Waste Factory" of Zhejiang province issued by the Zhejiang Provincial Department of Ecology and Environment.

**浙江梅坪工廠獲評浙江省「無廢工廠」****Zhejiang Meiping Factory was awarded the title of "Zero-Waste Factory" in Zhejiang province**

梅坪工廠積極響應政府號召，通過源頭廢物減量、末端廢物利用，加強無廢宣貫等方式開展「無廢工廠」創建工作。Meiping Factory actively responded to the government's call and established a "Zero-Waste Factory" by waste reduction and waste recycling, zero-waste publicity strengthening.

**源頭廢物減量：**梅坪工廠是水瓶減塑優化設計開展的兩大試點工廠之一。在應用創新技術的基礎上，梅坪工廠還制定了嚴格的開機物耗標準，以進一步減少物料使用。同時，工廠積極推進無紙化辦公模式，從生產運營的各個環節減少廢棄物的產生。

**Waste Reduction:** Our Meiping factory is one of two pilot factories to carry out the optimization design of water bottle plastic reduction. By applying innovative technologies, the Meiping factory formulated strict material consumption standards for machine start-up to further reduce material usage. The factory actively promotes the paperless office model to reduce the waste generation in all aspects of production and operations.

**末端廢物利用：**梅坪工廠優化了廢物處理方式，將產生的廢塑料瓶和咖啡渣製成購物袋與置物盒，回收利用PET 17餘噸，咖啡渣約20噸。

**Waste Recycling:** The Meiping factory optimized waste disposal by turning waste plastic bottles and coffee grounds into shopping bags and storage boxes, recycling more than 17 tons of PET and about 20 tons of coffee grounds.

**加強無廢宣貫：**梅坪工廠通過佈設橫幅、圖文宣傳等方式，鼓勵全體員工參與建造「無廢工廠」，積極開展「垃圾分類」、「光盤行動」等專題內容，將「無廢」理念由公司向個人延伸。截至報告期末，累計開展員工培訓40餘次，覆蓋900餘人次。

**Zero-waste Publicity Strengthening:** The Meiping factory encouraged all employees to participate in the construction of a "Zero-waste Factory" by setting up banners, graphic advertisement, etc., and actively carried out special topics such as "garbage classification" and the "Clean Plate Campaign" to promote the concept of "Zero-waste" from the Company to the individual. As at the end of the reporting period, more than 40 employee training sessions were carried out, with more than 900 participants joined.

### 減少食物浪費

根據聯合國糧農組織的數據，全球約30%的糧食在整個供應鏈中被浪費。我們深刻意識到減少食品浪費的重要性，從自身出發，致力於將生產過程中產生的食物損失降低到最小。

對於生產過程中使用的水果等原材料，我們通過合理設置物流及儲存條件，次品降級使用等方式，減少無法利用的壞果產生量。報告期內，我們積極與南昌大學合作，進一步探索贛南臍橙殘次果的高值化利用方式。對於原材料利用後產生的食物殘渣，我們積極開發其回收利用途徑，減少食物浪費。對於橙汁類產品生產過程中產生的橙渣和橙皮，我們在江西信豐工廠開展了一系列回收再利用項目，回收利用量達到18,000餘噸；針對茶飲料生產過程中產生的茶渣，我們將其收集並移交至第三方製成有機肥；對於米渣，我們將其收集濾幹後免費供給當地農場作為養殖飼料。報告期內，我們減少食品浪費的總量約45,000噸。

### Reducing Food Waste

According to the data of Food and Agriculture Organization of the United Nations, about 30% of the world's food is wasted in the supply chain. We are deeply aware of the importance of reducing food waste and are committed to minimizing food losses in the production process.

For raw materials such as fruit used in the production process, we reduce the amount of unusable bad fruit by planning reasonable logistics and storage conditions, and by downgrading defective materials for use. During the reporting period, we actively cooperated with Nanchang University to further explore the high-value utilization of Gannan navel oranges. For food residues generated after production, we actively develop recycling methods to reduce food waste. For the orange residue and orange peel produced during the production of orange juice products, we carried out a series of recycling and reusing projects in the Jiangxi Xinfeng factory, recycling and reusing over 18,000 tons. For the tea residue produced during the production of tea beverages, it was collected and handed over to a third party to produce organic fertilizer. In addition, we collect and filter rice dregs and supply them to local farms for free as breeding feed. During the reporting period, we reduced food waste by about 45,000 tons in total.

#### 橙皮烘乾作為食品添加劑生產原料

#### Drying of orange peel residue as raw material for food additive production

- 我們於江西信豐工廠橙皮渣車間內，共建設4條烘乾生產線，對橙子榨汁後的濕果皮進行烘乾，烘乾後的橙子果皮提供給下游廠家作為食品添加劑生產原料使用。  
We built four drying production lines in the orange peel residue workshop of the Jiangxi Xinfeng factory to dry the wet orange peels after juicing, and gave the dried orange peels to downstream manufacturers as raw materials for the production of food additives.

#### 橙渣發酵用於作物培育

#### Fermentation of orange residue for crop cultivation

- 我們將橙渣提供給當地合作社，橙渣發酵後混入種植床泥土，用於辣椒等農作物種植。  
We give the orange residue to a local rural cooperatives. After fermentation, the orange residue is mixed with the soil of the planting bed and used to cultivate crops such as pepper.

#### 江西信豐工廠橙皮橙渣回收利用項目

#### Orange peel residue Recycling and Reusing Project of Jiangxi Xinfeng factory

報告期內，農夫山泉的排放情況如下：

During the reporting period, Nongfu Spring's emissions performance were as follows:

排放績效表現 Emissions Performance	單位 Unit	2020年 2020	2021年 2021
<b>廢氣</b>			
<b>Exhaust emissions</b>			
廢氣排放總量	立方米	617,221,530	<b>724,041,154</b>
Total exhaust emissions	Cubic meter		
二氧化硫排放量	噸	19	<b>21</b>
Sulfur dioxide emissions	Ton		
氮氧化物排放量	噸	73	<b>51</b>
Nitrogen oxides emissions	Ton		
非甲烷總烴排放量	噸	86	<b>110</b>
Total non-methane hydrocarbon emissions	Ton		
<b>廢水</b>			
<b>Wastewater discharge</b>			
廢水排放總量	噸	4,053,521	<b>4,265,231</b>
Total wastewater emissions	Ton		
COD排放量	噸	221	<b>323</b>
COD emissions	Ton		
氨氮排放量	噸	4	<b>7</b>
Ammonia nitrogen emissions	Ton		
<b>廢棄物</b>			
<b>Waste disposal</b>			
有害廢棄物轉移量	噸	194	<b>424</b>
Hazardous waste transferred	Ton		
單位產量有害廢棄物轉移量	千克／噸合格產品產量	0.0125	<b>0.0222</b>
Quantity of hazardous waste transferred per unit of output	Kilogram/ton of qualified product output		
無害廢棄物清運量(不可回收)	噸	7,709	<b>3,460</b>
Non-hazardous waste removed (non-recyclable)	Ton		
無害廢棄物清運量(可回收) <sup>8</sup>	噸	41,185	<b>36,083</b>
Non-hazardous waste removed (recyclable) <sup>8</sup>	Ton		
單位產量無害廢棄物清運量	千克／噸合格產品產量	3.148	<b>2.072</b>
Unit output of non-hazardous waste removed	Kilogram/ton of qualified product output		

<sup>8</sup> 2021年，無害廢棄物清運量(可回收)包含的無害廢棄物種類主要為廢金屬、紙類及塑料等，回收再利用的食物殘渣總量未計入可回收無害廢棄物清運量。

In 2021, the non-hazardous waste removed(recyclable) mainly includes scrap metal, paper, plastics, etc. The total amount of recycled food residues is not included in the amount of non-hazardous waste removed (recyclable).

# 成長的助力 EMPLOYEE ENGAGEMENT

## 培訓與發展

### Training and Development



員工參訓百分比達100%，平均受訓時數為25.6小時，同比增長65%。

The percentage of employees participated in training reached 100%, and the average number of training hours was 25.6, which increased 65% compared with last period.



優化員工外部培訓以及學歷教育申請流程，激勵員工通過外部培訓自我提升。

Optimized the employee external training and academic education application process, encouraging employees to improve through external training.

## 職業健康與安全

### Occupational Health and Safety



報告期內5家工廠獲得 ISO 45001 職業健康安全管理体系認證，累計6家工廠取得認證。

During the reporting period, five factories obtained ISO 45001 Occupational Health and Safety Management System certification. Six factories have obtained the certification in total.





## 權益保障

農夫山泉秉持「利他、創新、團隊合作、誠信、敬業、激情」的公司價值觀，依據《中華人民共和國勞動法》、《中華人民共和國勞動合同法》、《中華人民共和國社會保險法》、《工傷保險條例》、《禁止使用童工規定》等有關法律法規，制定了《人才發展與僱傭政策》、《員工商業行為準則》、《員工獎懲管理辦法》、《招聘錄用管理辦法》、《假期管理辦法》、《職級管理辦法》、《績效管理辦法》等公司內部規章制度，在其中明確了合法用工、尊重人權、保障員工合法利益等基本原則和要求。

## 合規僱傭

我們根據公司的業務發展方向和業務需求，對招聘的人才類型和數量進行合理規劃。我們制定了《人才發展與僱傭政策》和《招聘錄用管理辦法》，對招聘全流程進行系統和規範的管理。公司秉持三大招聘原則，即戰略導向原則，先內後外原則和任人唯賢、德才兼備原則，在確保招聘符合公司發展戰略的同時，從個人品格、素質、經驗、潛能、價值觀等方面對候選人進行全方位考察和篩選。在僱傭員工時，我們統一衡量標準，公開、公平、透明，不因任何歧視限制優秀人才的加入。

農夫山泉對任何形式的童工和強迫勞動採取零容忍態度。通過在《勞動合同》及《新員工入職須知》中明確要求對入職員工的身份證件進行查驗，絕不僱傭非自願工作者以及年齡未滿18歲人員，從而在源頭上杜絕僱傭童工和強迫勞動發生。如果發現有不合規的情況，我們將立即向相關機構報告並終止此類人員聘用關係，同時對內部管理流程進行檢討與梳理。

## RIGHTS AND BENEFITS PROTECTION

Nongfu Spring adheres to the Company values of “Altruism, Innovation, Teamwork, Integrity, Dedication, and Passion”. According to the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Social Insurance Law of the People's Republic of China*, *Regulations on Work Injury Insurance*, *Regulations on the Prohibition of Child Labor* and other relevant laws and regulations, we formulated the *Talent Development and Employment Policy*, the *Code of Business Conduct for Employees*, *Staff Rewards and Punishments Management Measures*, *Recruitment and Hiring Management Measures*, *Holiday Management Measures*, *Grade Management Measures*, *Employee Performance Management Measures*, and other internal rules and regulations of the Company, which clearly state the basic principles and requirements, such as legal employment, respect for human rights, and protection of the legitimate interests of employees.

## Compliant Employment

According to the Company's business development direction and business needs, we make reasonable plans for the type and number of talent recruited. We formulated the *Talent Development and Employment Policy* and *Recruitment and Hiring Management Measures* to systematically manage and standardize the entire recruitment process. The Company adheres to three recruitment principles, namely the principle of strategic orientation, the principle of “internal first and then external”, and the principle of meritocracy with both ability and integrity. While ensuring that recruitment is in line with the Company's development strategy, we conduct comprehensive inspection and screening of candidates in aspects including personal conduct, quality, experience, potential, and values. When hiring employees, we have unified measurement standards, which are open, fair, and transparent, and we do not allow any type of discrimination to restrict the recruitment of outstanding talents.

Nongfu Spring has zero-tolerance for any form of child labor or forced labor. As stated in the *Labor Contract* and the *New Employee Notice*, the identity documents of the recruited employees must be carefully checked, and we must never employ involuntary workers or people under the age of 18, thus preventing the employment of child labor and forced labor at the source. If any non-compliance incident is found, we immediately report it to the relevant agencies, terminate the employment relationship with the person, and review and reflect on the internal management process.



我們設立了多元化的招聘渠道。依據公司招聘需求，分別設立了校園招聘小組、社會招聘小組和業務招聘小組，以針對性地開展招聘工作。2021年，在校園招聘方面，我們開展了「堂堂新生」校招計劃，走進15個城市60餘所高校和研究機構開展宣講和交流，同時結合了線上宣講會、視頻等形式，進一步擴大宣講範圍，覆蓋院校共計200餘所，為公司注入新鮮力量提供了保障。對於社會招聘，我們進行了招聘項目平台機制的搭建，從流程體系、分析運營和系統支持多個方面對社會招聘體系進行了全面的優化，提升公司的社會招聘能力。報告期內，我們新進員工總人數為7,399人。

#### 健康職場

人才多元化對農夫山泉的可持續發展至關重要。我們在《人才發展與僱傭政策》中公開做出承諾，致力於建設平等公正、誠實守信的辦公環境和辦公氛圍，明確了對各種形式的偏見與歧視零容忍的態度，不因年齡、種族、膚色、宗教、性別、性取向、國籍、遺傳、家庭狀況、殘障、或政見等產生歧視或差別對待。我們呼籲性別平等，在日常過程中關注女性員工的需求與健康。2021年，我們針對女性員工開展了多項活動。

#### 女性專題系列課程

#### Women's Special Series Courses



We established diverse recruitment channels. According to the Company's recruitment needs, a campus recruitment group, a social recruitment group, and a business recruitment group were set up to carry out targeted recruitment work. In 2021, regarding on-campus recruitment, we launched the "Dignified Freshmen" campus recruitment plan and visited more than 60 universities and research institutions in 15 cities to conduct presentations and communications. We combined online presentations, videos, and other forms to expand the scope of publicity, covering more than 200 colleges and universities, which provides a guarantee for the Company to continuously meet its talent needs. For social recruitment, we built a recruitment project platform mechanism, comprehensively optimized the social recruitment system regarding the process system, operations analysis, and system support, and improved the Company's social recruitment capabilities. During the reporting period, we recruited a total of 7,399 new employees.

#### Healthy Workplace

Talent diversity is crucial to the sustainable development of Nongfu Spring. We made a public commitment in the *Talent Development and Employment Policy* stating our dedication to building an equal, fair, honest, and trustworthy work environment and atmosphere. We also stated a zero-tolerance attitude towards all forms of prejudice and discrimination based on age, ethnicity, color, religion, gender, sexual orientation, nationality, genetics, family status, disability, political opinion, etc. We call for gender equality and focus on the needs and health of female employees in our daily operations. In 2021, we organized several campaigns and activities targeting female employees.

2021年我們推出了面向女性員工的女性專題系列課程，邀請外部專家開展專題講座，例如「職場女性心理健康」，啟發女性員工思考和突破女性角色的限制，在職場上主動構建職業規劃。

In 2021, we launched a series of courses for female employees and invited external experts to give lectures on topics such as "women's mental health in the workplace" to inspire female employees to break through the limitations on women's roles and actively pursue their career plans.

## 母親節關愛活動

## Mother's Day Caring Activities



我們在母親節為成為和即將成為母親的員工送上了關愛。通過線下趣味知識遊戲和線上線下結合的專家健康講座，普及了關於HPV、心臟病等女性健康知識。

On Mother's Day, we expressed our care for our employees who are mothers or mothers-to-be. Fun knowledge game events and online and offline expert health lectures helped raise awareness of women's health issues, such as HPV and heart disease.

在《農夫山泉員工商業行為準則》中，我們明確禁止任何侵犯員工權益的舉動，包括但不限於性騷擾的言論或行為，以及不適宜的評論、玩笑和行為。我們在新員工入職培訓及每年的常規培訓中，對反歧視和騷擾的規定向全體員工進行宣貫。2021年，我們持續暢通言論渠道，為員工提供多種溝通、投訴方式，包括辦公平台熱門論壇、吐槽專區、審計稽查舉報郵箱、新員工圓桌會議、和不定期滿意度調查等。針對不同的渠道，我們設置了專項負責人，對員工的投訴及意見進行定期查收及處理。對於侵犯員工權益的行為，我們會組織調查核實，若情況屬實，將視情況對侵犯人進行記過、調崗、解除勞動合同等處罰。

In the *Code of Business Conduct for Employees of Nongfu Spring*, we expressly prohibit any actions that violate the rights and interests of employees, including but not limited to sexually harassing speech and behavior, and inappropriate comments, jokes, and behaviors. We promote our requirements on anti-discrimination and harassment to all employees during new employees orientation and in the annual regular training. In 2021, we continued to unblock speech channels and provided employees with a variety of communication and complaint methods, including office platform forum, designated complaint forum, whistleblowing and reporting mailboxes, new employee roundtables, and irregular satisfaction surveys. For the different channels, we set up special people who are responsible for regularly checking and handling employee complaints and opinions. For behavior that violates the rights and interests of employees, we conduct investigation and verification. If the accusations are found to be true, we would punish the infringers by demerits, transfers, or termination of their labor contract depending on the situation.

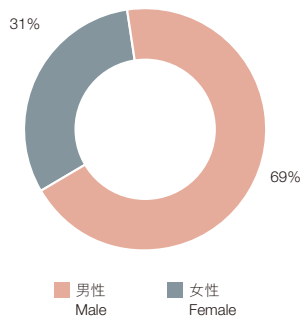
我們尊重員工結社自由和言論自由，鼓勵員工發表個人意見，維護個人權利。同時，我們成立工會並致力於構建平等和諧的勞動關係，通過工會的集體合同對勞動條件和集體協商等條款進行商定，並保障了平等協商的日常溝通渠道。2021年，本集團89%的員工加入了工會。

We respect our employees' rights to freedom of association and freedom of speech, encourage employees to express their personal opinions, and safeguard personal rights. We established a labor union and are committed to building an equal and harmonious labor relationship. Through the labor union collective contract, we negotiate terms concerning labor conditions and collective negotiations, and ensure daily communication channels for equal negotiation. In 2021, 89% employees of the Group have joined the labor union.

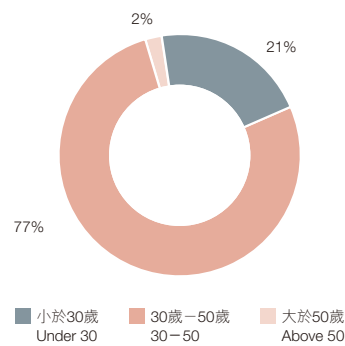
截至報告期末，本集團共有員工22,155人，其中22,151人位於中國大陸，2人位於中國港澳地區，2人位於海外，少數民族員工共1,160人。公司女員工平均受僱年限為5.2年，男員工平均受僱年限為4.7年。員工按性別、職級和年齡劃分的情況如下：

As of the end of the reporting period, the Group had 22,155 employees, and 22,151 of whom were located in Mainland China, two were located in the Hong Kong, Macao and Taiwan regions of China, and two were located overseas. We had 1,160 ethnic minority employees. The average duration of employment was 5.2 years for female employees and 4.7 years for male employees. The breakdown of employees by gender, rank and age is as follows:

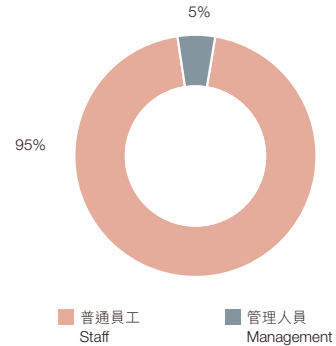
按性別劃分的員工比例  
Total Proportion of Employees by Gender



按年齡劃分的員工比例  
Total Proportion of Employees by Age



按職級劃分的員工比例  
Total Proportion of Employees by Ranking



### 培訓與發展

農夫山泉以「人才是公司持續發展源動力」為理念，致力於為員工提供公平公正的職業發展機會、內部晉升途徑和資源豐富的能力提升平台。我們通過建立完善的薪酬績效管理體系和清晰的人才發展通道，為員工提供暢通的發展途徑；通過搭建全方位的培訓體系和提供多元化的培訓內容，充分滿足員工自我提升需求，營造自主學習、終生學習的文化氛圍。

### TRAINING AND DEVELOPMENT

Following the concept that “talent is the source of the sustainable development of the Company”, Nongfu Spring is committed to providing employees with fair and just career development opportunities, internal promotion channels, and an enriched improvement platform. By establishing a comprehensive salary performance management system and clear talent development channels, we provide employees with a clear development path. By building a comprehensive training system and providing diversified training content, we fully satisfy the needs of employees for self-improvement and create a culture of independent and lifelong learning.

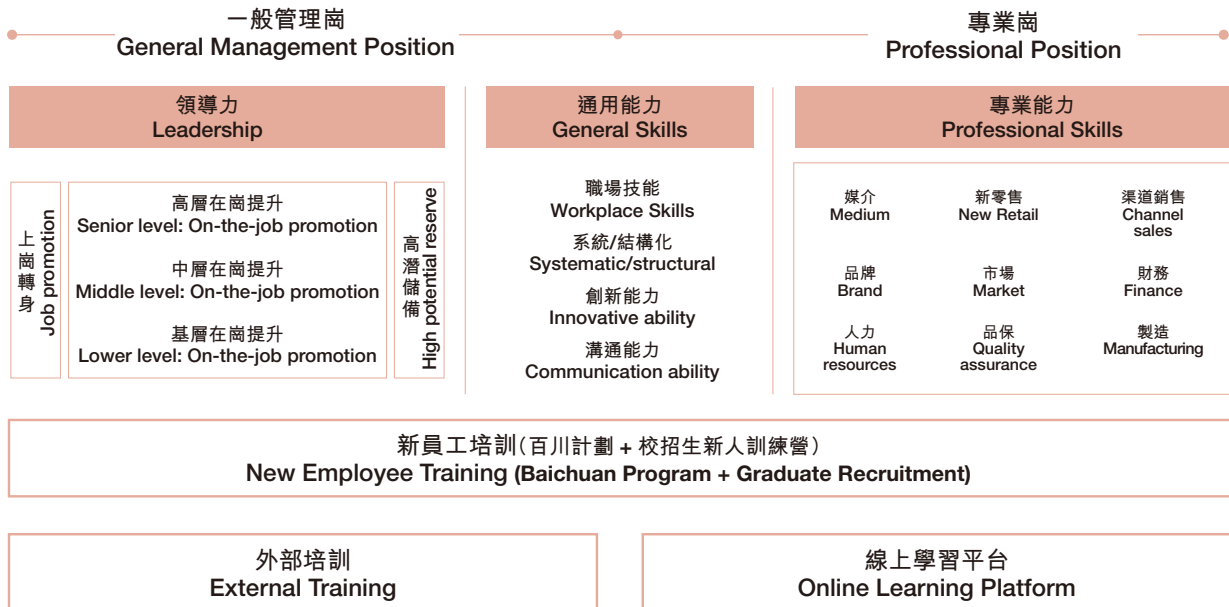
**員工培訓**

農夫山泉的成長與員工的學習發展緊密相連。我們在《人才發展與僱傭政策》中明確了培訓體系的建立，並根據不同階段、不同崗位的員工發展需求，設計與開發差異化的學習方案，注重理論與實際相結合，並不斷完善培訓體系。我們的線下培訓根據各職群職級的不同能力要求和培養計劃，分類分層提供相應的管理能力培訓、通用能力培訓、專業能力培訓和新員工/校招生培訓，並以線上學習平台作為輔助，賦予了培訓全面覆蓋、靈活學習、趣味化呈現等優勢。我們同時鼓勵員工參加外部培訓，在今年更新了《員工外培管理辦法》，優化了員工外培以及學歷教育申請流程，並進一步放權，以激勵更多員工通過外部培訓持續提升崗位勝任能力。

**Employee Training**

The growth of Nongfu Spring is closely linked to our employees' learning and development. We clarified the establishment of the training system in the *Talent Development and Employment Policy*, and designed and developed differentiated learning programs according to the development needs of employees at different stages and positions. We focus on the combination of theory and practice, and constantly improve the training system. Our offline training provides corresponding management ability training, general ability training, professional ability training, and new employee/direct campus hire training based on the different ability requirements and training plans demanded by different job functions and ranks. We also use online learning platform to support our training, bringing advantages including comprehensive coverage, flexible learning, and engaging format. We also encourage our employees to participate in external training. In 2021, we updated the *Measures for the Administration of Employee External Training* to optimize the application process for external training and academic education, and further delegated authority to encourage more employees to continuously improve their job competency through external training.

**學習發展體系  
Learning and Development System**





圍繞我們管理能力和專業能力相結合的模塊化和階段化培訓體系，我們今年開展了各類培訓：

We carried out various types of training during the year with both modular and staged training system, focusing on a combination of management and professional capabilities:

**助跑新人訓練營  
Rookie Training Camp**



2021年我們開展了六期線下助跑新人訓練營。通過文化課堂、團隊熔煉、水源地參訪、知識競賽等多種形式，幫助新員工更好理解公司使命和價值觀，掌握公司政策、制度及行為準則。  
In 2021, we launched six Rookie Training Camps. Through cultural classes, team building, water source visits, knowledge competitions, etc., helping new employees better understand the Company's mission and values, and master the Company's policies, systems, and code of conduct.

**管理者及研銷系統拓展視野培訓  
Managers and R&D Systems Horizons-Broadening Training**



為拓展視野，啓發關於公司獨特發展之路的探索，我們面向管理者及研發、品牌、銷售、市場等職群，聚焦用戶思維、用戶洞察、商業策略、組織建設、大數據等課題，引進外部10餘家不同發展路徑的標桿企業實踐案例，一起通過「看他人」的視角，學習構建自己組織的系統觀，進而探索出公司發展道路。  
To broaden our horizons and inspire the exploration of the Company's unique development path, we introduced practice cases of more than 10 external benchmarking companies with different development paths, focusing on user thinking and insight, business strategy, organizational construction, big data, and other topics, to managers and employees in R&D, brand, sales, marketing, and other groups. Through the perspective of "seeing others", they learned to build a systematic view of their organization and explore the Company's development path.

**專項合規培訓  
Special Compliance Training**



為了使品牌中心、行銷中心、電商部等營銷相關崗位員工清晰工作中必知的法律法規和相關標準，加強合規意識，我們舉辦了一系列合規專題分享。通過課上互動、答疑，課後考試等方式，加強了全員、尤其特定崗位的合規意識。  
To help employees in marketing-related positions including the Brand Center, Marketing Center, and E-Commerce Department better understand the laws, regulations, and relevant standards that must be followed in their work, and to strengthen their awareness of compliance, we held a series of compliance seminars. Through interaction in class, Q&A sessions, and taking exams after class, we strengthened the compliance awareness of all staff, especially for specific positions.



報告期內，農夫山泉員工受訓比例為100%，人均受訓時數為25.6小時。按照性別及職級劃分的員工受訓績效如下：

During the reporting period, 100% of Nongfu Spring's employees underwent training, and the average training hours per person was 25.6 hours. The training performance of employees by gender and grade was as follows:

指標 Indicators	單位 Unit	2021年 2021
員工受訓百分比 <sup>9</sup> Percentage of employees trained <sup>9</sup>	%	100%
人均受訓時數 Average hours of training	小時 hour	25.6
<b>按性別劃分 By gender</b>		
男員工受訓百分比 Percentage of male employees trained	%	100%
女員工受訓百分比 Percentage of female employees trained	%	100%
男員工人均受訓時數 Average no. of training hours for male employees	小時 hour	27.2
女員工人均受訓時數 Average no. of training hours for female employees	小時 hour	21.9
<b>按職級劃分 By rank</b>		
高級管理層受訓百分比 Percentage of senior management trained	%	100%
中級管理層受訓百分比 Percentage of middle management trained	%	100%
一般管理層受訓百分比 Percentage of general management trained	%	100%
普通員工受訓百分比 Percentage of general staff trained	%	100%
高級管理層人均受訓時數 Average no. of training hours for senior management	小時 hour	37.6
中級管理層人均受訓時數 Average no. of training hours for middle management	小時 hour	51.6
一般管理層人均受訓時數 Average no. of training hours for general management	小時 hour	34.6
普通員工人均受訓時數 Average no. of training hours for general staff	小時 hour	24.9

<sup>9</sup> 各類僱員受訓百分比數 = 各類僱員受訓人數/該類僱員人數 \* 100%，統計培訓包括內部培訓、外部培訓及網絡培訓。會議、研討會等不納入統計範圍。

Percentage of various types of employees trained = number of employees of various types trained/number of employees of this type \* 100%. The training that counted includes internal training, external training, and online training. Conferences, seminars, etc. are not included in the scope of these statistics.

**員工發展  
薪酬與績效**

為了更好地激勵員工創造更高的價值，並建立公平、有競爭力和激勵性的薪酬體系以吸引和保留人才，我們制定了《工廠薪酬管理辦法》、《大區薪酬管理辦法》、《考勤管理辦法》等制度規範薪酬管理，確保在員工入職、定薪、調薪等方面標準統一透明。我們在《員工績效管理辦法》中明確了針對農夫山泉全體員工的績效管理流程。該流程分為「績效目標制定—績效實施與輔導—績效評估與改進—績效結果應用」四個階段。

**Employee Development  
Salary and Performance**

To better motivate employees to create higher value and to establish a fair, competitive and incentivized compensation system to attract and retain talent, we formulated *Factory Compensation Management Measures, Regional Compensation Management Measures, Attendance Management Measures*, and other systems to standardize salary management to ensure uniform and transparent standards for employee entry, salary determination, and salary adjustment. We clarified the performance management process for all employees of Nongfu Spring in the *Measures for Employee Performance Management*. The process is divided into four stages: performance goal setting, performance implementation and coaching, performance evaluation and improvement, and performance result application.



2021年公司對績效評估流程和指標進行了優化，使關鍵績效指標更易量化、更明確和更具評估性。我們針對重點項目和關鍵事項明確了目標產出，從而明晰了員工的工作重點和努力方向，也讓員工付出的努力得到明確的認可。我們重新回顧並調整了年終績效獎金規則，修訂了激勵制度，以獎勵更多業績良好的員工。此外，我們開展了外部崗位薪酬數據調研和同行對標分析，經過分析後在總部層面做了競爭力調薪，重點針對關鍵崗位以及績效優秀員工進行薪酬上調，從而確保核心員工的外部薪酬競爭力。

2021年，公司的員工福利開支總額(包括董事酬金)為人民幣2,882百萬元。

為完善公司激勵機制，留住關鍵員工，牽引公司業務的可持續發展等，公司於報告期內提出員工股權激勵計劃以激勵對公司經營業績和未來發展發揮重要作用的管理人員和核心技術專家，並已於2022年1月14日召開的臨時股東大會審議通過。公司相信，將關鍵員工納入股權激勵計劃，可進一步激發員工的創新和激情，激勵員工更努力地為公司提供服務，維護公司長期穩定發展。

#### 職業發展與員工保留

公司在《招聘錄用管理辦法》中明確了「先內後外」為三大招聘原則之一，即對公司內部符合招聘職位要求及表現卓越的員工給予優先選拔晉升，並給予擇優錄取。報告期內，我們由內部候選人補充空缺職位的晉升比例為62%。為了充分提供員工職業發展的機會，公司制定了《職級管理辦法》、《職級體系優化方案》、《晉升評議標準》等文件，明確職級劃分、明晰職業發展路徑、明確晉升過程中專業能力和發展潛力相結合的評議標準。

In 2021, the Company optimized the performance evaluation process and indicators, making key performance indicators more quantifiable, clear, and evaluable. We made clear the target output for key projects and issues, thus clarifying the focus and direction of our employees' work and allowing employees to have their efforts clearly recognized. We reviewed and adjusted the year-end performance bonus rules and revised the incentive system to reward more high-performing employees. In addition, we conducted external job salary data research and peer benchmarking analysis. After the analysis, we made competitive salary adjustments at the headquarters level, focusing on key positions and high-performing employees to increase their salaries to ensure the external salary competitiveness of our core employees.

In 2021, the total employee benefit expenses (including directors' remuneration) amounted to RMB2,882 million.

To improve the Company's incentive mechanism, retain key employees, and drive the sustainable development of the Company's business, an employee equity incentive plan was proposed during the reporting period to motivate managers and core technical experts who play an important role in the Company's business performance and future development. This was reviewed and approved at the interim general meeting of shareholders held on January 14, 2022. The Company believes that incorporating key employees into the equity incentive plan will further stimulate employees' innovation and passion, motivate employees to work harder to serve the Company, and maintain its stable, long-term development.

#### Occupational Development and Retaining Employees

In *Recruitment and Hiring Management Measures*, the Company clarified that "internal first and then external" is one of the three recruitment principles. This implies that the Company will give priority to the selection and promotion of internal employees who meet the requirements of the hiring position and have excellent performance, and give priority to their applications. During the reporting period, our promotion rate for vacant positions filled by internal candidates was 62%. To fully provide employees with opportunities for career development, the Company formulated documents such as the *Grade Management Measures*, the *Grade System Optimization Plan*, and *Promotion Evaluation Standards* to clarify the positions, the career development path, and the evaluation criteria for assessing professional ability and development potential in the promotion process.

我們鼓勵員工進行職業發展，並為員工規劃了職業生涯發展通道。在《職級管理辦法》中，我們明確了每一層級的角色定位和對企業的價值貢獻。同時，我們要求各部門根據所屬業務特徵和員工發展需要形成定制化的員工職業發展通道及任職資格標準，明晰了對專業知識與專業產出、組織貢獻、日常行為表現等方面的要求，從而讓每個員工的職業發展路徑更加清晰。我們也不斷地優化晉升程序及評議方法，對員工更加全面、客觀的評價，促進員工的發展與成長。

We encourage employees to plan and pursue career development, and created development channels for them. In *Grade Management Measures*, we clarified the role of each level and the respective value contribution to the enterprise. We require all departments to form customized employee career development channels and job qualification standards according to their business characteristics and employee development needs. They are also required to specify the requirements for professional knowledge and professional output, organizational contribution, daily behavior, etc., which clarifies the career development path for each employee. We also continuously optimize the promotion procedures and evaluation methods, providing more comprehensive and objective employee evaluations, and promoting the development and growth of our employees.

「先內後外」內部梯隊建設：生產系統管理梯隊訓練營

“Internal first and then external” internal talent team construction: production system management talent team training camp



生產系統管理人員多為內部晉升，為整體提升管理者管理水平，我們聚焦不同階段管理者的差異化培養目標：新任管理者「適應新角色」，在崗管理者「幹出成績來」，績優管理者「為將來做準備」。先後面向工廠總經理、部長、優秀科長、百強領班等，分級開展《創新工作坊》、《領越領導力》、《關鍵管理對話》、《班組長一線情境管理》培訓，幫助工廠管理者思維轉型，提升其經營意識、領導藝術、管理效能，從而更好的做好經營管理、服務好銷售團隊及經銷商。

Most of the production system managers were promoted internally. To improve the management level of managers as a whole, we focus on the differentiated training goals of managers at different stages: new managers as “adapt to new roles”, on-the-job managers as “make achievements”, and high performance managers as “prepare for the future”. *Innovation Workshops, Leading Leadership Course, Key Management Dialogue, and Team Leaders Frontline – Situational Management* training were provided for Factory General Managers, Ministers, Excellent Section Chiefs, and Top 100 Foreman. This helped factory managers transform their minds and improve their business awareness, leadership skills, and management efficiency to better manage their operations and serve their sales teams and distributors.

為了進一步收集員工反饋，農夫山泉在2021年開展了覆蓋全員的敬業度調研，從基礎設施、工作體驗、人才聚焦、組織敏捷、引領型領導等多方面設計了63道調研問題。調研的填答率為84%，敬業度整體評分為79%，領先行業水平。我們將根據敬業度調研結果不懈努力，為員工搭建更好的發展平台。2021年，本公司員工流失率為20.5%。

To further collect employee feedback, Nongfu Spring launched an engagement survey in 2021 covering all employees. We designed 63 survey questions about infrastructure, work experience, talent focus, organizational agility, and coaching by leading. The survey response rate was 84%, and the overall engagement score was 79%, which was above the industry level. Based on the results of the engagement survey, we will make unremitting efforts to build a better development platform for our employees. In 2021, our employee turnover rate was 20.5%.

指標 Indicators	單位 Unit	2021年 2021
總流失率 Total employee turnover rate	%	20.5%
<b>按性別劃分</b> <b>By gender</b>		
男員工流失率 Turnover rate – male employees	%	22.2%
女員工流失率 Turnover rate – female employees	%	16.7%
<b>按年齡劃分</b> <b>By age</b>		
30歲以下員工流失率 Turnover rate – under the age of 30	%	33.0%
30-50歲員工流失率 Turnover rate – 30 to 50	%	17.2%
50歲以上員工流失率 Turnover rate – over 50	%	18.5%
<b>按地區劃分</b> <b>By region</b>		
中國大陸員工流失率 Turnover rate – Mainland China	%	20.5%
中國港澳台員工流失率 Turnover rate – Hong Kong, Macau and Taiwan of China	%	0
海外員工流失率 Turnover rate – overseas	%	0



## 關愛與健康

農夫山泉建立了完善的員工福利關愛保障體系和職業健康與安全制度，在為員工提供安全健康工作環境的基礎上，通過福利與關愛增強員工工作積極性，提升工作認同感和歸屬感。

### 員工福利

農夫山泉制定了《福利管理辦法》、《假期管理辦法》、《員工激勵方案》等員工福利制度，建立了完善的員工福利與關愛保障體系。我們保障基本的法定福利項目，為員工繳納養老、醫療、失業、工傷、生育保險以及住房公積金，並在此基礎之上提供豐富的企業福利項目。我們為女員工產假期間發放生育津貼，通過公司醫療基金報銷部分生育醫療費。我們在公司設置了母嬰室，為哺乳期員工帶來保障。我們提供面向員工的午餐補貼、生日賀禮、節日福利、結婚賀禮、喪葬慰問金、高溫費和取暖費等福利，並通過員工關愛基金計劃根據員工實際困難給予經濟援助。我們設置了不定時工作制，對於部分崗位採取彈性工作時間。報告期內，公司開展了多項豐富多彩的員工關懷活動項目。

## CARE AND HEALTH

Nongfu Spring established a comprehensive employee welfare guarantee system and occupational health and safety system. In addition to providing employees with a safe and healthy work environment, we enhance employees' work enthusiasm and sense of worth and belonging through employee welfare and care.

### Employee Benefits

Nongfu Spring formulated *Welfare Management Measures*, *Holiday Management Measures*, the *Employee Incentive Program*, and other employee welfare policies, and established a complete employee welfare and care system. In addition to guaranteeing basic statutory welfare programs including providing endowment insurance, medical insurance, unemployment insurance, employment injury care, maternity insurance, and housing provident fund, we offer abundant corporate benefits. We provide maternity allowances to female employees during maternity leave and reimburse part of the maternity medical expenses through the Company's medical fund. We set up baby care rooms in the Company to support breastfeeding employees. We provide employees with benefits such as lunch subsidies, birthday gifts, holiday benefits, wedding gifts, bereavement condolences allowance, high-temperature fees, and subsidies for heating expenses. We provide financial assistance to employees with practical difficulties through the employee care fund plan. We set up a flexible working system and adopted flexible working hours for some positions. During the reporting period, the Company carried out a number of diversified employee care projects.

### 暑假員工子女棒棒堂

#### The "Bang Bang Tang" Summer Employee Child Care Program



考慮到員工子女暑假無人照看的實際困難，我們於2021年7月到8月舉辦了第二期「暑假員工子女棒棒堂」活動，開展了「環保小課堂」、「小小科學家」、「走進研究所」、「小小營養師」、「飲用水知識自然科普課」和「預防新冠小課堂」等趣味教學活動，為員工解決了實際困難的同時也給小朋友們帶來了有意義的暑假。

Considering the practical difficulties of unattended employees' children during the summer, we held the second season "Bang Bang Tang" Summer Employee Child Care Program in July and August 2021, and provided interesting teaching activities, such as "Little Classroom for Environmental Protection", "Little Scientists", "Walking into the Research Institute", "Little Nutritionist", "Natural Science Course on Drinking Water Knowledge", and "Small Class on COVID-19 Prevention". This solved practical difficulties for employees and provided a meaningful summer vacation for the children.

就地過年春節活動

Local Lunar New Year Festival activities



2021年春節為了響應國家號召，部分員工選擇就地過年，無法與家人團聚。總部與各分支機構用各種各樣的活動形式與大家共祝新年。同時也代表這些堅守在工作崗位的員工向家屬表示感謝和給予慰問。

For the Lunar New Year Festival in 2021, in response to the national call, some employees chose to celebrate Lunar New Year locally and were unable to reunite with their families. Headquarters and each region of the Company organized various activities to celebrate Lunar New Year with employees. We also expressed gratitude and solicitude to their families on behalf of the employees who remained at work.

多樣化健身運動

Diversified fitness activities



在2021年疫情持續的情況下，園區為滿足員工健身需求，健身中心除工作日正常開放外，新增雙休日開放時間，讓員工雙休日也可在園區健身中心進行游泳、器材鍛煉、乒乓球、台球等多樣性健身運動。

As the pandemic continued in 2021, to meet employees' fitness needs, in addition to the normal opening of the fitness center on weekdays, the office park have added opening hours on weekends, allowing employees to enjoy swimming, equipment fitness, table tennis, billiards, and other diverse fitness activities in the fitness center of the office park on weekends.

「6.6愛眼日」員工關愛活動

“6.6 Eye CareDay” Employee Care Activity



6月6日國家愛眼日，農夫山泉聯手淳安當地眼科診所在浙江淳安工廠開展了「6.6愛眼日」員工活動。通過視力檢查、電腦驗光、常見眼病檢查和科普眼健康知識，提升員工對眼睛健康問題的認識與了解。

On June 6, the National Eye Care Day, Nongfu Spring and the Chun'an local Eye Clinic launched the “6.6 Eye Care Day” employee activity at the Zhejiang Chun'an factory. It improved employees' awareness and understanding of eye health issues through a vision examination, computer optometry, a common eye disease examination, and promoting eye health knowledge.

### 職業健康與安全

農夫山泉的《員工職業健康與安全政策》明確了「以人為本、預防為主、全員參與、持續改進」的管理方針。我們以《安全生產管理總則》、《員工安全行為準則》、《工廠安全教育培訓制度》、《勞務外包安全管理制度》等制度為總領，以全面的安全作業標準流程為支撐，搭建了職業健康與安全管理體系，充分採取措施保護人員的職業健康與安全。我們建立並健全了安全委員會四級組織架構，設立基地管理委員會、工廠安全委員會兩級委員會組織；工廠內設部長的部門成立安全領導小組，科室成立現場安全管理小組。健全的架構明晰了安全責任，保障安全工作系統化開展。除農夫山泉全體員工以及勞務外包人員以外，我們也鼓勵供應商、經銷商等利益相關方參照農夫山泉的管理實踐完善安全管理。

農夫山泉嚴格按照ISO 45001職業健康安全管理体系的標準對下屬的每一個工廠進行管理，目前農夫山泉已有6個工廠通過了ISO 45001職業健康安全管理体系評估，其中四川峨眉山工廠、廣東河源飲料廠、吉林撫松工廠、浙江新安江工廠和貴州武陵山工廠於報告期內獲得ISO 45001認證。公司計劃2025年底前實現職業健康安全管理体系認證全覆蓋。

### Occupational Health and Safety

Nongfu Spring's *Employee Occupational Health and Safety Policy* specifies the management policy of "people-oriented, prevention first, full participation and continuous improvement". Led by *General Rules for Work Safety Management*, the *Safety Code of Staff Conduct*, the *Factory Safety Education and Training System*, the *Labor Outsourcing Safety Management System* and other systems, and supported by comprehensive standard operating procedures for safe operation, we built the Occupational Health and Safety Management System. We take adequate measures to protect the occupational health and safety of our personnel. We established and improved the four-level organizational structure of the Safety Committee, which was composed of Base Management Committee and Factory Safety Committee two level committee organization, safety leading group for department with a minister, and on-site safety management group for general department. This sound structure clarifies the safety responsibilities and guarantees the systematic development of safety work. In addition to all Nongfu Spring employees and outsourced personnel, we encourage suppliers, distributors, and other stakeholders to improve safety management by referring to Nongfu Spring's management practices.

Nongfu Spring manages each of its subsidiary factories in strict accordance with ISO 45001 occupational health and safety management system standards. Six Nongfu Spring factories have passed the ISO 45001 occupational health and safety management system assessment and obtained ISO 45001 certification. During the reporting period, the Sichuan Emei Mountain factory, Guangdong Heyuan Beverage factory, Jilin Fusong, Zhejiang Xin'an River factory, and Guizhou Wuling Mountain factory obtained ISO 45001 certification. The Company plans to achieve full coverage of occupational health and safety management system certification by the end of 2025.

2021年，我們優化完善了安全管理體系。通過開展同行安全管理對標分析，我們基於識別出的差距項結合自身情況對農夫山泉的安全管理體系進行了升級，並建立了由如下八項重點工作構成的安全改革框架：

In 2021, we optimized and improved the safety management system. Through peer-to-peer safety management benchmarking analysis, we upgraded Nongfu Spring's safety management system based on the identified gaps and our conditions. Accordingly, we established a safety reform framework consisting of the following eight key tasks:



**安全改革框架八項重點**  
**Eight Key Tasks of the Safety Reform Framework**

圍繞安全改革框架中的八項重點工作，農夫山泉今年落地了一系列全面而具體的安全管理措施：我們對現有的安全員進行了述職評估，選聘合格的安全員並提升其職級待遇；明確了各層級安全檢查和安全會議頻次，加大了安全小組第一責任人考核力度，並明確安全檢查結果納入第一責任人考核；對完善安全設施和標識加大了投入，將安全培訓的考核成績與員工個人績效掛鉤；建立了數字化安全管理平台分享典型案例和安全視頻，以及對各級安全第一責任人實施安全責任審計。

Focusing on the eight key tasks in the safety reform framework, Nongfu Spring implemented a series of comprehensive and specific safety management measures in 2021. We conducted a debriefing assessment of the existing safety officers, selected qualified safety officers, and promoted their grade and treatment. The frequency of safety inspections and safety meetings at all levels was clarified, focusing on the assessment of the first person in charge of the safety team and including safety inspection results in the assessments. We increased our investment in improving safety facilities and signs, and integrated safety training assessment results into employees' personal performance evaluation. We established a digital safety management platform to share typical cases and safety videos. Safety responsibility audits were carried out on those who were responsible for safety at all levels.



我們在《安全生產管理總則》中為上到公司、下到個人層面都分別設立了安全生產管理目標。其中，從公司、工廠到部門層面，我們的目標包括因安全生產責任事故導致的死亡人數為零，特別嚴重傷害事故為零，消防安全責任事故為零，環境污染責任事故為零，並且不發生職業健康衛生責任危害事故。針對班組和個人層面，我們設定了杜絕安全生產責任事故、杜絕違章作業、及時上報隱患等目標。

農夫山泉以「預防為主」作為安全生產工作必須貫徹的方針，通過培訓、宣貫等方式建設安全文化。公司在報告期內開展了多項針對性的安全培訓、災難應對和安全文化建設活動，並要求勞務外包員工及供應商也進行有效的安全培訓、通過考核、並形成培訓記錄存檔。

In the *General Rules for Work Safety Management*, we set up safety production management goals for all levels from the Company to the individual. At the Company, factory and department levels, our goals include zero deaths due to liability accidents from production, zero serious injury accidents, zero fire safety liability accidents, zero environmental pollution liability accidents, and zero occupational health and hygiene liability hazard accidents. At the team and individual levels, we set goals such as eliminating safety production liability accidents, eliminating illegal operations, and reporting hidden dangers in a timely manner.

Nongfu Spring mandates “prevention first” as a policy that must be implemented in safety production, and built a safety culture through training, promotion and other methods. During the reporting period, the Company carried out a number of targeted safety training, disaster response, and safety-culture-building activities. We also require outsourced employees and suppliers to conduct effective safety training and pass assessments, and archive their training records.

**園區守護者計劃  
The Office Park Guardian Program**



2021年農夫山泉聯合紅十字會共同開展了救護員急救培訓和避災救護培訓。覆蓋從救護基礎知識到常見急症、創傷、意外、突發情況的應急處理，以及CPR與AED的實踐。學員通過學習、實操與考核後獲得紅十字救護員證，成為「園區守護者」。

In 2021, Nongfu Spring and the Red Cross jointly carried out first aid training and disaster-relief training. It covered first-aid basics and emergency response for common emergencies, traumas, accidents, and CPR and AED practice. The trainees obtained the Red Cross Ambulance Certificate after learning, practical operation, and assessment, and became “Guardians of the Office Park”.



### 承運商駕駛員和外包人員培訓 Carrier Driver and Outsourcer Training



各工廠定期對承運商駕駛員組織安全培訓，並制定了簡單易懂且為崗位應知應會的安全內容對所有進廠作業的外包人員進行安全培訓。各工廠定期對外包人員的培訓效果進行抽查評估，確保現場安全作業。

Every factory regularly conduct training for outsourced drivers, and developed easy-to-understand learning materials for training all outsourced personnel entering the factory. Every factory regularly conducts spot checks and evaluations of the effectiveness of outsourced personnel training to ensure safe on-site operations.

指標 Indicators	單位 Unit	2019年 2019	2020年 2020	2021年 2021
因工損失工作日數 Number of days lost due to work incidents	日 day	2,752	1,980	<b>1,364</b>
每百萬工時工傷事故數 Lost-time injuries frequency rate	次/百萬工時 time/million working hours	1.26	1.18	<b>0.70</b>
因工作關係而死亡的人數 Work-related deaths	人 person	0	0	<b>2<sup>10</sup></b>
因工作關係而死亡的人數所佔比例 Proportion of work-related deaths	%	0	0	<b>0.01</b>

<sup>10</sup> 以上兩起死亡事件並非由於安全生產責任事故導致，且均在非工作場所發生。  
The above two deaths were not caused by production liability accidents, and neither occurred within the working place of Nongfu Spring.

# 價值的傳遞

## PASSING ON VALUES

### 供應商管理

#### Supplier Management



建立健全供應商管理系統(SRM系統)，對供應商進行全生命周期線上管理。

Established the SRM (Supplier Relationship Management) system for online management of the entire supplier lifecycle.



發佈《供應商健康度管理辦法》，引入「健康度」作為供應商管理過程中重要考核標準。

Published *Management Measures of Supplier Health*, and introduced the “health degree” as an important assessment standard in the supplier management process.



我們對100%的關鍵供應商開展了風險評估。

We conducted risk assessments for 100% of our key suppliers.

### 扶貧幫困

#### Poverty Alleviation



報告期慈善捐贈金額為535萬元人民幣。

Charitable donations amounting to RMB5.35 million during the reporting period.

### 抗疫救災

#### Anti-pandemic and Disaster Relief



河南洪災期間，累計捐贈20,000餘箱小瓶水和10,000餘箱大瓶水，第一時間設立免費賑災取水點超過100個。

During the Henan flood, over 20,000 boxes of small bottles of water and 10,000 boxes of large bottles of water were donated, and over 100 free water collection points were set up immediately.

### 志願服務

#### Volunteer Service



連續十年開展「免費送水，助力高考」活動，報告期於全國開展1,774場高考贈水活動，為考生送出150,000餘箱飲用水。

For 10 consecutive years, the Company has carried out the “Free Water for College Entrance Exam Candidates” activity. During the reporting period, we held 1,774 water delivery events for college entrance exam candidates and delivered 150,000 boxes of drinking water to the candidates.



全年員工參與志願活動時數總計80,008小時。

A total of 80,008 hours of employee participation in volunteer activities throughout the year.

## 供應商管理

農夫山泉希望與供應商夥伴共同成長，打造健康可持續的供應鏈管理體系，以求合作共贏。我們秉持著公開、公正、公平的原則，依照《供應商生命周期管理辦法》，通過供應商關係管理系統(SRM系統)對供應商從開發、認證引入、績效評估、風險管理到合作終止進行全生命周期管理。在和供應商的整個合作過程中，由供應鏈管理中心進行統籌管理，品質保障部、工程部、技術部、研發部等負責協同管理。報告期內，我們優化了SRM系統，與生產過程執行系統(MES系統)試點工廠信息聯動，啟用採購成本智能化報表分析，提升對供應商生命周期全過程線上管理能力。此外，在2021年我們制定了《基建工程類採購流程》，將基建類供應商納入供應商管理體系進行統一管理。

## SUPPLIER MANAGEMENT

Nongfu Spring aims to grow together with our supplier partners and build a healthy and sustainable supply chain management system for win-win cooperation. We adhere to the principles of openness, impartiality and fairness. In accordance with *Measures for Supplier Life Cycle Management*, through the Supplier Relationship Management System (SRM system), we conduct entire lifecycle management for suppliers from development, certification introduction, performance evaluation, risk management to cooperation termination. During the whole process of cooperation with suppliers, the Supply Chain Management Center conducts overall management and collaborates with the Quality Assurance Department, Engineering Department, Technology Department and R&D Department. During the reporting period, we optimized the SRM system, connected with the pilot factory information from the Manufacturing Process Execution System (MES system) to enabled intelligent report analysis of procurement costs and improve the online management capability of the entire supplier life cycle. In addition, in 2021, we formulated the *Infrastructure Engineering Procurement Process* to incorporate infrastructure suppliers into the supplier management system for unified management.

### 供應商准入 Supplier Admittance

- 在供應商准入階段，我們根據《供應商准入流程》及《供應商健康度管理辦法》對供應商實力進行綜合評估及風險分析，並按需求進行物料認證和實地考察，考察合格後方可進入供應商庫。  
At the supplier admittance stage, we conduct a comprehensive assessment and risk analysis of the supplier's strengths according to the *Supplier Access Process* and the *Measures for Supplier Health Degree Management*, and conduct material certification and on-site inspections according to the requirements. Only after passing the inspection can they enter the supplier pool.

### 供應商績效評估及分級 Supplier Performance Evaluation and Grading

- 我們制定了《供應商績效考核規範》，對項目類供應商按照合同執行情況進行評估和打分，對訂單採購類供應商從交貨及時性、交貨質量和配合度等方面進行月度綜合考評和打分。  
We formulated the *Supplier Performance Assessment Specifications* to evaluate and score project suppliers according to their contract performance and conduct monthly comprehensive evaluation and scoring of order procurement suppliers from delivery timeliness, delivery quality and cooperation.
- 我們每年對供應商進行年度考核，並按照考評結果將供應商分為A、B、C、D四個等級，實行分級管理。  
We conduct an annual assessment of suppliers. According to the assessment results, the suppliers are divided into four grades, A, B, C, and D, and we implement hierarchical management.

### 供應商獎懲 Supplier Rewards and Penalties

- 針對等級較高的供貨商，執行訂單優先或合同分配比例優先的獎勵，對低分供貨商將進行凍結或淘汰。  
Higher-scoring suppliers are given priority in order execution and the contract allocation ratio. Suppliers with low grades are frozen or eliminated.

## 供應商管理流程 Supplier Management Process

我們根據採購商品的重要性及供應商情況對供應商進行分級管控，針對性採取不同的採購策略。對於採購商品重要性較高，產品或服務質量較好的關鍵供應商，我們著力與其形成長期戰略合作關係，實現合作共贏、風險共擔。

在保證產品質量和服務水平的同時，農夫山泉也注重供應商的環境與社會績效。我們制定了《供應商健康、安全與環境政策》，明確了農夫山泉的可持續採購方針及對供應商的HSE要求。我們將供應商社會責任、HSE表現作為重要評估標準，優先選擇環境友好型產品及有可持續發展貢獻的供應商。

報告期內，我們發佈了《供應商健康度管理辦法》，引入「健康度」作為農夫山泉在供應商管理過程中的重要考核標準。健康度為供應商實力分和績效分兩方面的綜合體現，其中實力分的評估綜合考察了供應商經營管理能力、財務能力、技術創新能力、社會責任、可持續發展表現等方面，而績效分主要考察供應商產品供應的時效性、質量及服務態度。《供應商健康度管理辦法》的發佈提高了供應商社會責任和可持續發展表現的重要性，進一步完善了供應商管理體系。截至報告期末，已完成55個供應品類的健康度評價，對應供應商393家，通過評估供應商共計366家。

報告期內，農夫山泉被國家工業和信息化部評選為2021年度「綠色供應鏈管理企業」。

We carry out hierarchical management and control of suppliers according to the importance of the purchased goods and supplier conditions and adopt different procurement strategies. For key suppliers of highly important purchased goods and good product or service with high quality, we strive to form a long-term strategic cooperative relationship to achieve win-win cooperation and risk sharing.

While ensuring product quality and service standards, Nongfu Spring also pays attention to our suppliers' environmental and social performance. We formulated the *Supplier Health, Safety and Environment Policy* which clarifies Nongfu Spring's sustainable procurement policy and HSE requirements for suppliers. We take supplier social responsibility and HSE performance as important evaluation criteria and give priority to suppliers with environmentally friendly products and sustainable development contributions.

During the reporting period, we issued *Measures for Supplier Health Degree Management*. We also introduced a "Health Degree" as an important assessment standard for Nongfu Spring in the supplier management process. The health degree is a comprehensive reflection of the supplier's strength and performance scores. The evaluation of the strength score comprehensively examines the supplier's management ability, financial ability, technological innovation ability, social responsibility and sustainable development performance, etc. While the performance score examines mainly the suppliers delivery record, quality, and service. The release of *Measures for Supplier Health Management* increased the importance of suppliers' social responsibility and sustainable development performance, and improved the supplier management system. As at the end of the reporting period, the health evaluation of 55 supply categories had been completed, involving 393 suppliers with a total of 366 suppliers passed the evaluation.

During the reporting period, Nongfu Spring was awarded as the "2021 Green Supply Chain Management Enterprise" by the Ministry of Industry and Information Technology.

**供應鏈風險評估**

我們定期對供應鏈可能存在的風險進行識別與評估，並針對識別出的風險採取相應的應對措施。

**Supply Chain Risk Assessment**

We regularly identify and evaluate possible risks in the supply chain and adopt corresponding mitigation strategies for the identified risks.

為了確保供應鏈的穩定性，我們要求常規物料備選供應商保持在三家以上，打破關鍵原料獨家供應商的瓶頸，同時通過分散產品供應區域以分散風險；

To ensure the stability of the supply chain, we have at least three alternative suppliers of conventional materials. We broken the bottleneck of exclusive suppliers of key raw materials and reduced risk by dividing product supply areas.

在新冠疫情的嚴峻形勢下，為緩解進口原材料的斷貨風險，針對進口果汁、天然色素等長採購週期的材料，我們盤點國內供應商供貨潛力，建立安全庫存機制，提前鎖定採購數量，有效保證原材料持續供應；

Given the severe situation of the coronavirus epidemic, to alleviate the risk of a shortage of imported raw materials, for imported juice, natural pigments, and other materials with long procurement cycles, we evaluated the supply potential of domestic suppliers, established a safety stock mechanism, and locked down the purchased quantity in advance that effectively ensured the continuous supply of raw materials.

為了確保茶飲料的質量能夠符合農夫山泉的標準，我們制定了《茶葉原料質量管理流程》、《茶葉原料加工儲運管理規範》等製度，並且制定量化質量審核指標，直接對初級的茶葉原料供應商進行延伸管理，從源頭保證產品質量；

To ensure that the quality of our tea drinks meets the standards of Nongfu Spring, we formulated the *Raw Material Quality Management Process for Tea Beverage, Tea Raw Material Processing, Storage and Transportation Management Specifications* and other policies. We formulated quantitative quality audit indicators to directly carry out extended management of primary tea raw material suppliers that ensured product quality at the source.

針對供應商商業道德風險，我們對內設置了開發、定價、合同三權分立制度，建立內部相互監督和舉報機制，降低貪腐風險；對外，我們要求供應商簽訂《供應商廉潔自律承諾函》、《基礎合作協議》、《供應商保密協議》、《反商業賄賂和欺詐互相監督守則》，並且定期組織與開展供應商廉潔教育培訓與宣貫。

In response to the business ethics risks of suppliers, we set up a system of separation of powers in development, pricing, and contracts internally, and established an internal mutual supervision and reporting mechanism to reduce the risk of corruption. Externally, we require suppliers to sign the *Supplier Integrity Commitment Letter, Basic Cooperation Agreement, Supplier Confidentiality Agreement, and Anti-Commercial Bribery and Fraud Mutual Supervision Code*. We also regularly organize and carried out supplier integrity education, training, and publicity.

報告期內，商業行為政策覆蓋的供應商比率已達100%，簽訂商業道德條款的供貨商比率達100%。

During the reporting period, the ratio of suppliers covered by the business conduct policy reached 100%, and the ratio of suppliers who signed business ethics clauses reached 100%.



供應商分佈情況 Supplier distribution	單位 Unit	2020年 2020	2021年 2021
供應商總數 Total number of suppliers	家 supplier	918	<b>1,036</b>
中國大陸供應商數目 Number of suppliers in Mainland China	家 supplier	891	<b>1,011</b>
中國港澳台供應商數目 Number of suppliers in Hong Kong, Macao and Taiwan of China	家 supplier	4	<b>4</b>
海外供應商數目 Number of overseas suppliers	家 supplier	23	<b>21</b>
關鍵供應商數目 Number of key suppliers	家 supplier	—	<b>233</b>

### 企業公民

秉承「創利、育人、兼濟天下」的社區投資理念，農夫山泉長期積極踐行企業社會責任，致力於實現企業與社會的協同發展。我們制定了《社區投資政策》，鼓勵各工廠和經營大區積極與當地社區組織或利益相關者合作，並根據當地社區情況因地制宜開展社區公益項目。通過對救助災區、減緩貧困、改善教育、公共體育等民生領域長期積極投身公益事業，持續關注社區需求並積極參與社區建設，持續推動社區公益投資、志願者活動、科普教育、緊急救援和其他關懷行動，我們持續實踐企業社會責任以回饋社區所需，從而實現「兼濟天下」。

### CORPORATE CITIZENSHIP

Adhering to the community investment concept of “creating values, nurturing people, and contributing to the world”, Nongfu Spring has long actively practiced corporate social responsibility and is committed to realizing the coordinated development of enterprises and society. We formulated the *Community Investment Policy* to encourage factories and operating regions to actively cooperate with local community organizations and stakeholders, and carry out community public welfare projects according to local community needs and circumstances. Through long-term active participation in public welfare undertakings in the fields of disaster relief, alleviating poverty, improving education, and promoting public sports, we continuously pay attention to community needs and actively participate in community construction. We continue to promote community public welfare investment, volunteer activities, science education, emergency rescue, and other social projects. To achieve the concept of “contributing to the world”, we continue to practice corporate social responsibility to give back to the community.

## 河南特大洪災支援 Henan Severe Flood Relief



2021年7月，河南遭受特大洪災，農夫山泉河南大區在鄭州及受災嚴重的周邊縣市設立免費賑災取水點超過100個。此外，河南大區各辦事處員工以及經銷商奔赴一線，給各個安置點、福利院、紅十字會、救援指揮部等免費送水。累計捐贈20,000餘箱小瓶水、10,000餘箱大瓶水，惠及20餘萬受災群眾。

In July 2021, Henan suffered a severe flood. Nongfu Spring's Henan region set up more than 100 free water handout stations in Zhengzhou and surrounding counties, and cities that were seriously affected by the disaster. In addition, employees of various offices and distributors in the Henan region went to the front line to deliver free water to resettlement sites, welfare homes, Red Cross societies, and rescue headquarters. Over 20,000 boxes of small bottles of water and over 10,000 boxes of large bottles of water were donated, benefiting over 200,000 people affected by the disaster.

## 特殊兒童救治關愛 Treatment and care for special children



農夫山泉2021年第二年參與貴州特殊兒童救治項目，為在治療中的兒童舉辦了迎新年、慶祝六一兒童節等活動，並在銅仁康復醫院建立了小小圖書館，豐富了患兒的知識與眼界。此外，我們每年給予在貴州銅仁治療中心的生活困難兒童家庭進行3,000元／年生活費補助，鼓勵兒童和家長堅持治療恢復。

For the second year, Nongfu Spring participated in the Guizhou special children's treatment project in 2021. We held activities such as Lunar New Year festivities and Children's Day celebration for children under treatment. We established a small library in Tongren Rehabilitation Hospital, enriching knowledge and broadening the vision of the patients. We provided a stipend of RMB 3,000 per year to families with financial difficulties in Guizhou Tongren Treatment Center to encourage children and parents to persist in the treatment and recovery.

為鄉村小學舉辦入學儀式

**Orientation Ceremony for Rural Primary School**



2021年8月份，農夫山泉四川峨眉山工廠邀請了黃茅村、觀音村即將步入小學一年級的學生，並為他們舉辦了入學儀式。以生動活潑的形式為他們即將開始的學校生活做了準備，引導一年級新生感受入學樂趣。

In August 2021, the Nongfu Spring Sichuan Emei Mountain factory invited students from Huangmao Village and Guanyin Village who were about to enter primary school and held an entrance ceremony for them. It prepared them for their upcoming school life in a lively way, and allowed them to experience the fun of admission.

「免費贈水，助力高考」十週年活動

**“Free Water for College Entrance Exam Candidates” 10th Anniversary activity**



2021我們繼續開展已經堅持了10年的「免費贈水，助力高考」活動。我們在全國範圍內開展的1,774場高考贈水活動，為考生送出近150,000餘箱飲用水。

For 10 consecutive years, the Company has continued the “Free Water for College Entrance Exam Candidates” activity. During the reporting period, we held 1,774 water delivery events for college entrance exam candidates and delivered 150,000 boxes of drinking water to the candidates.

北斗村九年制學校淨水項目

**Water purification project for nine-year schools in Beidou Village**



農夫山泉在2021年啟動了雲南北斗村九年制學校飲水改善項目。通過安裝三台可保留水中礦物質的超濾直飲機設備、提供水安全教育課堂等方式，為當地學生提供健康安全的飲用水，並普及了科學飲水觀念。

Nongfu Spring launched a drinking water improvement project for a nine-year school in Beidou Village, Yunnan, in 2021. We installed three ultrafiltration direct drinking machines that can retain minerals in water and provided water safety education classes, providing local students with healthy and safe drinking water and popularizing the concept of scientific drinking water.

「樹敬老之風，促社會和諧」志願者活動

**Volunteer Activity: “Respecting the Elderly, Promoting Social Harmony”**



2021年3月，四川峨眉山工廠員工前往雙福鎮敬老院開展「樹敬老之風、促社會和諧」為主題的志願服務活動，為老人們科普了飲水健康知識，給老人們送上了溫暖慰問品，並帶領老人們開展文娛活動。In March 2021, the employees of the Sichuan Emei Mountain factory went to a nursing home in Shuangfu Town to carry out volunteer service activities with the theme “respecting the elderly, promoting social harmony”, providing information about drinking water and health for the elderly, sending warm wishes to them, and carrying out cultural and recreational activities with them.

「拒絕白色污染、用愛守護家園」環保活動

**Environmental Protection Activities: “Reject White Pollution, Protect Our Homeland with Love”**



2021年農夫山泉多個工廠都舉辦了環保主題活動，用實際行動以身作則的同時更向公眾倡導和宣傳了環保理念。貴州武陵山工廠開展「環境友好，由我踐行」環保主題活動。江西信豐工廠員工及員工家屬一起來到信豐閣開展了以「承擔綠色責任、營造綠色環境、樹立綠色觀念、傳播綠色文明」為主題的環保教育公益活動，清理了白色垃圾，並向公眾普及白色污染危害。In 2021, many factories of Nongfu Spring held environmental-protection-themed activities. While setting an example with practical action, they also advocated and promoted the concept of environmental protection to the public. Guizhou Wuling Mountain factory carried out “Environmental friendly, Let me practice” environmental protection theme activities. Jiangxi Xinfeng factory employees and their families went to the Xinfeng Pavilion to carry out environmental education and public welfare activities with the theme “undertaking green responsibility, creating a green environment, establishing a green concept, and spreading green civilization”, raising awareness of the harm of white pollution.



大眾性體育項目支持  
Popular sports support



2021年農夫山泉累計投入體育類項目62個以上，其中近80%為大眾性體育活動。我們支持了北京半程馬拉松賽，黃河口馬拉松賽，重慶銅梁原鄉風情馬拉松賽，上海城市業餘聯賽等大眾性體育賽事，傳播全民健身理念，倡導健康生活。

In 2021, Nongfu Spring invested in more than 62 sports projects, nearly 80% of which were popular sports activities. We supported popular sports events such as the Beijing Half Marathon, the Yellow River estuary Marathon, the Chongqing Tongliang Original Township Marathon, and the Shanghai Urban Amateur League, spreading the concept of national fitness and advocating healthy living.

普及游泳運動，為選拔優秀游泳人才貢獻力量  
Popularizing Swimming Sport and Contributing to the Selection of Outstanding Swimming Talent

我們支持國家游泳隊、跳水隊和花樣游泳隊，也支持了跳水世界盃選拔賽、東京奧運會跳水選拔賽、全運會跳水資格賽、全國青少年游泳系列賽等賽事，積極為普及游泳運動、選拔優秀的游泳人才貢獻企業力量。

We have supported the National Swimming Team, Diving Team and Synchronized Swimming Team. We have also supported the Diving World Cup Trials, the Diving Trials for the Tokyo Olympic Games, the Diving Qualification Trials for the National Games and the National Youth Swimming Series. We actively contributed to the popularization of swimming and the selection of outstanding swimming talent.

殘疾人體育項目支持  
Disabled Sports Program Support

為支持浙江省殘疾人事業，我們向浙江省殘疾人福利基金會捐贈20,000瓶飲用水，定向用於支持旱地冰壺城市賽。  
To support the cause of disabled people in Zhejiang Province, we donated 20,000 bottles of drinking water to the Zhejiang Disabled Welfare Foundation, which will be used to support the dryland curling city competition.

報告期內，本公司社區公益投入情況如下： During the reporting period, our community welfare work is as follows:

社區公益績效 Community Welfare Performance	單位 Unit	2020年 2020	2021年 2021
慈善捐贈金額 <sup>11</sup> Amount of charity donations <sup>11</sup>	百萬元人民幣 RMB Million	4.9	5.35
員工志願者活動時數 Employee participation in volunteer hours	小時 Hours	60,191	80,008

<sup>11</sup> 慈善捐贈、社區投資及社區商業活動捐贈金額均為金錢捐贈和等值的非金錢捐贈之和。  
Charity donations, community investment and donations in community commercial activities are the sum of monetary donations and non-monetary donations.



## 附錄一 法律規例一覽

# APPENDIX I: LIST OF LAWS AND REGULATIONS

### 法律法規

#### Laws and Regulations

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《中華人民共和國民法典》

Civil Code of the People's Republic of China.

《中華人民共和國公司法》

Company Law of the People's Republic of China

《中華人民共和國反壟斷法》

Anti-Monopoly Law of the People's Republic of China

《中華人民共和國反不正當競爭法》

Anti-Unfair Competition Law of the People's Republic of China

《中華人民共和國食品安全法》

Food Safety Law of the People's Republic of China

《中華人民共和國食品安全法實施條例》

Regulations on the Implementation of the Food Safety Law of the People's Republic of China

《食品召回管理辦法》

Food Recall Management Measures

《中華人民共和國廣告法》

Advertising Law of the People's Republic of China

《中華人民共和國網絡安全法》

Cybersecurity Law of the People's Republic of China

《中華人民共和國個人信息保護法》

Personal Information Protection Law of the People's Republic of China

《中華人民共和國專利法》

Patent Law of the People's Republic of China

《中華人民共和國商標法》

Trademark Law of the People's Republic of China

《中華人民共和國著作權法》

Copyright Law of the People's Republic of China

《中華人民共和國植物新品種保護條例》

Regulations on the Protection of New Varieties of Plants of the People's Republic of China

《中華人民共和國勞動法》

Labor Law of the People's Republic of China

《中華人民共和國勞動合同法》

Labor Contract Law of the People's Republic of China

《中華人民共和國社會保險法》

Social Insurance Law of the People's Republic of China

《工傷保險條例》

Regulations on Work Injury Insurance

《禁止使用童工規定》

Regulations on the Prohibition of Child Labor

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**法律法規**  
**Laws and Regulations**

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- 《中華人民共和國安全生產法》  
Work Safety Law of the People's Republic of China
- 《中華人民共和國職業病防治法》  
Law of Prevention and Control of Occupational Diseases of the People's Republic of China
- 《生產安全事故應急預案管理辦法》  
Measures for the Management of Production Safety Accident Emergency Plans
- 《中華人民共和國環境保護法》  
Environmental Protection Law of the People's Republic of China
- 《中華人民共和國環境影響評價法》  
Environmental Impact Assessment Law of the People's Republic of China
- 《中華人民共和國水法》  
Water Law of the People's Republic of China
- 《建設項目環境保護管理條例》  
Regulations on the Administration of Environmental Protection of Construction Projects
- 《建設項目竣工環境保護驗收管理辦法》  
Measures for the Administration of Environmental Protection Acceptance of Completed Construction Projects
- 《中華人民共和國大氣污染防治法》  
Air Pollution Prevention and Control Law of the People's Republic of China
- 《中華人民共和國水污染防治法》  
Water Pollution Prevention and Control Law of the People's Republic of China
- 《中華人民共和國環境噪聲污染防治法》  
Environmental Noise Pollution Prevention and Control Law of the People's Republic of China
- 《中華人民共和國固體廢物污染環境防治法》  
Environmental Prevention and Control Law of Solid Waste Pollution of the People's Republic of China
- 《取水許可和水資源費徵收管理條例》  
Regulations on Water Abstraction Permits and Water Resources Fee Collection
- 《取水許可管理辦法》  
Measures for the Administration of Water Abstraction Permits
- 《中華人民共和國礦產資源法》  
Mineral Resources Law of the People's Republic of China
- 《中華人民共和國礦產資源法實施細則》  
Rules for the Implementation of the Mineral Resources Law of the People's Republic of China
- 《中華人民共和國資源稅法》  
Resource Tax Law of the People's Republic of China
- 《關於進一步加強塑料污染治理的意見》  
Opinions on Further Strengthening Plastic Pollution Control
-

## 附錄二 香港聯交所環境、社會及管治報告指引內容索引

### APPENDIX II: HKEX ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs	披露段落 “Comply or Explain” Provisions
<b>A. 環境</b> <b>A. Environmental</b>	
<b>層面A1</b> <b>Aspect A1</b>	
<b>一般披露</b> General Disclosure	排放物 <b>Emissions</b> 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無 害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.
關鍵績效指標A1.1 KPI A1.1	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
關鍵績效指標A1.2 KPI A1.2	排放物種類及相關排放數據。 The types of emissions and respective emissions data.
關鍵績效指標A1.3 KPI A1.3	溫室氣體總排放量(以噸計算)及(如適用)密度(如以每產 量單位、每項設施計算)。 Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tons) and where appropriate, intensity (e.g. per unit of production volume, per facility).
關鍵績效指標A1.4 KPI A1.4	所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以 每產量單位、每項設施計算)。 Total hazardous waste produced (in tons) and where appropriate, intensity (e.g. per unit of production volume, per facility).
關鍵績效指標A1.5 KPI A1.5	所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以 每產量單位、每項設施計算)。 Total non-hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).
關鍵績效指標A1.6 KPI A1.6	描述所訂立的排放量目標及為達到這些目標所採取的步 驟。 Description of emissions target(s) set and steps taken to achieve them.
關鍵績效指標A1.7 KPI A1.7	描述處理有害及無害廢棄物的方法，及描述所訂立的減廢 目標及為達到這些目標所採取的步驟。 Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.
	可持續的生態－排放管理 Sustainable Ecology – Pollutant Discharge Management
	可持續的生態－能源及碳排放 Sustainable Ecology – Energy Use and Carbon Emissions
	可持續的生態－排放管理 Sustainable Ecology – Pollutant Discharge Management
	可持續的生態－環境管理 可持續的生態－能源及碳排放 Sustainable Ecology – Environmental Management Sustainable Ecology – Energy Use and Carbon Emissions
	可持續的生態－排放管理 可持續的生態－包裝材料及 廢棄循環 Sustainable Ecology – Pollutant Discharge Management Sustainable Ecology – Packaging Materials and Waste Recycling

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露段落 “Comply or Explain” Provisions
<b>層面A2</b> <b>Aspect A2</b>	<b>資源使用</b> <b>Use of Resources</b>	
一般披露 General Disclosure	有效使用資源(包括能源、水及其他原材料)的政策。資源可用於生產、儲存、運輸、樓宇、電子設備等。 Policies on the efficient use of resources, including energy, water and other raw materials.	可持續的生態—環境管理 Sustainable Ecology – Environmental Management
	<i>Note: Resources may be used in production, in storage, transportation, in buildings, electronic equipment, etc.</i>	
關鍵績效指標A2.1 KPI A2.1	按類型劃分的直接及／或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	可持續的生態—能源及碳排放 Sustainable Ecology – Energy Use and Carbon Emissions
關鍵績效指標A2.2 KPI A2.2	總耗水量及密度(如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	可持續的生態—可持續用水 Sustainable Ecology – Sustainable Water Use
關鍵績效指標A2.3 KPI A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of energy use efficiency target(s) set and steps taken to achieve them.	可持續的生態—能源及碳排放 Sustainable Ecology – Energy Use and Carbon Emissions
關鍵績效指標A2.4 KPI A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	可持續的生態—可持續用水 Sustainable Ecology – Sustainable Water Use
關鍵績效指標A2.5 KPI A2.5	製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量。 Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced.	可持續的生態—包裝材料及廢棄循環 Sustainable Ecology – Packaging Materials and Waste Recycling

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露段落 “Comply or Explain” Provisions
<b>層面A3</b>	<b>環境及天然資源</b>	
<b>Aspect A3</b>	<b>The Environment and Natural Resources</b>	
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimizing the issuer’s significant impacts on the environment and natural resources.	可持續的生態－環境管理 Sustainable Ecology – Environmental Management
關鍵績效指標A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	可持續的生態－環境管理
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Sustainable Ecology – Environmental Management
<b>層面A4</b>	<b>氣候變化</b>	
<b>Aspect A4</b>	<b>Climate Change</b>	
一般披露 General Disclosure	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	可持續的生態－應對氣候變化 Sustainable Ecology – Combating Climate Change
關鍵績效指標A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。	可持續的生態－應對氣候變化
KPI A4.1	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Sustainable Ecology – Combating Climate Change



主要範疇、層面、一般披露及關鍵績效指標	披露段落
Subject Areas, Aspects, General Disclosures and KPIs	“Comply or Explain” Provisions
<b>B. 社會</b>	
<b>B. Social</b>	
層面 B1	僱傭
<b>Aspect B1</b>	<b>Employment and Labor Practices</b>
一般披露	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 對發行人有重大影響的相關法律及規例的資料。
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.
關鍵績效指標 B1.1 KPI B1.1	按性別、僱傭類型、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.
關鍵績效指標 B1.2 KPI B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.
層面 B2	健康與安全
<b>Aspect B2</b>	<b>Health and Safety</b>
一般披露	有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.
關鍵績效指標 B2.1 KPI B2.1	過去三年(包括彙報年度)每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.
成長的助力－權益保障	
Employee Engagement – Rights and Benefits Protection	
成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection	
成長的助力－培訓與發展 Employee Engagement – Training and Development	
成長的助力－關愛與健康	
Employee Engagement – Care and Health	
成長的助力－關愛與健康 Employee Engagement – Care and Health	

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露段落 “Comply or Explain” Provisions
關鍵績效指標B2.2 KPI B2.2	因工傷損失工作日數。 Lost days due to work injury.	成長的助力－關愛與健康 Employee Engagement – Care and Health
關鍵績效指標B2.3 KPI B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	成長的助力－關愛與健康 Employee Engagement – Care and Health
<b>層面B3 Aspect B3</b>	<b>發展及培訓 Development and Training</b>	
一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。培訓指職業培訓，可包括由僱主付費的內外部課程。 Policies on improving employees’ knowledge and skills for discharging duties at work. Description of training activities.	成長的助力－培訓與發展 Employee Engagement – Training and Development
	<i>Note: Training refers to vocational training. It may include internal and external courses paid by the employer.</i>	
關鍵績效指標B3.1 KPI B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	成長的助力－培訓與發展 Employee Engagement – Training and Development
關鍵績效指標B3.2 KPI B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	成長的助力－培訓與發展 Employee Engagement – Training and Development

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露段落 “Comply or Explain” Provisions
<b>層面B4</b> <b>Aspect B4</b>	<b>勞工準則</b> <b>Labor Standards</b>	
一般披露 General Disclosure	有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.	成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection
關鍵績效指標B4.1 KPI B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labor.	成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection
關鍵績效指標B4.2 KPI B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	成長的助力－權益保障 Employee Engagement – Rights and Benefits Protection
<b>層面B5</b> <b>Aspect B5</b>	<b>供應鏈管理</b> <b>Supply Chain Management</b>	
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	價值的傳遞－供應商管理 Passing on Values – Supplier Management
關鍵績效指標B5.1 KPI B5.1	按地區劃分的供應商數目。 Number of suppliers by geographical region.	價值的傳遞－供應商管理 Passing on Values – Supplier Management
關鍵績效指標B5.2 KPI B5.2	描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	價值的傳遞－供應商管理 Passing on Values – Supplier Management
關鍵績效指標B5.3 KPI B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	價值的傳遞－供應商管理 Passing on Values – Supplier Management
關鍵績效指標B5.4 KPI B5.4	描述在揀選供貨商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	價值的傳遞－供應商管理 Passing on Values – Supplier Management

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露段落 “Comply or Explain” Provisions
<b>層面B6</b> <b>Aspect B6</b>	<b>產品責任</b> <b>Product Responsibility</b>	
一般披露	有關所提供產品和服務的健康與安全、廣告、標籤、私隱事宜以及補救方法的：	健康的保障－責任與服務 健康的保障－安全與質量
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Health Protection – Responsibilities and Services Health Protection – Safety and Quality
關鍵績效指標B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。	健康的保障－安全與質量
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Health Protection – Safety and Quality
關鍵績效指標B6.2	接獲關於產品及服務的投訴數目以及應對方法。	健康的保障－責任與服務
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	Health Protection – Responsibilities and Services
關鍵績效指標B6.3	描述與維護及保障知識產權有關的慣例。	健康的保障－研發與創新
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.	Health Protection – R&D and Innovation
關鍵績效指標B6.4	描述質量檢定過程及產品回收程序。	健康的保障－安全與質量
KPI B6.4	Description of quality assurance process and recall procedures.	Health Protection – Safety and Quality
關鍵績效指標B6.5	描述消費者數據保障及私隱政策，以及相關執行及監察方法。	健康的保障－責任與服務
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Health Protection – Responsibilities and Services

主要範疇、層面、一般披露及關鍵績效指標 Subject Areas, Aspects, General Disclosures and KPIs		披露段落 “Comply or Explain” Provisions
<b>層面B7</b> <b>Aspect B7</b>	<b>反貪污</b> <b>Anti-corruption</b>	
一般披露	有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	穩健的治理－清正廉潔
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Robust Governance – Integrity and Honesty
關鍵績效指標B7.1	於彙報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	穩健的治理－清正廉潔
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Robust Governance – Integrity and Honesty
關鍵績效指標B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。	穩健的治理－清正廉潔
KPI B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Robust Governance – Integrity and Honesty
關鍵績效指標B7.3	描述向董事及員工提供的反貪污培訓。	穩健的治理－清正廉潔
KPI B7.3	Description of anti-corruption training provided to directors and staff.	Robust Governance – Integrity and Honesty
<b>層面B8</b> <b>Aspect B8</b>	<b>社區投資</b> <b>Community Investment</b>	
一般披露	有關以參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	價值的傳遞－企業公民
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities’ interests.	Passing on Values – Corporate Citizenship
關鍵績效指標B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	價值的傳遞－企業公民
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture, sport).	Passing on Values – Corporate Citizenship
關鍵績效指標B8.2	在專注範疇所動用資源(如金錢或時間)。	價值的傳遞－企業公民
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	Passing on Values – Corporate Citizenship



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