

奈雪的茶控股有限公司 NAYUKI HOLDINGS LIMITED

(Incorporated in the Cayman Islands with limited liability)
(於開曼群島註冊成立的有限公司)

Stock Code 股份代號 : 2150

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 環境、社會及管治報告 2022



Environmental, Social and Governance 環境、社會及管治

OVERVIEW

This Report is the second Environmental, Social and Governance (“ESG”) Report issued by Nayuki Holdings Limited (2150. HK). We have fully disclosed the concepts, practice and results of the Group on environmental, social and governance aspects to enhance the communication with stakeholders and facilitate the fulfillment of social responsibilities and sustainable development of the enterprise.

BASIS OF PREPARATION

This Report is prepared mainly with reference to the Environmental, Social and Governance Reporting Guide (the “ESG Guide”) under Appendix 27 to the *Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited* (the “Listing Rules”), and is reported in accordance with the principles of materiality, quantitative, balance and consistency included in the ESG Guide. The content index of the ESG Guide is included in Appendix 1 of this Report.

The content of this Report is determined according to a set of systematic procedures, which include identifying major stakeholders, identifying and assessing the materiality of ESG-related issues, defining the coverage of the ESG Report, collecting relevant materials and information, conducting information collation and aggregation, examining the figures in this Report, preparing this report and reviewing by the management.

SCOPE AND COVERAGE OF THE REPORT

Reporting scope: January 1, 2022 to December 31, 2022.

Reporting coverage: The Report mainly covers the information and key performance in respect of the fulfillment of the environmental, social and governance responsibilities of Nayuki Holdings Limited and its subsidiaries in 2022.

SALUTATION DESCRIPTION

For the convenience of presentation and reading, the “Nayuki Group”, “Group” and “we”/“us”/“our” all refer to “Nayuki Holdings Limited” and its subsidiaries in this Report.

Meanwhile, the short names of brands under the Group in the Report are defined as follows:

Nayuki	our Nayuki (奈雪的茶) brand
Tai Gai	our Tai Gai (台蓋) brand

概覽

本報告是奈雪的茶控股有限公司(2150. HK)發佈的第二份環境、社會及管治(Environmental, Social and Governance, 「ESG」)報告，我們已全面披露本集團環境、社會及管治的理念、實踐與成果，以增進與利益相關方溝通，促進企業社會責任履行與可持續發展。

編製依據

本報告主要參照香港聯合交易所有限公司頒佈的《香港聯合交易所有限公司證券上市規則》(上市規則)附錄二十七《環境、社會及管治報告指引》(《ESG指引》)進行編製，並根據《ESG指引》中重要性、量化性、平衡性及一致性原則做匯報。《ESG指引》內容索引載於本報告附錄1。

本報告內容是按照一套有系統的程序而釐定的。有關程序包括：識別重要的利益相關方、識別和評估ESG相關重要議題、決定ESG報告的界限、收集相關材料和數據、對數據進行整理和匯總、對報告中的數據進行檢視、編製報告、管理層審定等。

報告範圍及邊界

報告時間範圍：2022年1月1日至2022年12月31日。

報告邊界：本報告重點披露2022年奈雪的茶控股有限公司及其附屬公司在履行環境、社會及管治責任方面的信息和關鍵績效。

稱謂說明

為了方便表述和閱讀，本報告中的「奈雪的茶集團」「本集團」「集團」「我們」均指代奈雪的茶控股有限公司及其附屬公司。

同時，對報告中出現的集團旗下品牌名稱做了簡稱的定義，見下表：

奈雪的茶	指	我們的奈雪的茶品牌
台蓋	指	我們的台蓋品牌

Environmental, Social and Governance 環境、社會及管治

Unless otherwise stated, all the monetary amounts in this Report are denominated in RMB.

INFORMATION SOURCES AND RELIABILITY STATEMENT

Information and cases in this Report are primarily extracted from the statistical reports and internal documents of the Group. The Group undertakes that the Report contains no false representations or misleading statements, and assumes responsibility for the truthfulness, accuracy and completeness of its contents.

ACCESS TO THE REPORT

The electronic version of this Report will be available at the websites of the Group (<http://www.naixuecha.com>) and The Stock Exchange of Hong Kong Limited (<http://www.hkexnews.hk>).

SUSTAINABILITY MANAGEMENT

Sustainable development is the key to the long-term success of an enterprise. Our Group firmly believes that the management model with sustainable development enables us to create long-term value and interest to our stakeholders including shareholders, customers, employees, community and partners. The concept of sustainable development is incorporated into our daily operations, and our performances on environmental, society and governance are continuously monitored and enhanced, which in turn providing a safeguarding force to the long-term and stable development of the enterprise.

SUSTAINABILITY CONCEPT

Our Group pays attention to its environmental, social and governance performance constantly. While actively undertaking economic responsibilities, we constantly identify key concerns of all stakeholders, maintain the sensitivity and insight on peers and market trends and consistently review and manage risks on sustainable development during operation. We integrate self-development with environmental and social responsibilities to achieve the harmonious integration of corporate benefits and extensive social responsibilities.

除特別說明外，本報告中所有涉及資金貨幣種類均指人民幣。

數據來源及可靠性聲明

本報告的數據和案例主要來源於集團統計報告、內部文件等。集團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。

報告獲取

本報告電子版可在本集團網站 (<http://www.naixuecha.com>) 及香港聯合交易所有限公司網站 (<http://www.hkexnews.hk>) 查閱。

可持續發展管理

可持續發展是企業長遠致勝之道。本集團深信通過可持續發展的管理模式，能為股東、顧客、員工、社區、合作夥伴等利益相關方創造長遠價值和利益。我們將可持續發展的理念融入日常營運，持續關注並提升集團在環境、社會及管治方面的表現，為企業長遠穩健發展保駕護航。

可持續發展理念

本集團始終關注企業在環境、社會及管治方面的表現。在積極承擔經濟責任的同時，我們持續識別各利益相關方的關注要點，保持與同行及市場趨勢的敏感度和洞察力，不斷審視和管理營運過程中的可持續發展風險，將自身發展與環境責任、社會責任相結合，實現企業利益與更廣泛社會責任的和諧統一。

Environmental, Social and Governance 環境、社會及管治

SUSTAINABILITY MANAGEMENT SYSTEM

To effectively practice the sustainability concept of the Group, the Group establishes a governance structure on sustainable development by setting an ESG Committee led by the Chairman of the Group and the General Manager. The ESG Committee is responsible for overseeing and guiding the Company's ESG programme in order to promote the implementation of the Group's ESG governance works in an orderly manner.

The Board of the Company and the ESG Committee assume overall responsibility on the environmental, social and governance performance of the Group, and are responsible for formulating the environmental, social and governance strategy of the Group, assess and determine the related environmental, social and governance risk and opportunities of the Group. They regularly review the Group's environmental, social and governance performance, and approve the information disclosed in the ESG Report.

We have the ESG Task Force which involves departments related to ESG issues, including food safety, staff management, customer services, etc. and comprises people responsible for each of the key operational functions, including Public Relations, Legal Affairs, Human Resources, Finance, Operations, R&D departments and Supply Chain Management Centres. It is responsible for the advancement of management and implementation of ESG issues, and reports the same to the Board regularly. As the leading departments of ESG Task Force, the Investment, Financing and Legal Department and the Media and Public Relations Department from the headquarters are responsible for coordinating ESG tasks. The headquarters and departments related to branding are responsible for the advancement of specific ESG tasks and the consolidation and delivery of ESG information. Departments related to each operating units implement specific tasks in accordance to the requirements from ESG Task Force, and report the ESG information regularly.

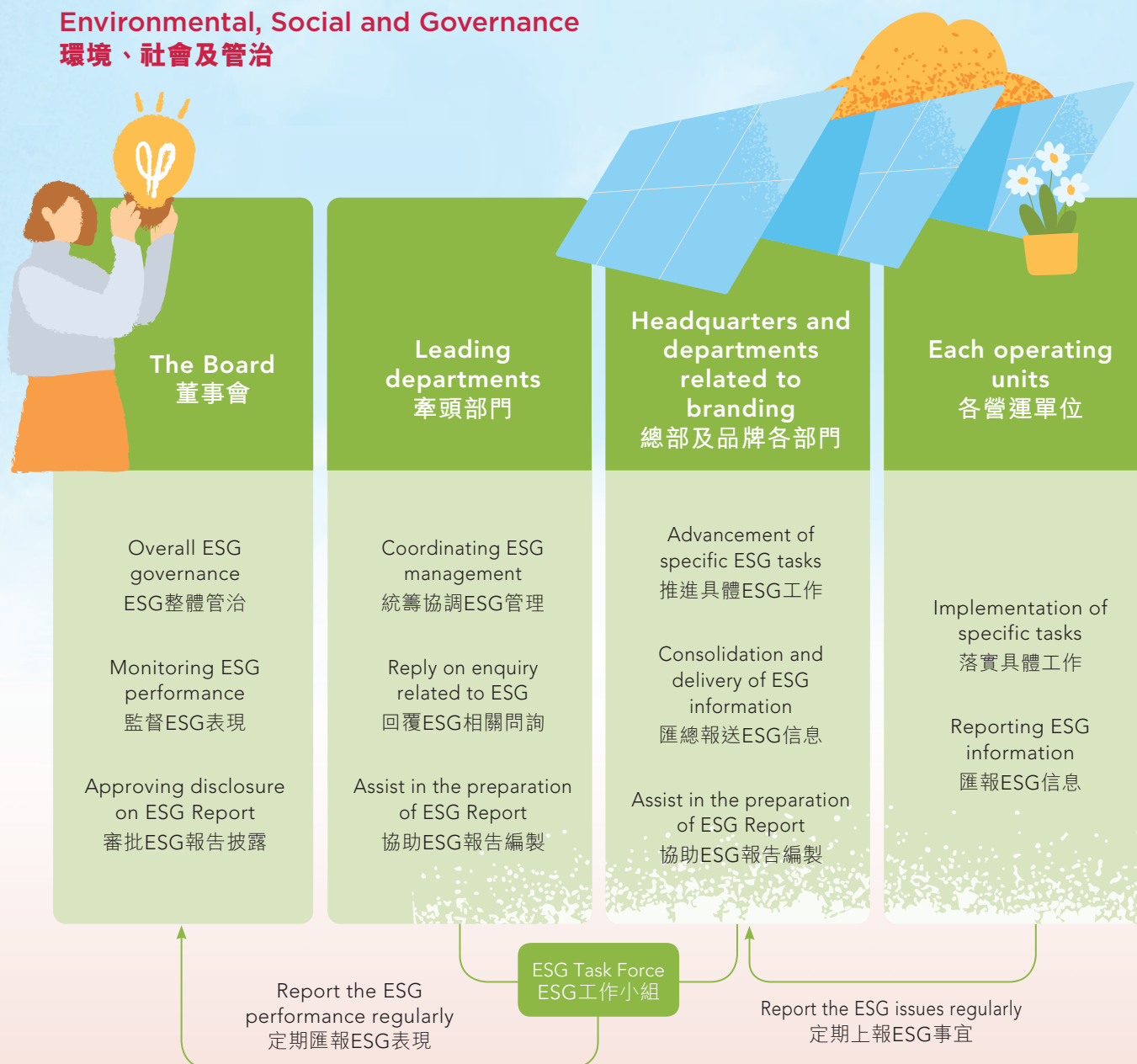
可持續發展管理體系

為有效踐行集團的可持續發展理念，本集團建立了可持續發展管治架構，設有ESG委員會，由集團主席及總經理領導。ESG委員會負責監督及主導本公司的ESG計劃，推動集團ESG管治工作有序進行。

公司董事會、ESG委員會對集團的環境、社會及管治承擔整體責任，負責制定集團環境、社會及管治策略，評估及釐定集團的環境、社會及管治相關風險及機遇，定期檢討集團的環境、社會及管治表現，並審批ESG報告披露資料。

我們設有ESG工作小組，覆蓋食品安全、員工管理、客戶服務等ESG議題相關部門，由各主要營運職能部門(包括公關、法律、人力資源、財務、營運、研發部門及供應鏈管理中心)的負責人組成，負責推進ESG事宜的管理和實施，並定期向董事會報告ESG事宜。總部投融資及法務部與媒體公關部作為ESG工作小組牽頭部門，負責統籌及協調ESG工作；總部及品牌相關部門負責具體ESG工作推進，以及ESG信息的匯總報送。各營運單位的相關部門，按照ESG工作小組的要求，落實具體工作，並定期上報ESG信息。

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COMMUNICATION WITH STAKEHOLDERS

Our Group always considers consumers, employees, shareholders/investors, government/regulatory authorities, suppliers/partners, community and other stakeholders as companions on the development path. We attach great importance to the appeals of all stakeholders and regularly communicate with stakeholders through various channels, promptly understand about and respond to the comments and expectations of all stakeholders and set out phased key work in the sustainable development of the Group clearly, so as to fully enhance the level of sustainable development.

利益相關方溝通

集團始終視消費者、員工、股東／投資者、政府／監管機構、供應商／合作夥伴、社區等利益相關方作為發展道路的同行者。我們重視各利益相關方的訴求，定期透過多種渠道與利益相關方溝通，及時了解並回應各利益相關方的意見與期望，明確集團可持續發展的階段性重點工作，全面提升可持續發展水平。

Environmental, Social and Governance 環境、社會及管治

Stakeholders 利益相關方	Issues of Concern 關注議題	Communication Channels 溝通渠道	Response to Appeals 訴求回應
Shareholders/Investors 股東/投資者	<ul style="list-style-type: none"> Operational strategies of the Group 集團經營戰略 Compliance and honest operation 合規廉潔營運 Safeguarding investors' interests 保障投資者權益 Stable investment returns 穩定的投資回報 Accurate and transparent information disclosure 信息披露準確透明 	<ul style="list-style-type: none"> Information disclosure 信息披露 General meetings 股東大會 Investor meetings and roadshows 投資者會議和路演 Investors hotline/mailbox 投資者熱線/郵箱 Official website 官方網站 	<ul style="list-style-type: none"> Transparent and open information disclosure 透明公開的信息披露 Enhancing corporate risk management 加強企業風險管理 Boosting value creation capabilities 加強價值創造能力 Improving brand value 提升品牌價值
Government/ Regulatory authorities 政府/監管機構	<ul style="list-style-type: none"> Legal and compliance operation 合法合規經營 Safe operation 安全營運 Sound internal control and risk management 完善的內部控制和風險管理 Energy saving and emission reduction 節能減排 Promoting economic development 促進經濟發展 	<ul style="list-style-type: none"> Regular visits 定期走訪 Routine inspections 常規巡查 Communication on policies 政策溝通 Compliance reports 合規報告 Attendance at symposiums 參與座談會 	<ul style="list-style-type: none"> Tax payment in accordance with law 依法納稅 Strengthening compliance operation 加強合規營運 Enhancing safety management 加強安全管理
Consumers 消費者	<ul style="list-style-type: none"> Food safety 食品安全 Food quality 餐食品質 Customer privacy protection 顧客隱私保護 Customer service experience 顧客服務體驗 	<ul style="list-style-type: none"> Communication on services at stores 門店服務溝通 Complaints mailbox/hotline 投訴信箱/熱線 Official WeChat 官方微信 Satisfaction survey 滿意度調查 	<ul style="list-style-type: none"> Optimizing product quality 優化產品質量 Improving customer experience 提升客戶體驗 Safeguarding consumers' interests 保障消費者權益
Employees 員工	<ul style="list-style-type: none"> Safeguarding legitimate interests of employees 保障員工合法權益 Occupational health and safety 職業健康及安全 Equal employment opportunities 平等就業機會 Employees' remuneration and welfare 員工薪酬福利 Diversified development 多元化發展 	<ul style="list-style-type: none"> Labor contracts 勞動合同 Performance management mechanism 績效管理機制 Trainings and communication 培訓交流 Chairman's mailbox 董事長信箱 Employee representatives' meetings 職工代表大會 Internal WeChat platform 內部微信平台 	<ul style="list-style-type: none"> Safeguarding employees' interests 保障員工權益 Conducting employee trainings 開展員工培訓 Diversified occupational development 多元職業發展 Abundant employee activities 豐富員工活動
Suppliers/Partners 供貨商/合作夥伴	<ul style="list-style-type: none"> Fair procurement bidding 公平招採 Faithful performance of contracts 誠信履約 Product quality guarantee 產品質量保證 Establishment of sustainable partnership 建立可持續合作關係 	<ul style="list-style-type: none"> Supplier assessment 供貨商評估 Cooperation agreements 合作協議 On-site inspections 實地考察 Supplier meetings 供應商會議 	<ul style="list-style-type: none"> Equal and fair procurement 公平公正採購 Enhancing supply chain management 加強供應鏈管理 Promoting sustainable partnership 促進可持續合作關係
Community 社區	<ul style="list-style-type: none"> Conducting social welfare activities 開展社會公益 Promoting community relations 促進社區關係 Green operation 綠色營運 	<ul style="list-style-type: none"> Community activities 社區活動 Community services 社區服務 	<ul style="list-style-type: none"> Conducting charitable and voluntary activities 開展公益和志願活動 Enhancing safety management of stores 加強門店安全管理

Environmental, Social and Governance 環境、社會及管治

ESG ISSUES AND MATERIALITY

Concern on different ESG issues by the stakeholders and the judgement of materiality on the issues form the foundation of assessment on important issues of the Company. In 2022, the Group reviewed issues related to ESG management in the year in accordance to the *Environmental, Social and Governance Reporting Guide* of the Stock Exchange, and adjusted the important ESG issues by taking into account the business development trend of the Group for the year and by comparing standards from peers. In addition, we initiated a questionnaire survey with our stakeholders including management members, staff, customers, investors/shareholders and suppliers to understand the changes in views and demands from the critical stakeholder groups.

Assessment and expectation of stakeholders on the ESG performance of the Group are the main reference materials on assessing the materiality of issues. Meanwhile, we bear in mind the concerns and demands from stakeholders in order to optimize the ESG strategy and management policy of the Company in an orderly manner.

Procedures for Materiality Assessment of Issues

Establishment of the pool of issues

- With the *Environmental, Social and Governance Reporting Guide* under Appendix 27 to the Listing Rules as the foundation, and based on the business development of the Group and appeals of stakeholders, the pool of ESG issues of Nayuki Group for 2022 was established with a total of 23 issues.

Participation of stakeholders

- We obtain the comments of stakeholders through questionnaires and interviews, which cover the management of the enterprise, employees, suppliers, customers and investors/shareholders, and more than 1,000 copies of valid questionnaires were collected.

ESG 議題及重要性

利益相關方對ESG各類議題的關注度和判定議題的重要性程度是公司重要性議題評定的基礎。2022年，本集團以聯交所《環境、社會及管治報告指引》為依據，審視回顧本年度ESG管理相關議題，並結合本年度集團業務發展動態及對標同行企業，對ESG重大性議題進行了調整。此外，我們面向管理層、員工、顧客、投資者／股東、供應商等利益相關方開展了問卷調查，以了解關鍵的利益相關方群體觀點及訴求變化。

我們將利益相關方對集團ESG表現的評價和期望，組成了本次重要性議題評定的重要參考材料。同時，我們緊扣利益相關方的關注與訴求，有序優化公司的ESG策略與管理政策。

議題重要性評估程序

議題庫建立

- 根據上市規則附錄二十七《環境、社會及管治報告指引》為基礎，並結合本集團業務發展情況與利益相關方訴求，構建奈雪的茶集團2022年ESG管理議題庫，共計23個議題。

利益相關方參與

- 我們通過開展問卷調查及訪談溝通等方式獲取利益相關方意見。調研覆蓋了企業管理層、員工、供應商、顧客以及投資者／股東等利益相關方，回收千餘份有效問卷。

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Issues assessment

- Based on the focused concerns of all stakeholders, it assesses the materiality of issues from the dimensions of “materiality to stakeholders” and “materiality to the enterprise” to analyze and establish the materiality matrix and list of issues.

Review and confirmation

- The participation of stakeholders in the implementation of plans and the assessment results of important issues are submitted to the ESG Task Force and the Board for assessment, after which ESG-related risk of the Group are determined.

Materiality Matrix and List of Issues

Based on the material issues related to the sustainability of the Group and taking the concerns of stakeholders into account, we have systematically identified the following 23 ESG issues. Issues of high materiality are on the top right corner of the matrix while issues of low materiality are on the lower left corner of the matrix. The four issues of the highest materiality are food safety, employee remuneration and welfare, occupational health and safety and protection of consumers’ interests. We pay more attention to the performance of relevant issues and continuously communicate with stakeholders to consistently improve the governance level of the corresponding issues.

議題評估

- 根據各利益相關方關注焦點，從「對利益相關方的重要性」以及「對企業的重要性」兩大維度進行議題重要性評估，分析得出重要性議題矩陣及列表。

審核確認

- 將利益相關方參與方案實施過程及重要性議題評估結果呈交ESG工作小組及董事會，經評估後，釐定集團ESG相關風險。

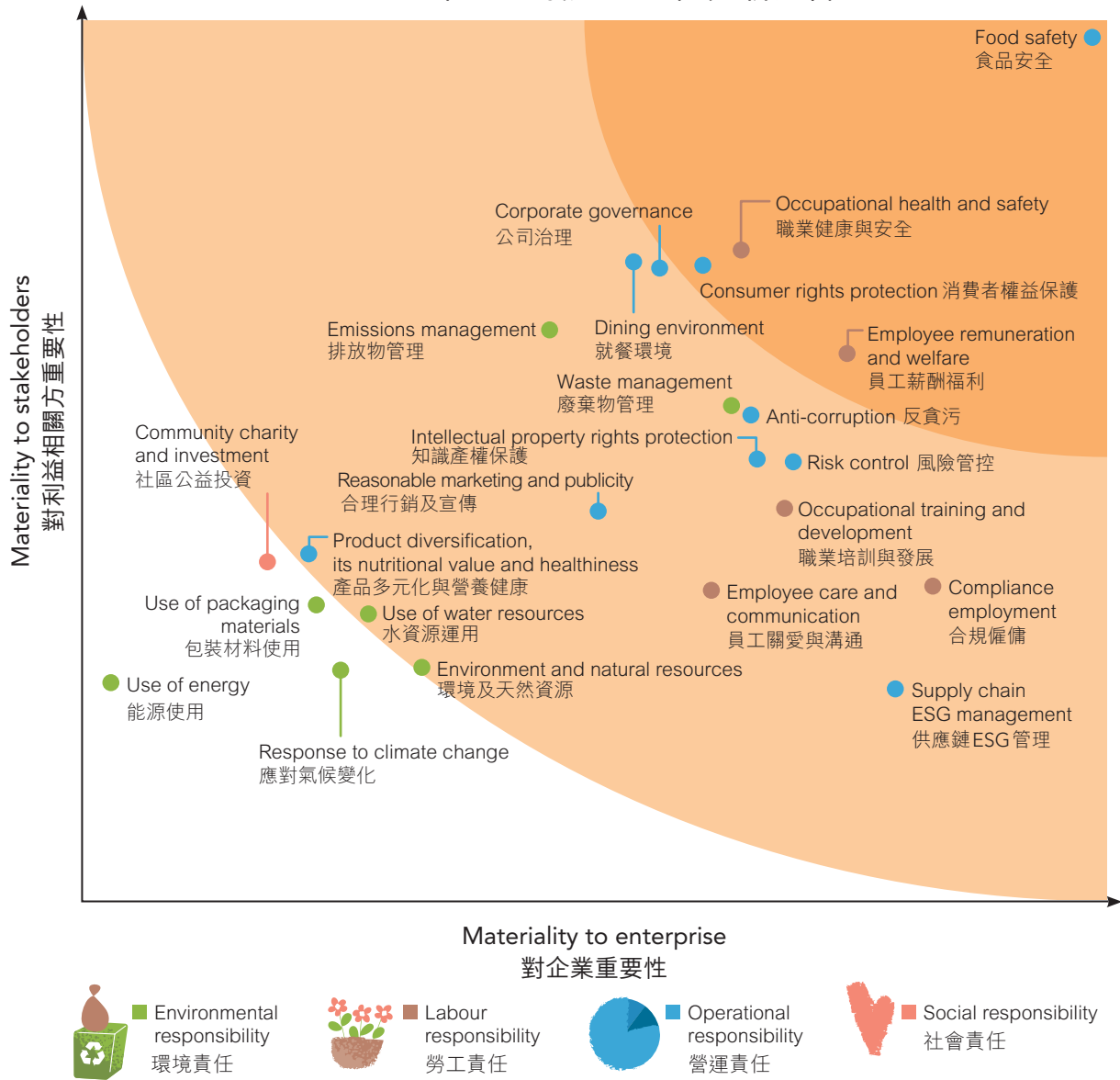
議題重要性矩陣及列表

根據集團可持續發展重要事項，結合利益相關方的關注焦點，我們系統梳理出下列23項ESG議題。重要性程度較高的議題位於矩陣的右上角，而重要性程度較低的議題則位於左下角。重要性最高前四項議題依次為食品安全、員工薪酬福利、職業健康與安全及消費者權益保護。我們重點關注相應議題的表現，持續與利益相關方溝通交流，不斷完善提升相應議題的管治水平。



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2022 Materiality Matrix of ESG Issues
2022年ESG議題重大性分析矩陣



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Materiality 重要性	Order 排序	Issues 議題
High materiality 高度重要性	1	Food safety 食品安全
	2	Employee remuneration and welfare 員工薪酬福利
	3	Occupational health and safety 職業健康與安全
	4	Consumer rights protection 消費者權益保護
Medium materiality 中度重要性	5	Corporate governance 公司治理
	6	Dining environment 就餐環境
	7	Compliance employment 合規僱傭
	8	Anti-corruption 反貪污
	9	Risk control 風險管控
	10	Waste management 廢棄物管理
	11	Intellectual property rights protection 知識產權保護
	12	Occupational training and development 職業培訓與發展
	13	Emissions management 排放物管理
	14	Supply chain ESG management 供應鏈ESG管理
	15	Employee care and communication 員工關愛與溝通
	16	Reasonable marketing and publicity 合理行銷及宣傳
	17	Environment and natural resources 環境及天然資源
	18	Use of water resources 水資源使用
	19	Product diversification, nutrition and health 產品多元化與營養健康
Low materiality 低度重要性	20	Use of packaging materials 包裝材料使用
	21	Community charity and investment 社區公益投資
	22	Respond to climate change 應對氣候變化
	23	Use of energy 能源使用

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HONORS AND AWARDS

With years of efforts and input in the catering industry, the Group is widely recognized by the consumers and within the industry. Meanwhile, we continuously strengthen the exchange and communication in the industry, actively participate in industry associations and activities, and we constantly understand and explore the direction and development trends of the industry in order to promote the advancement of the industry.

ENTERPRISE HONORS

The Group continuously optimizes the product quality control and operation management capability and consistently improves brand image, which is deeply favored and supported by consumers and widely recognized in the industry.

榮譽表現

多年來，集團在茶飲行業辛勤耕耘，廣受消費者認可，並獲得了業內肯定。與此同時，我們持續加強行業內部的交流溝通，積極參與行業協會及活動，不斷了解及探索行業動向及發展趨勢，共同推動行業進步。

企業榮譽

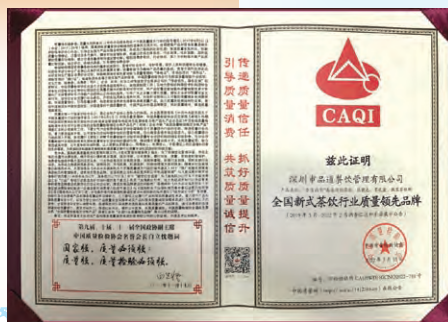
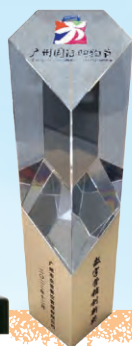
本集團不斷優化產品品控和營運管理能力，持續提升品牌形象，深受消費者的喜愛與支持，更備受業界認可。

Name of Awards 獎項名稱	Issuing Authority 頒發機構
2021 Top 100 Catering Enterprises of China 2021年度中國餐飲百強企業	China Cuisine Association 中國烹飪協會
2021 Top 100 Chain Stores in Guangdong 2021年度廣東連鎖TOP100	Guangdong Chain Operations Association 廣東省連鎖經營協會
2021 Top 10 Chain Restaurants in Shenzhen 2021年度深圳連鎖餐飲10強	Shenzhen Chain Operations Association 深圳市連鎖經營協會
2021 Top 10 in Added-value of Housing and Dining Industry in Nanshan District 2021年度南山區住餐業增加值十強	Shenzhen Nanshan Government 深圳市南山區政府
An Outstanding Enterprise of "2022 Comprehensive Evaluation of Food Safety Management and Brand Influence of Chain Catering Companies in Shenzhen" 「2022年深圳市連鎖餐飲企業食品安全管理和品牌影響力綜合評估」優秀單位	Shenzhen Institute of Standards and Technology 深圳市標準技術研究院
2022 Top 100 China Catering Brand 2022年度餐飲品牌力百強	www.canyin88.com 紅餐網
2021 Outstanding Enterprise of Promoting Consumption 2021年度促消費優秀企業	Shaanxi Provincial Department of Commerce 陝西省商務廳
2022 Most Trustworthy Brand of Netizens 2022年度最值得網民信賴品牌	Shenzhen Press Group 深圳報業集團

Environmental, Social and Governance 環境、社會及管治

Name of Awards 獎項名稱	Issuing Authority 頒發機構
2022 Shenzhen Fashion World Tour – Outstanding Shenzhen Brand 2022深圳時尚全球行 – 優秀深圳品牌	Shenzhen Retail Trade Association 深圳市零售商業行業協會
Innovation Prize for Digital Marketing 數字營銷創新獎	Guangzhou Tianhe District Commerce and Finance Bureau 廣州市天河區商務金融局
National Quality Leading Brand of New-Style Tea Beverage Nationwide 全國新式茶飲行業質量領先品牌	China Association for Quality Inspection 中國質量檢驗協會
Annual Industry Influence Award 年度行業影響力獎	CAIJING.COM.CN 財經網
Best Growth Listed Company at Big Consumption Industry 大消費產業最具成長上市公司	National Business Daily 每日經濟新聞
2022 Top 100 Leading Brands in China 2022年中國領軍品牌TOP100	Winshang 贏商網
2022 GPLP Most Innovative Consumption Award 2022GPLP最具創新消費獎	GPLP 犀牛財經
Demonstration Brand of Nighttime Economic Development for the Year 年度夜間經濟發展示範品牌	Southern Metropolitan Daily 南方都市報
2022 Charity Pioneer Award of the Times 2022年度時代公益先鋒獎	The Time Weekly 時代週刊
The 11th China Food Health Seven Star Award – Annual Rising Star Award 第十一屆中國食品健康七星獎年度新秀獎	Yicai Global 第一財經
2021-2022 Food Safety and Integrity Entity 2021-2022食品安全誠信單位	China Food Newspaper 中國食品報
Best Employer - Corporate Development Award 最佳僱主 – 企業發展獎	Shenzhen Best Employer Selection Organizing Committee and Shenzhen General Chamber of Commerce 深圳市最佳僱主評選組委會、深圳市商業聯合會

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INDUSTRY ASSOCIATIONS

The Group consistently strengthens communication and exchange among enterprises and actively joins industry associations to promote innovation and development of the industry and achieve common progress with the industry.

行業協會

集團不斷增強企業之間的溝通與交流，積極參與行業協會，推動行業內不斷創新與發展，實現與行業共同進步。

No. 序號	Name of Associations 協會名稱	Participation Status 參與身份
1	Shanghai Beverage Industry Association 上海市飲品行業協會	Vice president entity 副會長單位
2	Guangdong Chain Operations Association 廣東省連鎖經營協會	Executive councilor member entity 常務理事會員單位
3	China Cuisine Association 中國烹飪協會	Councilor member entity 理事會員單位
4	China Tea Science Society 中國茶葉學會	Councilor entity 理事單位
5	Cross-Straits Tea Exchanges Association 海峽兩岸茶業交流協會	Councilor entity 理事單位
6	Wuhan Catering Association 武漢餐飲業協會	Councilor entity 理事單位
7	Beijing Food and Beverage Association 北京餐飲協會	Councilor entity 理事單位
8	China Chain Store & Franchise Association 中國連鎖經營協會	Member entity 會員單位
9	Shenzhen Association of Enterprises with Foreign Investment 深圳外商投資企業協會	Member entity 會員單位
10	Shenzhen Retail Business Association 深圳市零售商業行業協會	Member entity 會員單位
11	Shenzhen General Chamber of Commerce 深圳市商業聯合會	Member entity 會員單位
12	Xi'an Chain Store Association 西安連鎖協會	Member entity 會員單位
13	Shanghai Stores Cuisine Association 上海市餐飲烹飪行業協會	Member entity 會員單位

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ABOUT US

Taking the responsibility as a listed company, while continuously expanding its business, the Group further optimizes the governance mechanism, continues to enhance risk control and anti-corruption control, facilitates compliance operation and helps the Group to enhance competitiveness, in order to realize sound and long-term development.

ENTERPRISE OVERVIEW

Established in Shenzhen City of Guangdong Province in 2014, the Group is a catering group principally engaged in Chinese freshly-made tea drinks chain operation. Our Company's shares were listed on the Main Board of the Hong Kong Stock Exchange on June 30, 2021. We mainly operate two teahouse brands—our flagship brand *Nayuki* and sub-brand *Tai Gai*. For *Nayuki*, we focus on offering a broad array of freshly-made tea drinks and handcrafted baked goods, whereas for *Tai Gai*, we mainly offer a selection of classic milk tea and lemon tea drinks, inspired by our goal to bring the original taste and fragrance of tea to young customers in China. As a leading manager and operator of premium modern teahouse brand in China, we establish a dual category model featured with “tea drinks + European soft bread” in line with meeting two kinds of pleasures by enjoying a nice cup of tea and a bite of European soft bread, and are committed to becoming a global teahouse brand loved by everyone, with creating and promoting the tea culture to the world as our brand vision. We make high-quality, healthy products with less sugar content, using high-quality ingredients such as fresh fruits, high-quality tea leaves and fresh milk instead of syrup, tea powder and creamer, building a lifestyle suitable for modern people through tea drinks. Through our self-operated premium modern teahouses, we have created a comfortable, upscale social space for our customers and communities to get together and enjoy. In order to promote the long-term development of our brand, we have continued to iterate on store space. As of December 31, 2022, our Group has 1,068 self-owned *Nayuki* teahouses and 53 self-owned *Tai Gai* teahouses in 89 cities. In 2022, we recorded net increase of 251 *Nayuki* teahouses and net decrease of 14 *Tai Gai* teahouses.

關於我們

集團肩負上市企業責任，在不斷拓展業務的同時，進一步優化集團治理機制，持續強化風險和反貪腐管控，推進合規經營，助力集團提升競爭力，實現穩健長足發展。

企業概況

本集團在2014年始建於廣東省深圳市，是一家以中式現制茶飲連鎖經營為核心的餐飲集團，並在2021年6月30日於香港聯合交易所主板上市。我們主要運營兩個茶飲店品牌—旗艦品牌奈雪的茶及子品牌台蓋。對於奈雪的茶，我們專注於提供各種現制茶飲及烘焙產品，而對於台蓋，我們主要提供一系列經典奶茶及檸檬茶飲料，致力將茶原本的味道與芬芳帶給中國年輕客戶。作為中國領先的高端現制茶飲品牌管理者及運營者，我們以「一杯好茶一口軟歐包，在奈雪遇見兩種美好」開創了「茶飲+軟歐包」雙品類模式，致力於「成為受顧客喜愛的全球性茶飲品牌」，以「成為茶文化走向世界的創新者和推動者」為品牌願景。我們堅持打造高品質、健康的產品，以新鮮水果代替糖漿，以優質茶葉代替茶粉茶末，以新鮮牛奶代替奶精，堅持更低糖的配方，通過茶飲打造適合現代人的生活方式。我們通過自營的高端現制茶飲店，為客戶及社區打造適合聚會和享受的舒適、高端的社交場所，為促進品牌長足發展，我們在門店空間上不斷迭代。截至2022年12月31日，本集團在89個城市擁有1,068間奈雪的茶茶飲店及53間台蓋茶飲店，均為自營。2022年，我們淨新增251間奈雪的茶茶飲店，淨減少14間台蓋茶飲店。

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DEVELOPMENT HISTORY

The history of the Group can be dated back to 2014 when Mr. Zhao Lin and Ms. Peng Xin, the founders, started the first teahouse in Shenzhen, Guangdong Province.

We officially started the operation under the brand *Nayuki* in 2015. In 2016, we obtained an investment of RMB100 million from Tiantu Capital in the first round of financing. In 2017, we completed regional expansion and officially started the “National Urban Expansion Plan”. In December 2018, an overseas *Nayuki* teahouse was firstly opened, marking the first step of globalization exploration. In February 2019, *Nayuki* expanded its business form again to establish the first *Nayuki's Bla Bla Bar*, and the first *Nayuki Fantasy Factory* with the store space of one thousand square meters located in Coastal City, a popular business circle in Shenzhen in November 2019, and achieved a sales volume of 1 million in three days. In November 2021, *Nayuki PRO* teahouse, a new teahouse format, was opened. *Nayuki* gradually becomes a leading operator and manager of new teahouse brand in more than 7 years of development, and has been awarded as one of China's Top 100 catering enterprises for four times from 2019 to 2022. On June 30, 2021, *Nayuki* listed on the Main Board of the Hong Kong Stock Exchange, becoming “the first listed new-type teahouse”. In August 2022, “*Nayuki Lifestyle*”, the first immersive experience space of *Nayuki* globally, was officially opened, so as to explore life together with customers. The 1,000th store of *Nayuki* teahouse was established at Beijing Chaoyang Joy City in December 2022, *Nayuki* became the largest direct brand in the new-style catering industry.

發展歷程

集團的歷史最早可追溯到2014年，創始人趙林先生和彭心女士在廣東深圳開設首家茶飲店。

我們在2015年正式開始以奈雪的茶品牌營運門店。2016年首輪融資獲天圖資本億元投資。2017年我們完成區域與性擴張，正式開始「全國城市拓展計劃」。2018年12月奈雪的茶首家海外門店開業，開始了全球化探索的第一步。2019年2月奈雪再次拓展業態打造首家奈雪酒屋BlaBlaBar，同年11月全國首家「千平大店」奈雪夢工廠落地深圳人氣商圈海岸城，創下三天銷售100萬的成績。2021年11月，奈雪全新店型奈雪的茶PRO茶飲店開業。奈雪的茶在7年多的發展中，逐步成長為領先的新式茶飲品牌經營者和管理者，並在2019年至2022年，四度入選中國餐飲百強企業。2021年6月30日，奈雪的茶於香港聯合交易所主板上市，成為「新式茶飲第一股」。2022年8月，奈雪全球首個沉浸式體驗空間「奈雪生活」正式開業，與客戶一起探索生活。2022年12月，奈雪的茶第1,000家門店落地北京朝陽大悅城，奈雪成為新茶飲行業規模第一的直營品牌。



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PRINCIPAL BUSINESS

We mainly operate two teahouse brands—our flagship brand *Nayuki* and sub-brand *Tai Gai*. We differentiate *Nayuki* and *Tai Gai* by offering diverse products and targeting different customer bases. *Nayuki* focuses on offering a broad array of freshly-made tea drinks and handcrafted baked goods, whereas for *Tai Gai*, we mainly offer a selection of classic milk tea and lemon tea drinks. Unlike *Nayuki* which mainly attracts the rising affluent urban population with a wider age group, *Tai Gai* mainly focuses on the younger generation of customers, including students and young office workers who are generally more price sensitive. Compared with

主要業務

集團主要運營兩個茶飲店品牌—旗艦品牌奈雪的茶及子品牌台蓋。我們通過提供多樣化的產品和針對不同的客戶群，奈雪的茶專注於提供各種現制茶飲及烘焙產品，台蓋主要提供一系列經典奶茶及檸檬茶飲料。與主要吸引年齡段跨度更大且日益增多的富裕城市人群的奈雪的茶不同，台蓋主要專注於年輕一代的顧客，包括對價格更為敏感的學生及年輕上班族。與台蓋相比，我們為奈雪的茶部署了更廣泛的茶飲店網絡。集團通過多品

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Tai Gai, we deploy a broader network of teahouses for Nayuki. The Group expands to more market segments through a multi-brand strategy, which reduces risks of competition among its owned-brands. All brand teams focus on the research and development of products in the sectors they are familiar with which promote the rapid development of brands. Besides, we keep abreast of changes in market demand at all times. Apart from operating the principal business, we also explore takeaway service and retail business via third party online platforms and self-operated online platform with a view to expand the Group's scope of operation and offer customers with high-quality products and services. In 2022, we also vigorously developed the bottled drinks business and launched the series of Nayuki Fruit Tea and Sugar-Free Pure Tea, which were hot-selling in offline channels like convenience stores and supermarkets nationwide.

牌策略拓展更多細分市場，降低自有品牌之間的競爭風險的同時，各品牌團隊可專注於熟悉領域的產品研發，促進品牌快速發展。此外，我們時刻關注市場需求變化，除門店經營主要業務外，更通過第三方線上平台和自營線上平台拓展外賣服務及零售業務，開拓集團經營領域，為客戶提供優質的產品與服務。2022年，我們更是大力發展瓶裝飲料業務，推出了奈雪果汁茶、無糖純茶系列等，並在全國各地的便利店、商超等線下渠道熱賣。

Major Product Display 主要產品展示



Supreme Fruit Tea
霸氣鮮果茶



Treasure Milk Tea
寶藏鮮奶茶



Supreme Emblica Tea
霸氣玉油柑



Nayuki Coffee
奈雪咖啡



Handcrafted Baked Goods
烘焙產品



Retail Baked Product
零售烘焙



Chinese Dim Sum
中式點心



Nayuki Fruit Tea
奈雪果汁茶



Gift Tea Box
茶禮盒



Snack
零食

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CORPORATE GOVERNANCE

In strict compliance with applicable laws and regulations, the Group adheres to the compliance-based operation. It consistently improves governance structure, optimizes the establishment of corporate anti-corruption and risk management structure, as well as advances the building of corporate integrity to elevate the level of governance of the Group to promote the enhancement of quality and efficiency of operation and management.

Corporate Governance Mechanism

Our Group strictly abides by the *Corporate Governance Code* in Appendix 14 to the Listing Rules and other laws and regulations in operation. Based on the actual conditions in production and operation, we have formulated the Corporate Governance System, as well as established a scientific, standardized and reasonable governance structure and procedural rules covering the management, functional departments at the headquarters, brand functional departments and subsidiaries. Meanwhile, we consistently improve the internal management systems in line with the development of the Group by specifying the scope of duties and authorities on decision-making, implementation, supervision and other aspects to improve the level of governance of the Group and provide organizational supports and system guarantees for the Group's development. For details about the governance structure of the Group, the governance mechanism of the Group, the shareholding structure of the Group and controlling shareholders, please refer to the 2022 Annual Report of the Group.

The Chairman of the Group provides leadership to the Board by ensuring the Board works effectively and discharges its responsibilities in a timely manner. The Board comprises three executive Directors, two non-executive Directors and three independent non-executive Directors. The Board is responsible for the direction and control of the Group's business as well as the overall governance, supervision and regular review of the Group and guarantees the long-term interests of the Group and stakeholders. The Board has established three Board committees, namely, the Audit Committee, the Remuneration Committee and the Nomination Committee for overseeing particular aspects of the Group's affairs. For details about the composition and duty performance of the Board, the duties of the Board and the management, etc., please refer to the 2022 Annual Report of the Group.

公司治理

本集團嚴格遵守適用法律及相關規定，恪守合規營運底線，持續健全集團治理結構，完善企業反貪污與風險管理體系建設，推進企業廉潔建設，提升集團治理水平，推動經營管理提質增效。

公司治理機制

集團嚴格遵守《上市規則》附錄十四《企業管治守則》等法律法規運行，制定《企業管治制度》，結合自身生產經營實際情況，建立包含管理層、總部職能部門、品牌職能部門、附屬公司等以內的科學、規範、合理的治理結構和議事規則。與此同時，我們持續完善符合集團發展的內部管理制度，明確決策、執行、監督等方面的職責權限，提升集團治理水平，為集團發展提供組織支持和制度保障。集團的治理結構、集團治理機制、集團股權結構、控股股東情況詳細內容見本集團2022年年度報告。

集團主席通過確保董事會有效運作並及時履行職責，為董事會提供領導。董事會由三名執行董事、兩名非執行董事及三名獨立非執行董事組成，負責本集團業務的發展方向及控制，對本集團整體治理、監督和定期檢討負有責任，保障集團和利益相關方的長遠利益。董事會下設3個董事委員會，分別為審核委員會、薪酬委員會及提名委員會，以監察集團相應方面的事務。董事會的構成及履職情況、董事會及管理層職責等情況詳細內容見本集團2022年年度報告。

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The Group has formulated a Shareholders' Communication Policy to ensure that Shareholders' views and concerns are appropriately addressed and regularly reviews the policy to ensure its effectiveness. Shareholders' meeting is one of the key channels for the communication between the Board and shareholders, and separate resolutions are proposed at shareholders' meetings for each substantial issue for Shareholders' consideration and voting to guarantee the effective communication with shareholders.

Risk Control

On the foundation of enhancing internal control and risk management, the Group further facilitates the commencement of anti-corruption works. The Board is fully responsible for evaluating and determining the nature and extent of the risks it is willing to take to achieve the Group's strategic objectives, and for establishing and maintaining appropriate and effective risk management and internal control systems to safeguard Shareholders' investments and the Group's assets. The Audit Committee assists the Board in, among other things, overseeing the design and implementation of the risk management and internal control systems, reviewing the financial results and reports, financial reporting and compliance procedures, internal control and risk management systems, as well as re-appointing external auditors.

The Group has developed internal management systems such as the *Policies and Procedures in Relation to Risk Management* (《風險管理政策與程序》) and the *Policies on Inside Information Disclosure* (《內幕消息披露政策》), and established a risk management process comprising four parts, namely risk identification, risk evaluation, risk monitoring and risk reporting, specifying the inside information reporting mechanism and requirements on information confidentiality. Internal evaluation would be conducted annually to confirm the implementation of the risk management and internal control policy. The Group strictly follows the requirements of the *Corporate Governance Code* of the Hong Kong Stock Exchange and has set up the Risk Management Committee to conduct independent and regular reviews on the effectiveness of the procurement system of the Group. The headquarters of the Group has set up the Internal Audit Department to be responsible for the formulation of regulations on internal control. In 2022, the Group conducted almost 10 special audit projects on various sectors, including capital management, contract management and supplier management, and has carried out special rectification and improvement for the defects found, which promoted all employees to participate in supervision and improved internal control and business ethics.

集團制定股東通信政策，確保股東意見及關注得到適當解決，並定期進行政策檢討，以確保效用。股東大會作為董事會與股東溝通的重要渠道之一，集團就各大體獨立事項在股東大會上均單獨提呈決議案，以供股東考慮及投票，保障與股東保持有效溝通。

風險管控

本集團以強化內部控制及風險管控，進一步推進反貪腐工作的開展。本集團由董事會全面負責評估及擬定為達成集團戰略目標所願承擔的風險性質及程度，制訂及維持適當有效的風險管理及內部監控系統，以保障股東投資及本集團資產。審核委員會協助董事會監督風險管理及內部監控系統的設計與執行，以審核財務業績及報告、財務申報及合規程序、內部監控和風險管理系統，以及重新委任外聘核數師等事宜。

集團制定《風險管理政策與程序》、《內幕消息披露政策》等內部管理制度，建立涵蓋風險辨認、風險評估、風險監控、風險報告四大環節的風險管理流程，明確內幕消息匯報機制及信息保密管理規定，並每年進行內部評估，確定集團風險管理及內部監控政策執行情況。本集團嚴格按照香港聯合交易所《企業管治守則》要求，設立風險管理委員會，對集團採購系統的有效性進行獨立及定期審查。集團總部設立內審專職部門，負責制定內部控制規範。2022年，集團開展近十項專項審計項目，涉及資金管理、合同管理、供應商管理等領域，並針對所發現的缺陷進行專項整改和提升，推進全體員工參與監督，完善內部控制及商業道德規範。

Environmental, Social and Governance 環境、社會及管治

Anti-corruption

The Group advocates the culture of honesty and integrity. In accordance with the *Anti-Money Laundering Law of the People's Republic of China*, the *Law of the People's Republic of China Against Unfair Competition* and other relevant laws and regulations, the Group has formulated internal systems such as the *Anti-corruption Policies* (《防止貪污政策》) and the *System of Reward for Reporting by Employees of the Group* (《集團內部員工舉報獎勵制度》), while updated the *Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery*, the *Notice on Integrity* (《廉潔告知函》) and the *Letter of Commitment on Integrity of Suppliers* (《供應商廉潔承諾書》) in 2021 to further regulate the acts of our staff and suppliers. Meanwhile, the Group continued to improve anti-corruption management and optimize reporting mechanism, while enhanced integrity education to promote honest operation. During the reporting year, the Group had no litigation involving corruption, bribery, blackmail, fraud and money laundering.

反貪污

本集團倡導誠信廉潔文化，按照《中華人民共和國反洗錢法》、《中華人民共和國反不正當競爭法》等相關法律法規，制定《防止貪污政策》、《集團內部員工舉報獎勵制度》等內部制度，並於2021年更新《關於嚴禁收受禮品、商業賄賂的通知》、《廉潔告知函》、《供應商廉潔承諾書》以進一步規範員工及供應商行為。同時，本集團持續完善反貪腐管理和健全舉報機制，並加強廉潔教育，推進誠信經營。報告年度期間，本集團未有發生涉及貪污、賄賂、勒索、欺詐及洗黑錢的訴訟案件。

<p>Standardizing employee behaviors 規範員工行為</p>	<p>We have formulated the <i>Standards on Procurement Behaviors</i> (《採購行為準則》) to guide the equal and fair procurement practices of procurement employees, and formulated the <i>Notice on Integrity</i> (《廉潔告知函》) to refrain our employees from accepting commercial bribery of any form. Any breach of regulations and disciplines will be taken seriously and held accountable according to the requirements.</p> <p>我們制定《採購行為準則》指導採購人員公平公正的採購行為規範，並制定《廉潔告知函》禁止員工接受任何形式的商業賄賂，對違規違紀行為將依規定嚴肅處理並追究責任。</p>
<p>Conducting anti-corruption training 開展反貪腐培訓</p>	<p>We proactively implement integrity promotion, training and education campaigns for senior management, employees and suppliers of the Group. Through the publication of various integrity promotion articles in our office system and the publication of various videos on integrity education by the Internal Audit Department at the headquarter with the organization and development department in the Group's public account, we conducted anti-corruption promotion for all staff. In 2022, we have convened 4 internal integrity training sessions with nearly 6,000 participants, and integrated contents related to anti-corruption into 3 orientation training sessions for new staff, which have further enhanced the integrity and self-discipline awareness among staff at a basic level. WeChat groups are established for directors of the Company by the Internal Audit Department, with internal work progress on anti-malpractice and anti-bribery shared on an irregular basis and various kinds of anti-corruption information forwarded in these groups to edge up the awareness on integrity among directors. In addition, in 2022, we targeted at all cooperating suppliers (including suppliers of food ingredients, packaging materials, retail, fresh food and equipment) and conducted four regular integrity training sessions, and we also provided specific trainings with all newly-introduced suppliers to promote the Group's requirements on anti-corruption to suppliers and regulate their acts.</p> <p>我們積極開展覆蓋集團高管、員工及供應商的廉潔宣貫及培訓教育活動。我們通過辦公系統發佈多篇廉潔宣貫文章，並由總部內審專職部門聯合組織發展部於集團公眾號發佈多個廉潔教育視頻，落實面向全體員工的反貪腐宣貫。2022年，我們召開4場內部廉潔培訓，參與近6,000人次，並將反貪腐相關內容融入3場新員工入職培訓，進一步提升基層員工廉潔自律意識。針對公司董事，內審專職部門建立工作微信群，不定期在群內分享內部反舞弊、反賄賂工作進程，並推送各類反貪腐信息，提升董事廉潔意識。此外，2022年，我們針對所有的合作供應商(包括食材、包材、零售、生鮮、設備等供應商)，開展了四場常規廉潔培訓，並對所有新引入的供應商進行一對一的專門培訓，向供應商宣貫集團反貪腐相關規定，規範供應商行為。</p>

Environmental, Social and Governance 環境、社會及管治

Protecting whistleblowers 落實舉報人保護

The Group has set up specific means such as reporting mailbox, reporting hotline and reporting WeChat account as smooth reporting channels, while proactively carried out special investigations on the reported matters. Upon receiving reports and complaints, our Internal Audit Department will lead the investigations on reporting related to malpractice and bribery. Investigation results and treatment will be reported to the Chairman of the Group upon inspection and verification, which will then be addressed by relevant personnel. Meanwhile, the Internal Audit Department has established ledgers for reporting and complaint registration, recorded reported matters and complaints, evidences and investigation results, enhanced the regulation and management of reporting hotline, and effectively implemented clue tracking. In 2022, the Group received 15 complaints and reported matters, which were addressed and followed up in accordance with working procedures.

Besides, we strictly follow internal requirements, regulate the reporting and investigation procedures, commit to keep all reporting information strictly confidential, only report the reported matters and investigation results in the reporting process, make no disclosure on sensitive information of whistleblowers, and protect the interests of whistleblowers. We also request units under investigations and subjects of reporting not to take revenge acts against whistleblowers, and if such acts are found out, we will take serious actions thereon.

本集團設立專門舉報郵箱、舉報熱線電話、舉報微信號等途徑，暢通舉報渠道的同時，積極開展舉報專項調查工作。內審專職部門在接收舉報投訴後，對舞弊賄賂相關舉報進行牽頭調查，經查證屬實後將調查結果及處理上報集團主席，落實相關人員處理。同時，內審專職部門建立舉報投訴登記台賬，記錄舉報投訴事項、證據及調查結果，提升舉報線索的規範管理，並切實落實線索跟進。2022年，本集團收到投訴舉報事項15件，均按工作規程進行處置和跟進。

此外，我們嚴格按照內部規定，規範舉報調查程序，承諾對所有舉報信息嚴格保密，在匯報過程僅上報舉報事項及調查結果，不透露舉報人敏感信息，保障舉報人的權益。我們還要求被調查單位和被舉報人不得對舉報人實行打擊報復行為，一經發現，嚴肅處理。

Anti-corruption policy for suppliers 供應商反貪腐政策

The Group greatly fosters integrity education and behavior regulation for our suppliers. Supplier WeChat management platform is established to promote corporate integrity culture to our suppliers irregularly. Also, the *Notice on Strictly Prohibiting Gifts Acceptance and Commercial Bribery* (《關於嚴禁收受禮品、商業賄賂的通知》) has been launched to enhance business departments' integrity reminder for suppliers, and expressly establishes a transparent and sustainable cooperation relation with suppliers. At the same time, we have formulated the *Letter of Commitment on Integrity of Suppliers* (《供應商廉潔承諾書》) as an attachment to contracts, for which all suppliers are required to sign before the approval stage. It is stipulated that cooperation parties commit not to conduct commercial bribery of any form to our staff nor conduct any breach act in violation of the principle of honesty. In 2022, we selected some suppliers and confirmed whether any improper acts such as soliciting bribes by our staff exist via telephone contact to ensure that there was no act that would impair the interests of the Group.

本集團大力推進供應商的廉潔教育和行為規範，成立供應商微信管理平台，不定期向供應商宣傳企業廉潔文化，並出台《關於嚴禁收受禮品、商業賄賂的通知》，加強業務部門對供應商的廉潔提醒，明確與供應商構建陽光、可持續的合作關係。同時，我們制定《供應商廉潔承諾書》作為合同附件，要求所有供應商在準入審批階段簽署，規定合作方承諾絕不向員工進行任何形式的商業賄賂，亦不會做違反誠信原則的任何違約行為。2022年，我們更抽取部分供應商，通過電話聯絡確認是否存在員工索賄等不當行為，確保未有侵害本集團利益的行為。



Environmental, Social and Governance 環境、社會及管治

<p>Participating in external association exchange 參與外部協會交流</p>	<p>The Group proactively participates in external anti-corruption communication and exchange. By sharing frequent issues and work experience on anti-corruption with member enterprises, the Group could learn from outstanding enterprise on anti-corruption practice, continuously optimize our anti-corruption management mechanism, and further enhance our anti-corruption capability.</p> <p>本集團積極參與外部反貪腐溝通交流，與優秀企業分享反舞弊的常見問題和工作經驗，向優秀企業學習反舞弊實踐，不斷健全集團反舞弊管理機制，進一步增強集團反舞弊能力。</p>
<p>Anti-money laundering policy 反洗錢政策</p>	<p>The Group has formulated an internal system such as the <i>Notice on Integrity</i> (《廉潔告知函》). The Finance department is responsible for the centralized fundraising, utilization, balance and deployment of the Group, and continuously conducts store capital monitoring. Extraordinary store consumption data is aggregated and analyzed on a regular basis to implement capital safety alert. We also stay alert at all times, supervise all staff and suppliers to perform practices of, among other things, anti-money laundering, anti-terrorist financing and anti-improper benefits, while insisting on compliance operation.</p> <p>本集團制定《廉潔告知函》等內部制度，由財務部門負責本集團資金統一籌集、運用、平衡及調度，並持續開展門店資金監控，定期對門店異常消費數據進行匯總分析，落實資金安全預警。我們更時刻警惕、監督任何員工、供應商履行反洗錢、反恐怖融資、反不當獲利等行為，堅持合規營運。</p>

Protection of Trademarks and Intellectual Property Rights

The Group strictly abides by the *Civil Code of the People's Republic of China* (《中華人民共和國民法典》), the *Trademark Law of the People's Republic of China* (《中華人民共和國商標法》), the *Patent Law of the People's Republic of China* (《中華人民共和國專利法》), the *Law of the People's Republic of China Against Unfair Competition* (《中華人民共和國反不正當競爭法》) and other relevant laws and regulations and resolutely safeguards its own interests according to the laws. We conduct strict and standard management on trademarks, patents and other intellectual property rights and joined third-party institutes in establishing teams on intellectual property rights protection. We strive to safeguard the brands, goodwill and image of the Group through self-initiated inspections on infringements in the market via online searching, investigation and verification, complaints to platforms, request for administrative interference, filing lawsuits to courts and other channels. Meanwhile, the Group respects others' intellectual property rights, states the sources based on the quotation requirements on external information, while engages external professional compliance advisor to undergo dual compliance confirmation on the use of external information. The Group encourages and protects fair competition and strives to safeguard others' legitimate rights from being infringed. As of 2022, the Group had 908 trademark registrations in Mainland China and 372 trademark registrations in other regions and countries. We also had 39 patent registrations, 157 copyright registrations and 28 domain registrations in Mainland China.

商標與知識產權保護

集團嚴格遵守《中華人民共和國民法典》、《中華人民共和國商標法》、《中華人民共和國專利法》、《中華人民共和國反不正當競爭法》等相關法律法規，堅決依法維護自身權益。我們對商標、專利等知識產權進行嚴格規範管理，與第三方法律機構共同構建知識產權保護團隊，通過網絡搜索自發檢測市場侵權行為、調查驗證、平台投訴、請求行政干預、法院訴訟等多種途徑，全力維護集團品牌和商譽形象。與此同時，集團尊重他人的知識產權，針對外部資料引用要求標明來源，並聘請外部合規專業顧問，對外部資料使用進行雙重合規確認，鼓勵和保護公平競爭，盡力維護他人合法權益不受侵害。截至2022年，集團在中國內地擁有908項商標註冊，其他地區及國家擁有372項商標註冊，並在中國內地擁有39項專利註冊、157項著作權註冊及28個域名註冊。

Environmental, Social and Governance 環境、社會及管治

GUARDIAN OF FOOD SAFETY AND PRODUCT QUALITY

食安精品守護者

Aspects of the ESG Guide involved in this chapter

本章涉及的《ESG指引》層面

B5. Supply Chain Management, B6. Product Responsibilities

B5. 供應鏈管理、B6. 產品責任

ESG issues involved in this chapter and their materiality

本章涉及的ESG議題及其重要性

Food safety (High materiality)

食品安全(高度重要)

Dining environment (Medium materiality)

就餐環境(中度重要)

Reasonable marketing and publicity (Medium materiality)

合理行銷及宣傳(中度重要)

Consumer rights protection (High materiality)

消費者權益保護(高度重要)

Supply chain ESG management (Medium materiality)

供應鏈ESG管理(中度重要)

Product diversification, nutrition and health (Medium materiality)

產品多元化與營養健康(中度重要)

Food safety is always a responsibility of the Group. Food quality, dining environment and service quality are also our eternal pursuits. With consistent innovation, research and development as well as improvement, we strived to provide customers with fresh, delicious and quality products and services.

食品安全是集團始終堅守的責任，食品質量、就餐環境和服務質量亦是集團不變的追求。我們堅持創新研發和改進，力臻為顧客提供新鮮、美味、高質量的產品與服務。

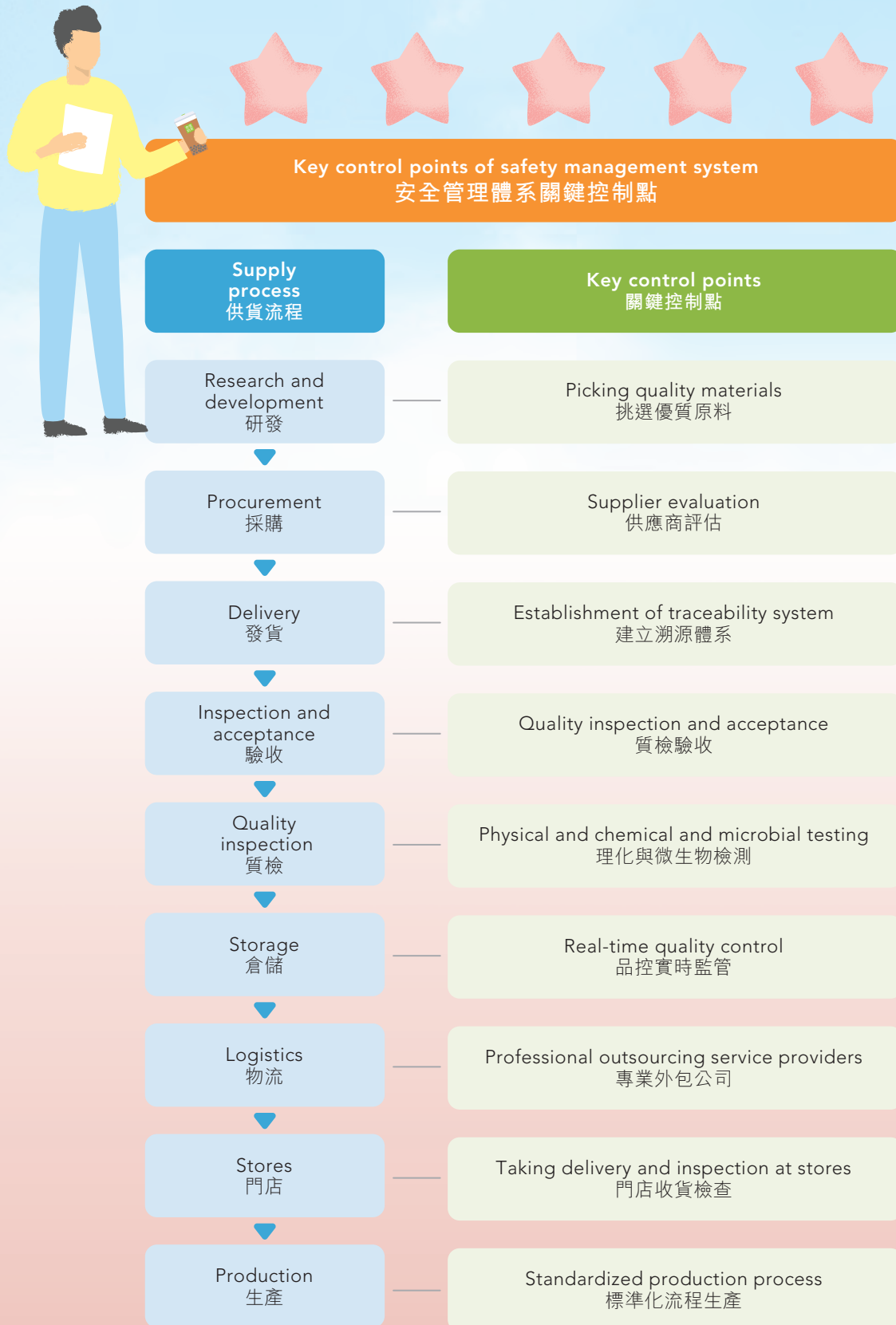
CREATING QUALITY FOOD WITH SINCERITY

Following the policy of “putting food safety first and focusing on prevention with comprehensive governance” and strictly abiding by the *Food Safety Law of the People’s Republic of China*, *Law of the People’s Republic of China on Product Quality*, *Law of the People’s Republic of China on Agricultural Product Quality* and relevant laws and regulations of the place where it operates, the Group formulated relevant internal management policies such as *Food Safety Management System* (《食品安全管理制度》), *Food Safety, Cleaning and Disinfection Management Requirements* (《食品安全及清潔消毒管理要求》) and *Food Safety Standard and Prerequisite Program at Store* (《門店食品安全標準前提方案》), and established its food safety management system and inspection and evaluation system. The Group standardized the supply of raw materials, strengthened food safety and quality control with various measures, established a designated department for managing food safety, and practically implemented supervision on food safety. Through careful selection of ingredients and a meticulous preparation, customers can enjoy the food at ease.

誠心成就食物質量

集團堅持「食品安全第一，預防為主，綜合治理」的方針，嚴格遵守《中華人民共和國食品安全法》、《中華人民共和國產品質量法》、《中華人民共和國農產品質量安全法》及營運地相關法律法規，制定《食品安全管理制度》、《食品安全及清潔消毒管理要求》、《門店食品安全標準前提方案》等內部管理制度，建立食品安全管理體系和稽核評估體系，規範原料供應，多措並舉強化食品安全與質量管控，並設立食品安全管理專職部門，切實落實食品安全監管，精心選材，用心製作，讓顧客吃的安心又放心。

Environmental, Social and Governance 環境、社會及管治



Environmental, Social and Governance 環境、社會及管治

Building Defense Line on Food Safety

The Group considered food safety as the foundation for survival as well as the code of conduct to be followed by all its employees. We established systems for food safety management, formulated and implemented food safety management systems and quality standards including the *Food Safety Management System* (《食品安全管理制度》), *Food Safety, Cleaning and Disinfection Management Requirements* (《食品安全及清潔消毒管理要求》) and *Food Safety Standard and Prerequisite Program at Store* (《門店食品安全標準前提方案》), and comprehensively controlled the safety management of all processes of tests on food ingredients, processing, storage management and store operation and strictly adhered to the bottom line of food safety. During the reporting period, the Group did not recall any product and services because of safety and health reasons.

Protection on food safety system

The Group attached importance to the standardization of food safety management. We improved our internal food safety and quality standards with reference to ISO22000 system of food safety management, and implemented safety management on food research and development, procurement, production, processing, transport and sales according to Hazard Analysis and Critical Control Points (HACCP system). In order to improve our system of food safety management, the quality management department regularly reported the major food safety issues and its responses to the Group's management and the Board, and regularly reported the results of food safety inspections directly to the Chairman, so as to assure the Group's management fully understand its conditions of food safety management. In our management framework of food safety, the quality management department of the head office was responsible for the control of general food safety on procurement activities, big warehouse and stores. In addition, the research and development department of the Group were responsible for the quality control of the production process of central factories. Furthermore, the stores strictly complied with the standard operation procedures of dishes formulated by the Group, with inspections on food safety of stores regularly organized by the Group's standard management department.

築就食品安全防線

本集團將食品安全視作企業賴以生存的基礎，同時也是集團每位員工必須遵守的行為準則。我們構建食品安全管理體系，制定並執行《食品安全管理制度》、《食品安全及清潔消毒管理要求》、《門店食品安全標準前提方案》等食品安全管理制度及質量標準，全面把控食材檢驗、食品加工、倉儲管理、門店營運等各環節的安全管理，嚴守食品安全底線。報告期內，本集團沒有發生因安全與健康理由的產品及服務召回事件。

食品安全體系保障

本集團重視食品安全管理規範性，參照 ISO22000 食品安全管理體系，改進內部食品安全及質量標準，並按危害分析與關鍵控制點 (HACCP 體系) 落實食品研發、採購、生產、加工、運輸、銷售等環節中的安全管理。為完善食品安全管理體系，質量管理部定期向集團管理層及董事會報告主要食品安全問題及應對，並定期直接向董事長報告食品安全檢查結果，確保集團管理人員充分了解食品安全管理情況。在食品安全管理架構中，總部質量管理部門負責對採購活動、大倉和門店進行整體食品安全控制。同時，集團研發部負責推進中央工廠生產過程的質量控制。此外，門店嚴格遵守集團制定的產品標準作業流程，並由集團標準管理部門定期組織門店的食品安全稽查。

Environmental, Social and Governance 環境、社會及管治

Sources of and tests on food ingredients

Committed to standardizing the compliance responsibilities in procurement of the Group, we always pay close attention to the production sources and quality inspections of food ingredients. We selected quality procurement sources for various food ingredients with an aim to assure their quality and freshness. In addition, we established and implemented internal policies, including the *System for the Acceptance of Food Procurement* (《食品採購驗收制度》) and the *System for the Inspection of Incoming Goods* (《進貨查驗制度》), clarified the inspection and acceptance standards on various materials such as fresh fruits, conducted inspection on incoming goods regarding various aspects including label, appearance, specifications, and packaging and conducted quality examination on key raw materials such as fresh fruits, to assure that the residues of pesticide and other chemical substance conform to the national standards. In accordance with the requirements of national laws and regulations such as the *Food Safety Law* (《食品安全法》) and the *General Hygiene Standards for Catering Services* (《餐飲服務通用衛生規範》), we established a food safety management system covering the head office, warehouses and operating stores, as well as a supervision, inspection and assessment system for suppliers, warehouses and stores, and regularly conducted internal self-examination to ensure the effective operation and continuous improvement of the systems. For the implementation of national requirements on prevention and control of pandemic, we strictly complied with national and local pandemic prevention requirements in 2022 and required our suppliers to provide information such as entry inspection and quarantine certificate, nucleic acid test report and imported raw material disinfection certificate for every batch of goods, to effectively implement the safety supervision on imported cold-chain food.

食材來源及檢驗

致力於規範集團採購的合規責任，我們時刻關注食材生產來源和質量檢驗。我們針對不同食材選取優質的採購來源，保障食材質量與新鮮。同時，我們制定並執行《食品採購驗收制度》、《進貨查驗制度》等內部政策，明確鮮果等各類物料的驗收標準，對入庫產品落實標籤、感官、規格、包裝情況等進行查驗，對鮮果類等關鍵原料進行質量檢測，確保供貨的農藥及其他化學殘留物符合國家標準。我們依據《食品安全法》、《餐飲服務通用衛生規範》等國家法律法規要求，建立了覆蓋公司總部、倉庫和經營門店的食品安全管理體系，以及對供應商、倉庫、門店的監督檢查和考核制度，並定期開展內部自查，保障體系的有效運行和持續改進。2022年，為貫徹國家疫情防控要求，我們嚴格遵守國家及地方的防疫要求，要求供應商提供每批供貨的入境檢驗檢疫合格證、核酸檢測報告、進口原料消毒證明等資料，切實落實進口冷鏈的食品安全監管。



Environmental, Social and Governance 環境、社會及管治

Storage management

We set appropriate environment and conditions for the storage of food ingredients. We have updated the *Supplier Contract* (《供應商合同》) to require suppliers to assure the temperature and humidity for storing food ingredients in the delivery process to meet the requirements of quality assurance, and not to deliver food with poisonous and hazardous chemicals in the same vehicle. Upon delivery to central factories, warehouses or stores, our employees will store the food ingredients under appropriate temperature and conditions, and they shall truthfully fill in record logs to effectively manage the traceability of documents to assure the conditions of food ingredients before storage. In light of the wide distribution of our store network, we have established a storage network of twelve leased storage centers in selected cities in China for proximate production, process and distribution and planned to establish new warehouse centers according to the application standards of food production license with an aim to protect the freshness of raw materials.

Food processing control

In order to control the quality of food processing, we have formulated internal policies such as the *System for the Management of Food Additives* (《食品添加劑管理制度》) and *System for the Management of Workshop Hygiene* (《後廚衛生管理制度》) to clarify the standards on the usage of food additives and store hygiene. In order to standardize operation, the R&D department and operational standards department organized to prepare standard operating procedures (SOP) and operating guidebook on new products and regularly improved the operating procedures and guidebook on existing products, and the designated training department was responsible for training the staff of stores on production standards and giving feedback to the R&D department and operational standards department with an aim to standardize the management on food processing. In addition, designated staff of the food safety department set up a special position for managing the quality of the central factories for processing and regularly inspected the implementation of product standardization procedures, food safety management and staff health in central factories according to the *Regulations on the Management of Quality Control, Inspection and Points Deduction* (《品控檢查扣分管理規定》), and the results of daily quality control inspections were linked to the performance appraisal of the workshops and persons in charge to assure safety and quality in the process of centralized food production.

倉儲管理

我們為食材儲存設置適宜的倉儲環境與條件。我們更新了《供應商合同》，要求供應商確保運輸過程中的食材儲存的溫度與濕度符合保質要求，且不得將食品與有毒有害化學品同車運輸。食材運抵中央工廠、倉庫或門店後，員工及時將食材存儲在適當溫度及儲存條件下，並如實填寫記錄日誌，切實落實溯源單據管理，確保食材儲存前的狀態良好。考慮到門店網絡分佈較廣，我們已在中國選定城市建立了由十二個租賃的倉儲中心組成的倉儲網絡，實現就近生產、加工和配送，並計劃按食品生產許可證申請標準設置新的倉儲中心，保障原材料新鮮度。

食品加工管控

為把控食品加工質量，我們制定《食品添加劑管理制度》、《後廚衛生管理制度》等內部政策，明確食品添加劑使用、門店衛生等規範。為推進標準化操作，研發部、營運標準部組織制訂新產品的標準作業程序(Standard Operating Procedure，簡稱為SOP)和作業指導書，定期優化原有產品的作業程序和指導書，並由專職培訓部門負責培訓門店人員製作標準及向研發部、標準部反饋優化意見，實現食品加工的標準化管理。此外，食品安全部專職人員依照《品控檢查扣分管理規定》，對加工生產的中央工廠設置質量管理專崗，定期檢查中央工廠的產品標準程序執行情況、食品安全管理，以及人員健康情況，且將日常質量檢查結果與車間及其負責人的績效考核掛鉤，確保食品集中生產過程的安全與質量。

Environmental, Social and Governance 環境、社會及管治

Store management

As for the production of products, based on *Food Safety Management System* (《食品安全管理制度》) of the Company, we have formulated standardized production SOPs and production post implementation standards for all products. At the same time, for the production management and control in store operations, we have formulated and implemented internal policies such as *Guidebook on Food Safety* (《食品安全指引手冊》), *Food Safety Operating Standards for Back Kitchens during the Pandemic* (《疫情期間後廚食品安全操作標準》) and *Food Safety Operating Standards for Front Dining Room during the Pandemic* (《疫情期間前廳食品安全操作標準》). These policies standardize the management and control of production links such as goods procurement and purchase management, store goods storage management, personnel health and hygiene management, production cleaning and disinfection, pest control, and production document management system. In order to implement the standards for relevant production links, and according to the management needs of the Group as a national chain enterprise, we cooperate with third-party companies to create an online learning platform. The storage and release of standard data, advanced trainings for employees, and employee skill appraisal and follow-up have all achieved unification, standardization and efficiency. We also have each individual to implement the production standards and food management and control.

In addition to the standards established, we have also established a strict management and control system and an independent production inspection department. The inspection department has formulated two inspection tables, *Inspection Table on Food Safety* (《食品安全稽查表》) and *Inspection Table on Product Quality* (《產品質量稽查表》), which covered standards on areas of food safety and product quality such as flavor, appearance and hygiene of dishes as well as control of pandemic. The implementation side of this management and control system includes a total of three parts, i.e., monthly self-inspection of stores, monthly monitoring inspection by the inspection department, and quarterly on-site random inspection. And with the development of the online platform, an online inspection management platform is built to realize the digitalization of records.

門店管理

在產品製作方面，基於企業《食品安全管理制度》的基礎上，我們制定了所有產品的標準化生產SOP和生產崗位執行標準。同時，針對門店營運中的生產管控，制定並執行了《食品安全指引手冊》、《疫情期間後廚食品安全操作標準》、《疫情期間前廳食品安全操作標準》等內部政策。規範內容涵蓋：貨物採購及進貨管理、門店貨物儲存管理、人員健康及衛生管理、生產清潔消毒、蟲害防治管控、生產文件管理制度等生產環節的管控。為落實相關生產環節的標準執行，並根據集團作為全國性連鎖企業的管理需求，我們與第三方公司合作，打造線上學習平台。將標準資料存儲下達、員工進階培訓、員工技能鑒定追動等工作，都實現了統一化、標準化以及效率化。更是將生產標準及食品管控的追蹤，落實到個人。

除了標準的輸出，我們同時建立了嚴格的管控制度，及獨立的生產稽查部門。由稽查部門制定了《食品安全稽查表》、《產品質量稽查表》兩個檢查表，檢查內容覆蓋了產品口味、品相、衛生、疫情防控等方面的食品安全及產品質量標準。此管控制度的執行端包含有：門店每月自檢、稽查部門每月監控巡檢、每季度現場飛行抽檢，共三個部分。並借助線上平台的發展力量，搭建線上稽查管理平台，實現記錄數據化。

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We also hire an external third-party food safety consulting company to plan to start a food safety inspection project. This evaluation project conducts a comprehensive review and evaluation from the headquarters to the stores of chain catering companies according to the requirements of regulations such as *Food Safety Law* (《食品安全法》), *GB 31654-2021 National Food Safety Standard – Common Hygiene Regulations of Catering Services* (《GB31654 食品安全國家標準餐飲服務通用衛生規範》) and *Conduct Code on Food Safety of Catering-2018* (《餐飲食品安全操作規範 – 2018》). We conduct random inspections on management from the source, i.e., the headquarters. We face the actual situation of the Company objectively with an absolutely fair, just and open attitude. And we cooperate with various departments such as the operation department, quality control department and engineering department to review the results of each random inspection, sort out the problems and seek solutions.

Takeaway product management

For takeaway products, we have added online business items to the business license in accordance with local regulatory requirements of the stores to better meet compliance requirements. At the same time, we design takeaway packaging with practicality based on factors such as product preservation, hot drink and overflowing cups, formulate takeaway product labels and reminder information in strict accordance with relevant standards, and require stores to implement reinforcement and food safety protection measures such as sticking safety stickers on takeaway packaging to control the food safety of takeaway products. We have a full-time team to collect quality complaints about takeaway products to ensure that each complaint can be dealt with in a timely manner, and then timely give feedbacks to and conduct investigations on relevant parties such as stores and suppliers, and require relevant parties to make timely rectification for further improvement.

我們更聘請外部第三方食品安全諮詢公司，規劃開啟食安審核項目。此評估項目結合《食品安全法》、《GB31654 食品安全國家標準餐飲服務通用衛生規範》、《餐飲食品安全操作規範 – 2018》等法規的要求，從連鎖餐飲企業總部到門店執行，進行全面性審核評估。從總部根源，進行隨機性管理抽查。以絕對公平、公正、公開地態度，客觀面對企業實際狀況。並聯合營運部、品控部、工程部等多個部門，對每次抽查結果進行復盤，梳理問題、尋找解決方案。

外賣產品管理

針對外賣產品，我們按照門店所在地的監管要求在經營許可證上增加網絡經營項目，以更好滿足合規要求。同時，我們根據產品保存、熱飲、溢杯等因素設計具備實用性的外賣包裝，嚴格按有關標準要求制定外賣產品標籤及提示信息，並要求門店落實外賣包裝黏貼安心貼等加固及食品安全防護措施，管控外賣產品的食品安全。我們有專職團隊收集外賣產品的質量投訴問題，確保每起投訴能得到及時處理，並及時向門店、供應商等相關方進行反饋、調查，要求相關方及時進行改進，以便進一步提升。

Environmental, Social and Governance 環境、社會及管治

Performance of Food Safety Management in 2022 2022年食品安全管理工作績效

Food processing 食品加工

- Conducted 1,099 microbial sampling inspections on products of central factories with passing rate at 98.5%;
中央工廠產品微生物抽樣檢測達1,099次，合格
率為98.5%；
- Formulated 22 standard operating procedures for products.
形成產品標準作業程序共22份。



Store inspection 門店稽查

- Conducted production quality inspections on each self-operated store on a monthly basis with a national average score of 90.5 for the whole 2022;
每家門店每月進行一次生產質量稽查自檢，
2022年全年，全國平均分為90.5分；
- The Company's inspection department conducting unannounced inspections: quarterly spotted check on 50% of stores, with a national average score of 79.4 for the whole 2022.
公司稽查部門飛行巡檢：每季度對50%門店進行
飛行抽檢，2022年全年，全國平均分為79.4分。

Strengthening Supply Chain Management

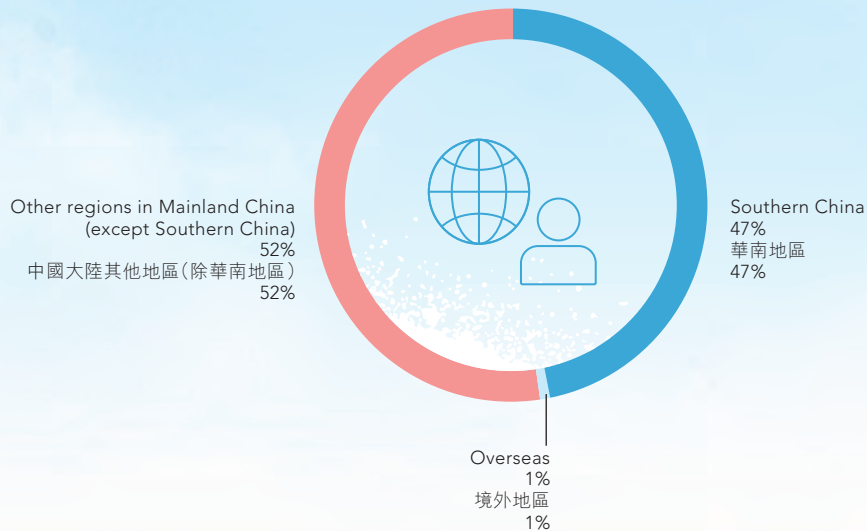
The quality of food ingredients is essential to the quality of food. The Group adopted concentrated procurement to improve its supplier management, proceed with quality inspection and acceptance and strengthen its cold chain management on an ongoing basis, so as to protect its raw materials. We established the procurement center which is responsible for quality control on dishes during the whole process from the places of origins to the sight of our customers. We also formulated and implemented related internal policies such as the *Supplier Quality Control System* (《供應商質量管理制度》), the *Supplier Access Review Management System* (《供應商准入審核管理制度》) and the *Supplier Quality and Performance Management Code* (《供應商質量績效管理規範》), so as to standardize the management of suppliers. In 2022, we implemented strict access review on suppliers of food and direct food contact packaging materials, and resolutely eliminated suppliers with serious food safety problems found in the review. As of the end of the Reporting Period, we had a total of more than 300 suppliers (excluding suppliers of engineering equipment), of which 47% was from Southern China. In 2022, we reviewed 100% of suppliers of food and direct food contact packaging materials, of which 9 suppliers were included in the elimination list.

強化供應鏈管理

食材質量是食品質量的根本。集團推行集中採購，建立完善供應鏈管理體系、落實質量驗收、強化冷鏈管理，保障原料安全。我們設立供應鏈中心，負責原物料從產地到餐桌的全流程質量把控，制定並執行《供應商質量管理制度》、《供應商准入審核管理制度》、《供應商質量績效管理規範》等相關內部政策，規範供應商管理。2022年，我們對食品及食品直接接觸包材供應商實施了嚴格的准入審核，對審核發現有嚴重食品安全問題的供應商堅決淘汰。截至本報告期末，我們共有300多家供應商(不含工程設備等供應商)，其中47%來自華南地區。2022年度，我們對100%的食品及食品直接接觸包裝材料供應商落實審核，其中9家供應商納入淘汰名單。

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Number of suppliers in 2022 2022年供應商數目



Strict access control 嚴控准入

Access review: 准入審核：

Specifying inspections on capital strength, supply guarantee, reputation and other aspects on supplier access, and conduct on-site quality review and evaluation on candidate suppliers, which cover areas such as qualifications and licenses, productivity, testing capability, technology standards, quality control standards and third-party assessment proof, and will finally issue a review report and file accordingly for inspection.

明確供應商准入需評估資金健康情況、供貨保障能力、信譽等方面，並對候選供應商進行現場質量審核及評價，涵蓋資質證照、生產能力、檢測能力、技術水平、質管水平、第三方評定證明等維度，最終出具審核報告並存檔備查。

Quality responsibilities: 質量責任：

At the stage of access review, evaluation will be conducted on the quality management systems, third party accreditations, food production licenses, material examination reports of candidate suppliers. In addition, sampling inspection will be conducted on the samples provided by candidate suppliers and the admitted suppliers will be requested to sign *Quality Guarantee Agreement* (《質量保證協議》) to fulfill their quality guarantee responsibilities on supplies.

在准入審核階段，對候選供應商的質量管理體系、第三方認證、食品生產許可證、物料檢測報告等落實評估，同時對候選供應商提供的樣品進行抽樣檢驗，並要求准入供應商簽訂《質量保證協議》，落實供貨質量保證責任。

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Disciplined management 規範管理		
System assurance 制度保障	Quality requirements 質量要求	<p>The Company and its suppliers have established <i>Product Specifications</i> (《產品規格書》) that meet the requirements of the relevant standards to clarify product quality and acceptance standards. The supply contract sets out that quality issues such as pesticide and veterinary drug residue, biotoxin and excessive food additives that do not meet the standards of food safety should not exist in supplies, and the standards on supplies inspection and acceptance are clarified with non-food material chemical substances, use of recycled food and forged certificate categorized as major issues.</p> <p>公司與供應商建立符合相關標準要求的《產品規格書》明確產品質量、驗收標準，並在供應合同中明確規定供貨不可出現的不符合食品安全標準的農藥殘留、獸藥殘留、生物毒素、超量食品添加劑等質量問題，並將出現非食品原料化學物質、使用回收食品、偽造證書等歸為重大質量問題，明確供貨驗收標準。</p>
	Issue classification 事故分級	<p>The classification of issues and corresponding punishments are clarified in the Standards on Rewarding and Managing Suppliers and quality issues such as excessive micro-organism, pesticide or veterinary drug residue, moldy products, media reports on quality issues are rated at the highest level, and quality issues are included in the evaluation of supplier performance.</p> <p>供應商績效管理制度中明確各類質量事故等級及對應的處罰標準，並將微生物超標、農藥或獸藥殘留超標、產品發霉、媒體報道質量事故等情況評定為最高等級質量事故，將質量事故納入供應商績效評估。</p>
	Accountability requirements 追責規定	<p>Suppliers will be liable to any loss resulting from the occurrence of anything against consumer safety, violating laws and regulations, not meeting quality requirements of warehouse centers and hiding quality issues in the products supplied by them in accordance with the <i>Quality Guarantee Agreement</i> (《質量保證協議》).</p> <p>若供應商產品存在違反消費者安全性、違反法律法規、不符合倉儲中心質量要求、隱藏產品質量問題等情況，將依照《質量保證協議》追究其造成的損失。</p>

Environmental, Social and Governance 環境、社會及管治

Disciplined management

規範管理

Multi-party supervision 多方監督	Internal assessment 內部評估	<p>Appraisal will be conducted quarterly on the product quality, supply stability, pricing and auxiliary services of suppliers. Suppliers that have major quality issues and potential problems, forged qualifications will be blacklisted and eliminated.</p> <p>每季度對供應商產品質量、供貨穩定、價格和配套服務等方面進行考核，並將出現過重大質量事故及隱患、資質造假等情況的供貨商納入黑名單，堅決淘汰。</p>
	Rectification 整改處理	<p>Products that fail to pass the national examination and sampling inspection of government departments or with quality issues reported by media will be removed from shelves by the Group and handled with the suppliers based on the severity. Suppliers should inform and assist the Group to remove all batches of related products from shelves if they are informed first. The Group requests suppliers to investigate and reply within 24 hours for products with potential food safety problems.</p> <p>針對國家檢測不合格、政府部門抽檢不合格、被媒體曝光等存在質量問題的產品，集團將立即撤架，並根據嚴重程度通知供應商協同處理；如供應商先行獲知，需實時通知並協助集團將所有批次相關產品撤架；針對存在食品安全隱患的產品，集團更要求供應商在24小時內調查事件並給予回覆。</p>
Quality improvement 質量改進	Quality improvement 質量提升	<p>Quality control personnel provide necessary training to suppliers, so as to assure that the food and supplies delivered meet the required standards.</p> <p>質量控制人員對供應商提供必要的培訓，確保交付的食物及供貨符合指定標準。</p>



Environmental, Social and Governance

環境、社會及管治

Disciplined management 規範管理		
Safeguarding the supply 保障供應	Diversified cooperation 多元合作	<p>To ensure the stable supply of key ingredient, the Group has entered into cooperation agreements with certain suppliers of tea leaves and fresh fruits in order to secure stable and high quality supply of raw materials. The Group has been actively monitoring the growth process and processing procedures to ensure that the raw materials meet its food safety and quality standards and that the quality and quantity of supplies will remain stable.</p> <p>為確保主要食材的穩定供應，集團與若干茶葉、鮮果等供應商訂立合作協議，保障穩定及高質量的原料供應。本集團積極監控生長和加工程序，確保原材料符合食品安全和質量標準，以及貨源質量及數量保持穩定。</p>
	Regular tracking 定期跟蹤	<p>The Group regularly traces the completion rate of order and the punctuality of delivery by suppliers. Once the supplier failed to deliver, we will immediately seek for new supplier for replacement, thus ensuring stability in supply.</p> <p>集團定期跟蹤供應商的訂單達成率及到貨時間準確性，一旦出現供應商無法供貨，立即尋源開發新供應商進行替換，確保穩定供應。</p>



Environmental, Social and Governance
環境、社會及管治



Environmental, Social and Governance 環境、社會及管治

CONSIDERATELY IMPROVING CUSTOMER EXPERIENCE

The Group continued to proceed with the research and development on its products, innovated and provided diversified and healthy choice, relaxing and comfortable dining environment and delightful service experience. In addition, we strived to protect the rights of our customers and continued to develop ourselves with the momentum derived from customer satisfaction.

Diversified Products for Selection

Developing unique products

We strived to improve the quality of our products and innovation, and continued to launch fresh, seasonal, unique and innovative products. We kept on improving our research and development procedures for standardized products as well as launching procedures, and organized a professional team for boosting our internal research and development capability and develop more popular products.

We strive to ensure the highest quality products and promote product innovation. According to CIC, we are the first in China to make freshly brewed tea drinks with fresh fruit and we have been promoting the concept of pairing freshly-made tea drinks with handcrafted freshly baked goods in China. Headed by our co-founder and General Manager, our product development team refines our menu with new items. By experimenting with different combinations of high-quality tea leaves, seasonal fresh fruits, light cheese ingredients and other quality ingredients, we strive to deliver trendy freshly-made tea drinks with great taste. This has led to a core Nayuki menu of over 25 varieties of classic tea drinks and over 25 varieties of baked goods. To keep our offerings fresh, we also continuously refine our core menu, with approximately one new drink launched every week on average and approximately 60 varieties of drinks newly introduced in 2022. Our tea drinks include fresh fruit teas, milk teas and pure teas—all freshly prepared using premium tea leaves and ingredients sourced from quality suppliers. In addition, we offer a wide selection of retail products, such as gift tea boxes, snacks and ready-to-drink tea beverages, catering to the diversified needs and preferences of our customers.

貼心提升客戶體驗

本集團持續推進產品研發，不斷推陳出新為顧客提供多元的、健康的產品選擇，輕鬆舒適的用餐環境和令人愉悅的服務體驗，同時，我們努力維護顧客權益，以客戶滿意度為驅動力，不斷推動自身發展。

多元產品選擇

研發特色產品

我們努力提升產品質量和創新研發，持續推出新鮮、時令、特色且創新的產品。我們不斷健全標準化產品研發流程和上市流程，並組建專業團隊，堅持提升內部研發能力，打造更受顧客喜愛的產品。

我們致力於保證最優質的產品質量和開展產品創新。根據灼識諮詢的資料，我們首先在中國使用新鮮水果制備現制茶飲並一直在中國推廣現制茶飲搭配烘焙產品的概念。在我們的聯合創始人及總經理的領導下，我們的產品研發團隊不斷以新產品完善我們的菜單。通過嘗試各種上乘茶葉、新鮮時令水果、輕芝士配料及其他優質原料的不同組合，我們致力於創造口感好的時尚現制茶飲。奈雪的茶核心菜單有超過25種經典茶飲及超過25種經典烘焙產品。為了保持產品的新鮮度，我們亦不斷完善我們的核心菜單，平均每週推出大約一種新飲品，2022年，我們新推出了約60款飲品。我們的茶飲包括鮮果茶、鮮奶茶及純茶—均使用自優質供應商採購的上乘茶葉及原料。此外，我們提供多種零售產品，如茶禮盒、零食及即飲茶飲，以滿足客戶的多樣化需求及偏好。

Environmental, Social and Governance 環境、社會及管治

Headed by our co-founder and General Manager, Ms. Peng Xin, our product development team consisted of 27 employees with relevant work experience in the food and beverage industry. The department team leader has more than 10 years of experience in product research and development, and the department team also employs professionals related to ingredient management, food nutrition and quality control to provide intellectual support for creating nutritious and healthy products.

我們的產品研發團隊由在餐飲行業具有相關工作經驗的27名員工組成，並由我們的聯合創始人兼總經理彭心女士領導，部門團隊負責人擔任產品研發超過十年，部門團隊還聘請食材管理、食品營養和質量控制相關專業人員，為打造營養健康的產品提供智力支持。

R&D Process of Products 產品研發流程

Identifying market trends for product innovation and improvement
確定市場趨勢以進行產品創新及改進

Product planning
產品規劃

Identifying and sourcing quality ingredients
確定及採購優質原料

Test blending
搭配測試

Pre-launch sample testing
推出前進行樣品測試

Packaging and branding planning
包裝及品牌推廣規劃

Pre-marketing
預推廣

New Products of Nayuki 奈雪新品展示



Supreme Mango & Guava Tea
霸氣脆芒芭樂



Supreme Green Grape Tea
霸氣青提



Supreme Apricot Tea
霸氣小確杏



Supreme Peach Tea
霸氣一升桃



Ham & Cheese Croissant
芝士火腿可頌



Nayuki Swiss Roll
奈雪蛋糕卷



Environmental, Social and Governance 環境、社會及管治

Promoting healthy tea drinks

We are concerned about product diversification and nutrition matching. Since its inception, the Group has pioneered the use of high-quality tea leaves, fresh milk and fresh fruit instead of tea powder, creamer and syrup, insisting on less sugar content to bring consumers a more diversified and healthy product experience. With natural and high quality in mind, the Group has also further injected health concepts into the product innovation. Based on data analysis, we have introduced new healthy ingredients such as 0-calorie sugar (0卡糖) and Ranbaojun (燃爆菌) based on young people's taste, and launched a variety of healthy products such as Future Burger (未來漢堡), Green Star Burger (綠星漢堡), Mexican Roll (墨西哥卷) and Black Pepper Plant-based Meat Sandwich (黑椒植物肉三明治) with plant-based meat cuisine. In terms of tea drinks, plant-based products such as soy milk, coconut milk and oat milk have also been innovatively applied, with the launch of new products such as Oolong Soy Milk Tea (豆乳撞撞寶藏茶), Supreme Coconut (霸氣好椰) and Oats Latte, as well as our first original Oats Milk Cream, which has been well received by consumers. We have also introduced new healthy retail products such as nutritional meal replacement milkshakes and sparkling bottled water to meet the needs of more consumers on our official Tmall flagship store. In 2022, Nayuki began to provide "monk fruit sweetener", a type of sugar substitute that is naturally extracted, in all stores, so as to reduce customers' concern of artificially-synthesized sugar substitutes in respect of safety and health.

Considerate Customer Services

The Group strived to provide extraordinary services to its customers, stuck to customer experience as our orientation and kept on improving its service quality. We provided considerate services to our customers through responding to customer feedback and reinforcing our interaction, and continued to improve customer experience by combining the usage of information technology, with an aim to increase our customer satisfaction.

推廣健康茶飲

我們關注產品的多元化和營養搭配，本集團自成立之初便開創性地以優質茗茶代替茶粉茶末，以新鮮牛奶代替奶精，以新鮮水果代替糖漿，堅持更低糖健康的配方，帶給消費者更多元的健康產品體驗。在天然、高品質的基礎上，本集團也進一步把健康理念注入產品創新過程中。基於數據分析，我們結合年輕人的口味，上新健康小料0卡糖、燃爆菌，並推出多款健康類產品：如人造肉料理未來漢堡、綠星漢堡、墨西哥卷以及黑椒植物肉三明治。在茶飲品方面，豆乳、椰奶、燕麥奶等植物基也被我們創新運用，推出豆乳撞撞寶藏茶、霸氣好椰、燕麥咖啡等新品，並首創燕麥植物奶奶蓋，廣受消費者好評。我們在奈雪天貓官方旗艦店等電商平台推出營養代餐奶昔、瓶裝氣泡水等健康類新零售產品，以滿足更多消費人群的需求。2022年，奈雪的茶更是全門店上線天然提取代糖「羅漢果糖」，減少客戶對於人工合成代糖在安全性跟健康性上的顧慮。

貼心客戶服務

集團追求為客戶提供極致服務，堅持以客戶體驗為導向，持續優化服務質量，通過暢通客戶反饋和強化客戶互動，為客戶提供貼心服務，並結合信息化手段不斷提升客戶體驗，務求提高客戶滿意度。

Environmental, Social and Governance 環境、社會及管治

Providing unique services

Based on the culture of different brands, we established standards and procedures for store services, actively implemented inspection and appraisal on store services, set out differentiated standards on greetings, services, cleaning and other aspects and established warning lines on stores management to provide customers with standardized services. We created a leisure and comfortable dining atmosphere, and our service staff maintained a polite and appropriate service attitude. In addition, we combined the different store types and provided different styles of services to our customers in terms of store design, uniform and the way of speaking of the service staff.

Improving customer service experience

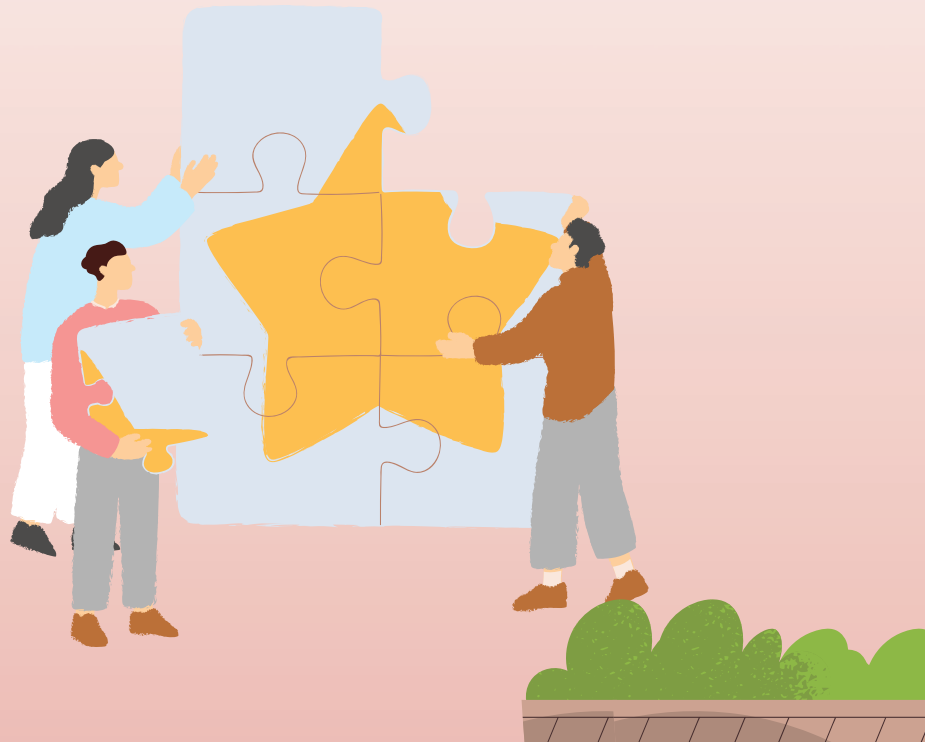
We actively promoted the application of new technologies in customer services. All stores supported smart QR code menu where our customers can access our one-stop services, including ordering, payment, review and invoice issuing, through the smart order applet on their smart phones, which are available for dine-in, pick-up and delivery and improve the efficiency of our service. We constantly carry out user interface design optimization to our smart order applet with an aim to improve customer experience through the smoother and simpler interfaces. In addition, we automatically synchronize orders and customers' reviews from third-party platforms to our own information system in real time to improve our response time and ensure our service quality and efficiency. Our order applet could display the order progress and status, and dynamically update the waiting time to optimize customers' waiting experience.

打造特色服務

我們根據品牌文化，制定門店服務標準和流程，並積極落實前廳服務稽核評估，細分迎賓、服務、清潔等方面服務標準，更設置前廳管理警戒線，為顧客提供標準化服務。為營造自在舒適的用餐氛圍，我們的服務人員保持禮貌得體的態度，同時結合不同店型，從門店裝修、服務人員服裝到服務話術等方面，為客戶提供各具特色的服務體驗。

提升客戶服務體驗

我們積極推進新技術在客戶服務上的應用，所有門店均支持智能二維碼菜單點餐，顧客可通過手機訪問我們的一站式服務(智能點單小程序)，包括下單、付款、評價至開具發票，服務覆蓋堂食、自取及外送，提高服務效率。我們不斷對我們的智能點單小程序進行界面設計優化，通過流暢簡潔使用界面，增強客戶體驗感。同時，我們將第三方平台的訂單與用戶評價自動實時同步到自研信息系統，提高服務響應速度並確保服務質量與效率。我們的點單小程序會顯示訂單進展及狀態、動態更新需等待的時間，來優化顧客的等餐體驗。



Environmental, Social and Governance 環境、社會及管治

Strengthening interaction with customers

We continued to launch various online and offline customer events, such as IP Interaction at the birthday season, CUP Museum series activities, Co-branding offline events at theme stores, Buy-1-Get-1-Free event at new stores and Coffee-Half-Price on Wednesdays, to increase our interaction with customers and maintain our harmonious relationship, so as to enhance our brand awareness and customer loyalty. During the reporting period, subscribers of the WeChat official account of Nayuki exceeded 10 million, and those of the Weibo official account of Nayuki exceeded 1.3 million. As of December 31, 2022, the number of registered members of Nayuki reached approximately 56.6 million. In 2022, we had approximately 3.2 million average monthly active members with an average monthly repurchase rate of approximately 26.3%.

增強客戶互動

我們持續推出各類線上線下的客戶活動，如生日季IP互動、CUP美術館系列活動、聯名品牌線下主題店活動、新店買一送一活動以及週三提神日咖啡半價等，增加與客戶互動，與客戶維持和諧融洽關係，不斷提升品牌知名度與客戶忠誠度。報告期間，奈雪的茶微信官方賬號訂閱者超過一千萬，奈雪的茶官方微博賬號訂閱者超過130萬。截至2022年12月31日，奈雪的茶註冊會員數達到約56.6百萬名。2022年，我們的平均月度活躍會員總數達到約3.2百萬名，平均月度複購率約26.3%。



Seventh Anniversary of Nayuki
奈雪品牌七周年活動



Nayuki Museum Offline Event
奈雪美術館線下活動



Co-branding Offline Events at Theme Stores
聯名品牌線下主題店

Environmental, Social and Governance
環境、社會及管治

Customer communication and feedback

We stressed the importance of communicating with customers and actively proceeded with the following work:

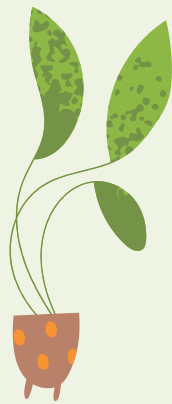
客戶溝通反饋

我們注重與客戶的溝通和交流，積極推進如下工作：

(1) Improving feedback channels
(1) 暢通反饋渠道

Customer feedback and complaints can be collected and responded through on-site feedback, hotlines, order review system, third-party review platforms, e-mails, WeChat official accounts and WeChat fan groups.

透過現場反饋、熱線電話、點餐評價系統、第三方評價平台、電子郵件、微信官方賬號、微信粉絲團等方式，持續收集並回應顧客意見與投訴。



(2) Clarifying handling procedures
(2) 明確處理流程

Based on our internal management policies including the *Guidelines on Crisis Management* (《危機管理指引》), we have specified the categories and levels of complaints and standardized the handling procedures, management authorities and closing deadlines on customer complaints, and have formulated and will continue to refine the list of common customer problems and coping strategies based on the customer complaint handling reports submitted by our stores, so as to effectively follow up customers' feedback and improve our services.

根據《危機管理指引》等內部管理制度，我們明確投訴事件的類別與級別，規範顧客投訴的處理流程、管理權限及投訴關閉時限，並根據各門店上報的顧客投訴處理報告，制定並持續完善常見顧客問題清單與應對策略，切實落實顧客反饋的跟蹤與服務提升。

(3) Establishing designated departments
(3) 設置專職部門

Customer experience departments were established under our brands for collecting complaints and feedback and improving customer experience; The departments regularly compiled statistics on the categories and data of customer complaints, and timely analyzed the changes in customer satisfaction, understood and gave feedback to the stores on customer experience; complaints were linked to the performance of store staff with an aim to improve service standards based on customer satisfaction.

我們各品牌下設顧客體驗部門，專職負責接收顧客投訴與意見，提升顧客體驗；部門定期統計顧客投訴類別及數據，並適時分析顧客滿意度變化，及時了解並向門店反饋顧客體驗；投訴情況與門店員工績效掛鉤，以客戶滿意度為驅動提升服務水平。

Complaint addressing procedures
投訴處理流程



Throughout 2022, the Group received a total of 16,753 complaints about products from consumers. The Group has actively addressed the complaints according to the procedures and provided timely feedback to consumers. Meanwhile, it has conducted internal analysis and improvement of relevant problems.

2022年全年，集團共收到消費者關於產品的投訴16,753起。集團均已根據流程積極處理並向消費者及時反饋，同時對相關問題進行內部分析與改進提升。

Environmental, Social and Governance 環境、社會及管治

Upgrading Dining Environment

We have always been exploring different types of *Nayuki* teahouses to meet different customer demands. We launched our *Nayuki* PRO teahouses in November 2020 to achieve a broader customer reach, increase operational efficiency and provide customers with a more convenient and personalized experience, with a goal to make *Nayuki* ubiquitous to our customers everyday life. As the advantages of *Nayuki* PRO teahouses are gradually emerging, nearly all teahouses opened in the last two years were PRO teahouses, and the existing standards stores have been transforming into PRO teahouses gradually. Currently, we no longer emphasize the difference between two store types.

We hope our customers to come to our teahouses and feel at home, comfortable and relaxed. That is why we purposefully designed our *Nayuki* teahouses with a contemporary leisure and social concept. *Nayuki* teahouse is between 80 and 300 square meters in size. Each *Nayuki* teahouse is uniquely designed with artistic elements. The atmosphere and design of *Nayuki* teahouses evoke the tea ceremony, as well as the modern day fine living experience in terms of the quality of space, furniture, decorations, lighting, and background music. Each *Nayuki* teahouse is meticulously designed to reflect a comfortable ambiance associated with the core *Nayuki* brand values. We believe that these contributes to create a unique in-store ambiance, refine the customer experience and create a lasting impression of our *Nayuki* brand, thereby driving the amount of time our customers spend in our *Nayuki* teahouses.



Protection of Customer Interests

The Group respects the legitimate interests of customers and fully implemented guarantees on safety and hygiene, privacy management and compliance marketing to avoid consumers' interests from being infringed.

就餐環境升級

我們一直在探索不同的奈雪的茶茶飲店型，以滿足不同顧客需求。我們於2020年11月推出奈雪PRO茶飲店以觸達更廣泛的客戶群體、提升經營效率並為顧客提供更便捷且個性化的顧客體驗，目標是將奈雪的茶融入客戶日常生活的方方面面。而隨著奈雪PRO茶飲店的優勢逐漸顯現，近兩年我們新開的所有茶飲店幾乎均為PRO茶飲店，且現有的標準店也在陸續轉為PRO茶飲店。目前，我們已不再強調兩種店型的差異。

我們希望顧客來到我們的茶飲店，享受賓至如歸、愜意舒適、放鬆的感覺。故此，我們精心設計現代休閒及社交理念結合的奈雪的茶茶飲店。奈雪的茶茶飲店規模介於80至300平方米之間。每間奈雪的茶茶飲店均融入藝術元素而獨特設計。奈雪的茶茶飲店的氛圍及設計在空間、傢俱、裝飾、照明及背景音樂等方面的質量令人聯想至茶道以及現代精緻生活體驗。每間奈雪的茶茶飲店均經過精心設計，以營造一種舒適的氛圍，體現奈雪的茶的核心品牌理念。我們認為這有助於營造獨特的店內氛圍、提升客戶體驗並打造對奈雪的茶品牌的深刻印象，從而增加客戶在我們奈雪的茶茶飲店度過的時光。

顧客權益維護

集團尊重顧客合法權益，全力落實涵蓋安全衛生、隱私管理、合規營銷等方面的保障，確保消費者權益免受侵害。

Environmental, Social and Governance 環境、社會及管治

Safety protection

We strictly abided by the *Law of the People's Republic of China on Work Safety* (《中華人民共和國安全生產法》), the *Fire Protection Law of the People's Republic of China* (《中華人民共和國消防法》) and other relevant laws and regulations and actively implemented safety management of stores. For the construction of stores, we formulated the *Table of Ancillary Conditions for Construction Projects* (《工程配套條件表》) for all brand stores and specified standards on store acceptance such as facades, electrical and mechanical settings, water supply and drainage systems, with an aim to develop safe, quality and beautiful dining environment for our customers. In order to further standardize the inspection and acceptance of construction, the design department, engineering department and other corresponding departments have conducted offline and on-site inspection and acceptance. In the process of on-site inspection, the brand department will evaluate on the quality of materials and construction techniques, and timely give feedback and follow construction progress online, so as to assure punctual and quality delivery of stores. In order to assure the quality of store design and construction, the engineering department regularly provided training on inspection and acceptance to related staff and clarified the standards of design, so as to improve the quality of store renovation on an ongoing basis.

During the operating period of stores, we requested them to apply for necessary licenses, such as fire and security inspection licenses according to the requirements in their places of operation, with an aim to assure compliance and a safe operation. In addition, we also regularly carried out safety assessment on fire prevention and maintenance on stores and equipment to assure the normal operation of facilities and equipment and avoid safety incidents. Furthermore, we requested our stores to implement measures such as increasing partitions in dining areas, regularly cleaning environment, frequently disinfecting utensils, detecting customer temperature at entrance, so as to reinforce pandemic control and protect the health of customers.

Privacy protection

In accordance with the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* (《中華人民共和國消費者權益保護法》), the *Cybersecurity Law of the People's Republic of China* (《中華人民共和國網絡安全法》) and other laws and regulations, the Group formulated internal policies such as *Administrative Systems on Information Safety of the Group* (《集團信息安全管理制度》), the *Systems on Prevention of Information and System Risks* (《信息系統風險防範制度》) and the *Administrative Systems on Data Backup and Safety of the Group* (《集團數據備份安全管理制度》), so as to standardize the management of information safety and protection of customer privacy, and lawfully protect the privacy of consumers.

安全保障

我們嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國消防法》等相關法律法規，積極落實門店安全管理。針對門店建設，我們制定各品牌門店的《工程配套條件表》，明確外立面、機電、給排水等維度的門店驗收標準，致力為客戶打造安全、優質、美觀的用餐環境。為進一步規範工程驗收工作，設計部、工程部等多部門線下、現場進行竣工驗收，在現場檢查過程中，由品牌部對材料質量及施工工藝等維度進行評價，並實現在線及時反饋及追蹤建設進度，保障門店建設按時按質交付。為保障門店設計及工程質量，工程部定期對相關人員進行驗收培訓，明確設計標準，不斷提高門店裝修質量。

在門店營運期間，我們要求各門店根據營運地要求，辦理消防、安檢等必要證照，確保合規安全營運。同時，我們定期進行消防安全評估及門店設備檢修，保障設施設備使用狀態正常，避免安全事故發生。此外，為加強疫情防範，我們要求各門店落實餐區增加間隔、環境定期清潔、用具高頻消毒、客戶進店測溫等措施，保障顧客安全健康。

隱私保障

集團按照《中華人民共和國消費者權益保護法》、《中華人民共和國網絡安全法》等法律法規，制定《集團信息安全管理制度》、《信息系統風險防範制度》、《集團數據備份安全管理制度》等內部政策，持續規範信息安全管理 and 客戶隱私保障，依法保護消費者隱私。

Environmental, Social and Governance 環境、社會及管治

Reinforcing information safety 強化信息安全



Sense reinforcement 強化意識

- Specifying the obligations of employees on confidential information and they should not disclose the confidential and important documents of the Company; 明確員工具有信息保密義務，不得洩露公司機密、重要文件等；
- Employees should have training on risk prevention and confidentiality before starting their jobs, and should receive regular confidentiality inspections to assure information safety; 員工上崗前需進行風險安全及保密培訓，並定期接受信息保密檢查，確保信息安全；



Protection upgrade 提升防護

- Information department regularly conducted virus checking to the computers in office and timely instructed the employees through the office system to timely update antivirus software and install key patches; 信息部門對辦公計算機定期殺毒，並適時在辦公系統指引員工及時更新殺毒軟件及安裝重要補丁；



Authority management 權限管理

- Employees should apply for internal system authority based on business needs and could only access relevant information after approval; 員工按照業務需求申請內部系統權限，經審批通過後方可查閱相關資料；
- The authorities will be revoked or under control after the employees left the company; 員工離職後將及時收回或管控權限；



Timely backup 及時備份

- Employees regularly backed up data in internal systems based on the user information distributed, with an aim to prevent the loss of data resulting from reasons such as hardware failure; 員工根據分配的用戶信息，定期在內部系統進行數據備份，防止硬件故障等因素造成的數據丟失；



Password management 密碼管理

- Employees were requested to set passwords for their business computers, mailboxes and office systems and changed regularly to assure information security. 要求員工對工作計算機、工作郵箱、辦公系統等業務系統設置密碼，並定期變更，確保信息安全。

Environmental, Social and Governance 環境、社會及管治

Reinforcing privacy protection 加強隱私保障



Identity authentication 身份驗證

- The identities of members logging in through mobiles phones had to be authenticated by receiving dynamic codes which would be updated every 2 minutes and re-authentication would be required each time the login device was changed, so as to protect the security of customer accounts;
會員手機號登錄需通過接收動態碼進行身份驗證，每2分鐘更新一次動態碼且每次更換登錄設備後均需重新認證，保障顧客賬號安全；
- Customers' account security would be protected by the identity authentication and user security agreements of WeChat if they logged in through WeChat;
微信登錄方式由微信的身份驗證及用戶安全協議來保障顧客的賬戶安全；



Responsibilities clarification 明確權責

- While ordering through our online applet, consumers can choose whether to register as member or only order as guest, so as to fully respect the privacy and rights of customers;
消費者通過我們的線上小程序點單時，可以自主選擇是否註冊會員，或僅以遊客身份點單，充分尊重顧客的隱私權益；
- Consumers should read notes to members before registering as members and understand their responsibilities on protecting individual accounts and passwords;
消費者註冊會員前需閱讀會員須知，明確其保護個人賬號及密碼的責任；



Information protection 信息保護

- Personal information of members will not be disclosed by the Group to any third parties without the consent of members except for special circumstances.
除特殊情況外，本集團未經會員同意，不會向第三方透露會員任何個人信息。



Environmental, Social and Governance 環境、社會及管治

Compliance marketing

Respect and protection for the legitimate interests of customers are the foundation for us to provide quality products and services. In strict compliance with the *Advertising Law of the People's Republic of China* (《中華人民共和國廣告法》), the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* (《中華人民共和國消費者權益保護法》) and other legal and regulatory requirements, we formulated internal management systems such as *Regulations on Copy Review* (《文案審核規範》) to continuously regulate the promotion of products, thereby effectively safeguarding the legitimate interests of customers.

The Group prohibits any form of non-compliant advertising. In order to ensure the authenticity, legality and accuracy of promotional materials, we have established a system for promotional materials review, where promotional materials shall be published only after approval. For any non-compliance during the marketing and promotion, we will promptly ascertain the causes for such non-compliance to prevent the recurrence of similar incidents.

合規營銷

尊重和保護客戶的合法權益是我們提供優質產品及服務的基礎。我們嚴格遵守《中華人民共和國廣告法》、《中華人民共和國消費者權益保護法》等法律法規要求，制定《文案審核規範》等內部管理制度，持續規範產品的宣傳行為，切實保障客戶的合法權益。

本集團禁止任何形式的不合規宣傳，為保障宣傳物料的真實性、合法性與準確性，我們設立了宣傳資料審核制度，通過審核後的宣傳材料方可對外發佈。若在營銷宣傳過程中出現違規情況，我們會及時核實違規宣傳發生的原因，杜絕類似事件再次發生。



Environmental, Social and Governance 環境、社會及管治

PRACTITIONER OF GREEN OPERATION

綠色營運踐行者

Aspects of the ESG Guide involved in this chapter 本章涉及的《ESG指引》層面	
A1. Emissions, A2. Use of Resources, A3. The Environment and Natural Resources, A4. Climate Change A1. 排放物、A2. 資源使用、A3. 環境及天然資源、A4. 氣候變化	
ESG issues involved and their materiality 涉及的ESG議題及重要性	
Waste management (Medium materiality) 廢棄物管理(中度重要)	Emissions management (Medium materiality) 排放物管理(中度重要)
Environment and natural resources (Medium materiality) 環境及天然資源(中度重要)	Use of water resources (Medium materiality) 水資源使用(中度重要)
Use of packaging materials (Low materiality) 包裝材料使用(低度重要)	Response to climate change (Low materiality) 應對氣候變化(低度重要)
Use of energy (Low materiality) 能源使用(低度重要)	

The Group continually monitors the impact from its operations on the environment. With the ultimate concern of sustainable development, we always improve the efficiency of resource utilization, rigorously control emissions and waste, actively promote the concept of environmental protection, and incorporate the response to climate change into our daily operations, so as to take actions for achieving the target of carbon neutral and contribute to the sustainable development of our society.

本集團持續關注自身營運對環境造成的影響。我們以可持續發展為主旨，不斷提高資源使用效益，嚴格管控排放物及廢棄物，積極推廣環保理念，並將應對氣候變化融入日常營運，以實際行動助力實現碳中和目標，為社會可持續發展做出貢獻。

OPTIMIZATION OF RESOURCES USE

In strict compliance with the *Environmental Protection Law of the People's Republic of China* (《中華人民共和國環境保護法》), the *Energy Conservation Law of the People's Republic of China* (《中華人民共和國節約能源法》) and other laws and regulations of the country and the places of its operations, the Group constantly improved the efficiency of resource utilization including energy, water resources and packaging materials during the course of operation and reduced unnecessary resource waste, so as to minimize the impact on the environment.

資源使用優化

本集團嚴格遵守《中華人民共和國環境保護法》、《中華人民共和國節約能源法》等國家及營運單位所在地法律法規，在營運過程中持續提升能源、水資源及包裝材料等資源使用效益，減少不必要的資源浪費，最大程度降低對環境造成的影響。

Environmental, Social and Governance 環境、社會及管治

Energy management

We adopted effective energy control measures on supply and storage facilities, central factories and stores operation. In 2022, we continued to proceed with the monitoring of energy utilization and improvement for energy saving, so as to improve the efficiency of energy utilization.

In the procurement and supply processes, the Group followed the internal documents such as the *Administrative Systems on Energy Consumption at Warehouse Centers* (《倉儲中心能耗管理制度》), with the administrative approach and guidelines of “saving energy, improving efficiency, consistently optimizing and building green warehouse centers”, implemented a three-level energy consumption management system and set up energy consumption management groups to coordinate energy consumption management. It also arranged energy consumption managers at all departments to perform the management of budget on energy consumption. In addition, we regularly convened routine meetings on saving energy, reviewed the monthly energy consumption, and regularly reviewed and analyzed the implementation of energy saving. We also set out appraisal indicators on quarterly energy consumption as the evaluation basis for awarding and punishing departments on the implementation of energy consumption control. Furthermore, we carried out the following energy control measures:

- Staff at headquarter and stores are required to cut the electrical appliances such as lighting and air conditioner powers off during off-work hours and those appliances in meeting rooms and other areas during unoccupied time to save energy.
- Optimizing the routes of logistics distribution based on the cyclical demand and orders of stores, such that the load of logistics vehicles was increased on weekdays and allocation of logistics vehicles was increased in weekends to reduce unnecessary energy consumption in transport. In addition, the temperature inside the vehicles was monitored in the whole process to reduce loss of energy as a result of frequent temperature adjustment.
- Storage facilities were retrofitted for energy saving purposes and LED lamps were adopted for saving electricity.

能源管理

我們在供應倉儲、中央工廠、以及門店營運等環節採取有效能源管控措施。2022年我們持續推進能源使用監測與節能改造，不斷提高能源使用效率。

在採購及供應環節，本集團依照《倉儲中心能耗管理制度》等內部文件，以「節能增效、持續優化，打造綠色倉儲中心」為管理方針和指引，實行三級能耗管理制度，通過設立能耗管理小組統籌能耗管控工作，並在各部門設置能耗管理員，落實能耗預算管理。同時，我們定期召開節能例會，對每月能耗使用情況進行回顧，並定期檢討分析節能執行情況。我們還制定季度能耗考核指標，並將指標作為落實部門能耗管控獎懲的評價依據。此外，我們開展以下能源管控措施：

- 嚴格要求總部及門店人員，在非工作／營業時間關閉燈具、空調等電器；會議室等工作場所無人使用時亦應該關閉相關設備，節約用電。
- 根據門店週期需求及訂單情況，對物流配送路線進行優化，平日增加物流車輛運輸裝載量，週末增加物流車輛配置，減少運輸過程不必要的能源消耗；同時全程監控運輸車輛內的溫度，以降低因頻繁調節溫度造成的能源損失。
- 持續對倉儲設備進行節能改造和更換節能LED燈具，節約用電。

Environmental, Social and Governance 環境、社會及管治

Stores and central factories are major energy consumption units of the Group. In stores, we strictly followed internal systems such as the *Energy Management Color Dot Marking Guidelines* (《能源管理色點標識指引》), rigorously controlled the time of using equipment such as disinfection cabinet, adopted energy-saving LED lamps, so as to reduce the energy consumption of equipment. We regularly carried out general maintenance on electrical equipment, with an aim to assure its normal operation and reduce unnecessary energy consumption. In central factories, we saved energy by adopting equipment such as high-speed automatic doors, energy-saving LED lighting systems and highly efficient exhaust fans.

In 2022, the total energy consumption of the Group was 114,870,993 KWh, and the total energy consumption intensity was 26,766.5 KWh/RMB1 million of revenue.

Using 2022 as the baseline year, we expect the average electricity consumption per store will decrease by 5% as at the end of 2032.

Water resources management

Obtaining reliable water resources is critical to the operations of a teahouse enterprise. We took actions to save water in every aspect of our daily operations. We reduced the wastage of water resources by adopting water-saving equipment and recycling water. The Group used water provided by the government and had no difficulty finding suitable water sources. During the reporting year, the Group recorded a total water consumption of 2,664,950 cubic meters and a total water consumption intensity of 621.0 cubic meters/RMB1 million of revenue. The Group adopted the following water-saving measures:

- Cleaning the ground with equipment cooling water in warehouses and central factories.
- Conducting various purification levels of water in stores, and installing corresponding pipelines in accordance with the different water demand to avoid a large demand for water.
- Installing induction taps in preparation room in stores and eliminating long-time flowing water during the production.
- Promoting the use of water-saving taps and sanitary wares in stores, optimising production process, upgrading the way of disinfection to reduce water consumption.
- Optimizing equipment of ice maker by replacing cooling from compression with cooling from coolants to reduce water consumption.
- Conducting regular inspections on water use at central factories and stores and timely turn off relevant equipment not in use to reduce the water resources wastage.

Using 2022 as the baseline year, we expect the average water consumption per store will decrease by 5% as at the end of 2032.

門店及中央工廠是本集團的主要能源使用的單位。在門店，我們嚴格遵守《能源管理色點標識指引》等內部制度，嚴格控制消毒櫃等設備使用時間，並選用節能LED燈具，降低設備使用功率；定期開展用電設備的全方面保養，保障設備正常運行，有效減少不必要的能耗損失。而在中央工廠，我們通過使用快速感應門、LED節能照明系統、高效能抽風機等節能設備，節約能源使用。

2022年度內，本集團能源總耗量為114,870,993千瓦時，能源總耗量密度為26,766.5千瓦時／百萬元收入。

以2022年為基準年，我們預計到2032年底，單店年平均用電量減少5%。

水資源管理

對茶飲企業而言，營運的關鍵取決於獲取可靠的水資源。我們將節水行動貫穿日常營運的各環節。我們通過採用節水型設備、循環用水等措施減少水資源浪費。本集團是使用政府供應的水源，並無求取適用水源上的困難。報告年度內，本集團總耗水量為2,664,950立方米，總耗水密度為621.0立方米／百萬元收入。本集團採用以下節水措施：

- 在倉庫及中央工廠循環利用設備冷卻水進行地面清潔。
- 門店對用水做不同程度的淨化區分，根據不同的需求用水，設置對應的管道，從而避免對水的大量需求。
- 在門店預進間設置感應式水龍頭，生產過程中，取消長流水。
- 在門店推廣使用節水型水龍頭、節水潔具，優化生產流程，升級消毒方式，減少用水清潔。
- 優化製冰機設備，將壓縮降溫改為冷媒降溫，減少用水量。
- 在中央工廠及門店開展定期用水巡檢，及時關閉不使用的用水設備，減少水資源浪費。

以2022年為基準年，我們預計到2032年底，單店年平均用水量減少5%。

Environmental, Social and Governance 環境、社會及管治

Reducing the use of disposal materials

We are always devoted to reducing the use of disposable materials in logistics and transportation, store operation and office areas.

As for packaging materials, we followed the Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste (《固體廢物污染環境防治法》), *Opinions on Further Strengthening the Treatment of Plastic Pollution* (《關於進一步加強塑料污染治理的意見》) and other relevant laws and regulations, strictly restricted the use of disposable plastic products such as non-degradable plastic bags and we have stopped using non-degradable disposable plastic straws since the end of 2020.

Since July 2020, the packaging cup tray of Nayuki has been replaced with those making from "reclaimed pulp". Since September 2020, all stores of Nayuki across the country have been adopting paper straws and gradually reducing the supply of plastic straws. In order to provide better experience to customers, we began to provide more environmentally-friendly PLA straws since July 2021. After comprehensive consideration, we used environmentally-friendly PLA straws throughout all of our stores starting from 2022.

In 2022, all Nayuki stores nationwide have been replaced straws with environmentally-friendly PLA straws. In addition, materials, such as doggie bag, inner bread bag, Nayuki's three-piece cutlery set bag, cream spoon, have been completely replaced with environmentally-friendly materials.

During the reporting period, the total use of packaging materials of the Group was approximately 11,808 tons and the packaging materials used intensity was approximately 2.8 tons/RMB1 million of income.

Besides, we used recyclable turnover boxes to replace disposable paper boxes in storage and logistics processes, thereby reducing the usage of disposable packaging materials. We promoted reusing paper in office areas and paperless office, such as encouraging employees to use electronic invoices while reimbursing, achieving paperless reimbursement process and reducing the use of paper. We promoted smart ordering system at store, with an aim to reduce the use of paper in the process of queuing, dish selection, ordering, payment and evaluation.

減少一次性物資使用

我們一貫致力於減少物流運輸、門店營運及辦公區域的一次性物資使用。

針對包裝材料，我們遵照《固體廢物污染環境防治法》、《關於進一步加強塑料污染治理的意見》等相關法律法規，嚴格限制不可降解塑料袋等一次性塑料製品使用，並早在2020年底前便不再使用不可降解一次性塑料吸管。

從2020年7月開始，奈雪的茶打包的杯托都換成了「再生漿」；2020年9月開始，奈雪全國門店已經陸續更換為紙吸管，並逐步減少塑料吸管的供應；為了給顧客更好的體驗，我們自2021年7月起，開始增加PLA材質的環保吸管；並於綜合考慮後，自2022年實現全門店統一使用PLA材質的環保吸管。

2022年，奈雪全國門店的吸管已經全部更換為PLA材質的環保吸管，同時，打包袋、麵包內袋、奈雪餐具袋3件套、奶蓋勺等物料已經全面切換為環保材質。

報告期間，本集團包裝材料使用總量約為11,808噸，包裝材料使用密度約為2.8噸/百萬元收入。

此外，我們在倉儲物流環節使用可循環利用的周轉箱代替一次性紙箱，減少一次性包裝材料使用；在辦公區域推廣重複利用紙張和無紙化辦公，例如鼓勵員工報銷時採用電子發票，實現無紙化報銷流程，減少紙張使用；在門店推廣智能點餐系統等智能化系統，減少在排隊、點餐、下單、付款、評價等過程中的紙張使用。

Environmental, Social and Governance 環境、社會及管治

EMISSIONS MANAGEMENT

The Group strictly abided by the *Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste* (《中華人民共和國固體廢物污染環境防治法》), the *Law of the People's Republic of China on Prevention and Control of Water Pollution* (《中華人民共和國水污染防治法》) and other relevant laws and regulations on emissions management, proceeded with environmental protection filings and upgrades in noise and drainage works for new and renovation projects and started third-party environmental inspection on its new stores, with an aim to assure compliance on the areas of wastewater discharge, air quality and noise. Based on the characteristics of catering operation, we have established internal policies such as the *Waste Management System* (《廢棄物管理制度》) to carry out reasonable treatment of kitchen waste and other waste according to the requirements of local environmental protection department on waste sorting, so as to reduce the impacts of emissions on the environment. Gas emissions are not a crucial area for the Group's business operation. In 2022, the Group did not have environmental non-compliance incident.

Waste classification

In order to respond to the relevant requirements of governments on waste classification in the places of operations, stores over the country started to implement kitchen waste classification, and facilitate the management of waste resources.

Waste management

We have implemented waste treatment management system and appointed dedicated staff responsible for the management of waste.

We have implemented waste management ledger system to record in detail information such as category, amount, destination and use of waste.

For waste without value for reusing, the Group collected such waste and delivered them to qualified recyclers or municipal sanitation authorities for handling in accordance with requirements of the state or the place where it operates.

During the reporting period, the Group has generated approximately 29,824 tons of non-hazardous waste in total and the intensity of non-hazardous waste was approximately 6.9 tons/RMB1 million of income.

排放物管理

集團嚴格遵守《中華人民共和國固體廢物污染環境防治法》、《中華人民共和國水污染防治法》等排放物管理相關法律法規，對新建、裝修項目落實環保備案和噪音及排水工程更新，並對新開門店開展第三方環保監測、確保廢水排放、空氣質量、噪音等項目符合環保要求。根據門店營運特點，我們制定《廢棄物管理制度》等內部制度，遵守各地環保部門對垃圾分類的要求，對餐飲廚餘垃圾等廢棄物進行合理處理，減少排放物對環境造成的影響。氣體排放對本集團的營運而言並非重要範疇，2022年度，本集團範圍內未發生任何環境違規的事件。

垃圾分類管理

為響應營運所在地政府垃圾分類相關要求，全國門店陸續實行餐廚垃圾分類，促進垃圾資源化管理。

廢物管理

落實廢棄物處理管理制度，設置專人負責廢物管理。

落實廢棄物管理台賬制度，詳細記錄廢棄物的種類、數量、去向、用途等情況。

對於不具備再利用價值的廢棄物，本集團根據國家及營運地政府規定，在收集該類廢棄物後，交由有資質的回收商或市政環衛單位進行處置。

報告期間，本集團共產生無害廢棄物總量約為29,824噸，無害廢棄物密度約為6.9噸/百萬元收入。

Environmental, Social and Governance 環境、社會及管治

Using 2022 as the baseline year, we expect the average non-hazardous water production per store will decrease by 5% as at the end of 2032.

Wastewater management

We conducted waste discharge filing and regular monitoring on all stores and central factories to guarantee that the discharge of wastewater from stores and central factories meet the standards.

All stores and central factories installed and used their own wastewater pre-treatment facilities according to their own conditions on the generation of wastewater and in accordance with property management requirements, with an aim to reduce the impact of discharge on the environment.

We engaged qualified institutes to collect and treat oily waste water and implement records management to strictly manage the discharge of waste water.

Waste oil management

During the construction of stores and central factories, we designed and installed oil and residue separation tanks that fulfilled regulatory requirements, and consistently optimized the design on oil separation to reduce possibility of pipe blockage and guarantee the results of oil filtration.

We cooperated with qualified third-party organizations, regularly collected and recycled waste oil and kept records in accounts to implement waste oil management.

Waste gas management

During the construction of stores and central factories, we regulated the design and installation of waste gas purification equipment and facilities, required contractors to provide acceptance documents issued by environmental protection authorities and engaged relevant management departments to maintain, check and manage stores' waste gas purification equipment and facilities to assure the waste gas after treatments met relevant requirements in relation to discharging.

以2022年為基準年，我們預計到2032年底，單店年平均無害廢棄物產生量減少5%。

廢水處理

我們對各門店和中央工廠進行排污備案與定期監測，保障門店和中央工廠廢水排放合規。

各門店和中央工廠根據自身廢水產生情況及物業管理規定，設置並使用自有污水預處理設施，減輕排放對環境的影響。

我們聘請具備資質的單位對含油污水進行統一回收處置，並落實記錄管理，嚴格管理廢水排放。

廢油處理

在門店和中央工廠建設階段，我們設計、安裝符合監管要求的隔油隔池，並不斷優化隔油設計，降低管道堵塞可能性，保障廢油過濾效果。

我們與有資質第三方機構合作，定期處理、回收廢油脂，並進行台賬記錄，落實廢油管理。

廢氣處理

在門店和中央工廠建設階段規範廢氣淨化設備、設施的設計與安裝，要求施工方提供環保局驗收文件，並安排相關管理部門對門店廢氣淨化設備、設施進行維護、檢查、管理，確保廢氣在有效處理後滿足排放合規要求。

Environmental, Social and Governance 環境、社會及管治

Hazardous waste management

According to the business nature and actual operation of the Group, our waste mainly originates from store operating, central factory production and offices, with no generation of waste under the *National Hazardous Waste Inventory of the People's Republic of China* (《中華人民共和國危險廢棄物名錄》). The Group has not produced material hazardous waste during its course of operation.

Besides, during the waste sorting, we classified and disposed the waste tubes/bulbs, and also promoted the use of LED lamps, which are more environmentally friendly and have longer service life, with a view to reduce lamp replacement and waste.

有害廢棄物管理

根據本集團的業務性質和實際運營情況，本集團廢棄物主要來源門店運營、中央工廠生產、辦公環境，而沒有產生《中華人民共和國危險廢棄物名錄》項下裡的廢棄物。本集團在運營過程中亦不會涉及產生重大有害廢物。

此外，我們在垃圾分類階段，將廢棄燈管／燈泡進行分類處理，並持續推廣更具有環保效益、使用壽命更長的LED燈具，減少燈管更換及廢棄。

Case: Actions in response to climate change 案例：應對氣候變化，我們在行動

Climate change has resulted in more extreme weather, which has material impact on the operation of businesses. We identified the risks of climate change which might or have materially affected the Group, of which most of the dining areas are in shopping centers or malls, therefore already possessed certain effect of earthquake resistance and temperature adjustment. Kitchen areas are indoor space, which could have risks of high temperature and flood, we started a series of actions to ease the impact from the risks of climate change.

氣候變化導致極端天氣頻發，對企業營運產生重大影響。我們識別可能或已經對本集團產生重大影響的氣候變化風險，其中，顧客就餐區域大多位於購物中心或購物商城內，已具備一定程度的抗震和溫度調節效果；而廚房區域為室內空間，易存在高溫、水災等風險，我們開展系列應對行動，降低氣候變化風險的影響。

High temperature risks 針對高溫風險

- (a) Installing new air system in kitchens to increase the air circulation and adjust humidity and temperature indoor.
- (b) Air-conditioning equipment gradually installed in kitchens to assure suitable temperature and humidity through the exchange of heat and moisture in the air.
- (a) 廚房加裝新風系統，增加室內空氣流動，調節室內濕度和溫度。
- (b) 廚房逐步推廣安裝表冷氣設備，通過空氣熱濕交換，確保廚房保持在適宜工作的溫度和濕度。

Flood risks 針對洪澇風險

- (a) Floor tiles with non-slippery and quick water absorption features were selected for kitchens.
- (b) The four sides of kitchen floors are designed with an appropriate downward slope to facilitate quick drainage.
- (a) 廚房選用具備防滑和快速吸收水性能的地磚。
- (b) 廚房地面適當設計坡度使四周地面略低，有助快速排水。



Environmental, Social and Governance 環境、社會及管治

PURSUER FOR COMPANIONS AND WIN-WIN RESULTS

同行共贏奉行者

Aspects of the ESG Guide involved in this chapter

本章涉及的《ESG指引》層面

B1. Employment, B2. Health and Safety, B3. Development and Training, B4. Labor Standards, B8. Community Investment

B1. 僱傭、B2. 健康與安全、B3. 發展及培訓、B4. 勞工準則、B8. 社區投資

ESG issues involved and their materiality

涉及的ESG議題及重要性

Employees' remuneration and welfare
(High materiality)

員工薪酬福利(高度重要)

Compliance employment (Medium materiality)

合規僱傭(中度重要)

Employee care and communication
(Medium materiality)

員工關愛與溝通(中度重要)

Occupational health and safety (High materiality)

職業健康與安全(高度重要)

Occupational training and development
(Medium materiality)

職業培訓與發展(中度重要)

Community charity and investment (Low materiality)

社區公益投資(低度重要)

The Group adheres to the "people-oriented" principle and always pays attention to the legitimate interests of employees. It has established a scientific training system and a diversified development platform to create a safe, healthy, harmonious and progressive working environment for employees and support the long-term development of the enterprise with the growth of talent. At the same time, we actively fulfill our social responsibilities and work with all parties to build a harmonious society.

SAFEGUARDING EMPLOYEES' INTERESTS

We adhere to the operating principle of "putting employees first" and earnestly safeguard the interests of employees. We have established internal management policies, including the *Manual of Conduct on Human Resources Management Practices* (《人事實務操作手冊》), the *Handbook for Functional Staff* (《職能編製員工手冊》) and the *Handbook for Business Employees* (《營運部門員工手冊》). These measures cover various aspects such as anti-discrimination, anti-child labor and anti-forced labor, health and safety, remuneration and welfare, recruitment, dismissal, working time, rest periods. We also actively promote democratic management to protect the basic interests of employees.

本集團堅持「以人為本」的原則，時刻關注員工合法權益，構建科學培訓體系和多元發展平台，為員工營造安全健康、和諧向上的工作環境，以人才成長支持企業長遠發展。同時，我們積極履行社會責任，攜手各方共建和諧社會。

保障員工權益

我們秉承「員工第一」的經營準則，切實維護員工權益。我們制定《人事實務操作手冊》、《職能編製員工手冊》、《營運部門員工手冊》等內部管理制度，政策涵蓋多元化與反歧視、童工和強迫勞工、健康與安全、薪酬福利、招聘管理、解僱管理、工作時間、休息時間等多個方面並積極推行民主管理，保障員工基本權益。

Environmental, Social and Governance 環境、社會及管治

Compliance Employment

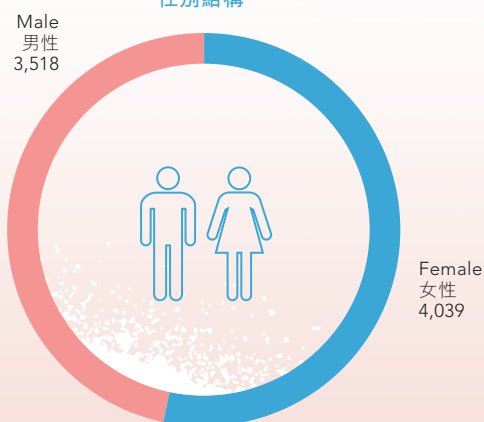
In strict accordance with the *Labor Law of the People's Republic of China* (《中華人民共和國勞動法》), the *Labor Contract Law of the People's Republic of China* (《中華人民共和國勞動合同法》) and other relevant laws and regulations, the Group keeps optimizing our human resources management mechanism. We adhere to equal recruitment principles and actively expand recruitment channels to provide guarantees to the sustainable development of the talent team. We are committed to promoting gender diversity by continuously optimizing the employee structure to achieve a fair distribution of gender, age and region. As of the end of 2022, the Group had a total of 7,557 full-time employees, of which female employees accounted for 53.4%. During the reporting year, the labor contract signing rate was 100%.

合規僱傭

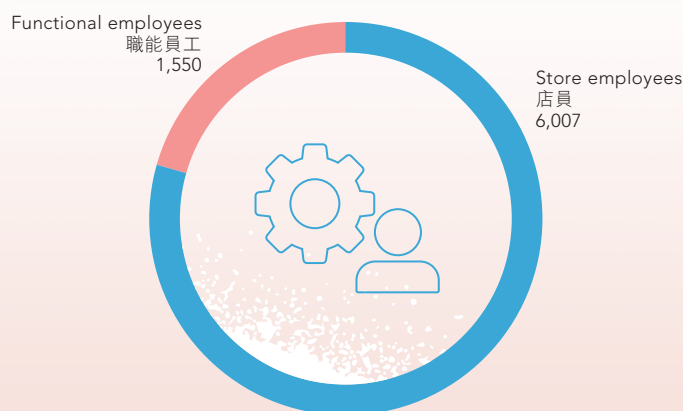
本集團嚴格遵守《中華人民共和國勞動法》、《中華人民共和國勞動合同法》等相關法律法規，不斷優化我們人力資源管理機制。我們堅持平等招聘原則，積極拓展招聘渠道，為人才梯隊的可持續發展提供保障。我們致力促進性別多元化，持續優化員工結構，實現員工性別、年齡、地區等合理分佈。截至2022年末，本集團全職員工總人數為7,557名，其中女性員工佔比53.4%。報告年度內，全體員工勞動合同簽訂率為100%。

Employee structure of the Group 集團僱員結構

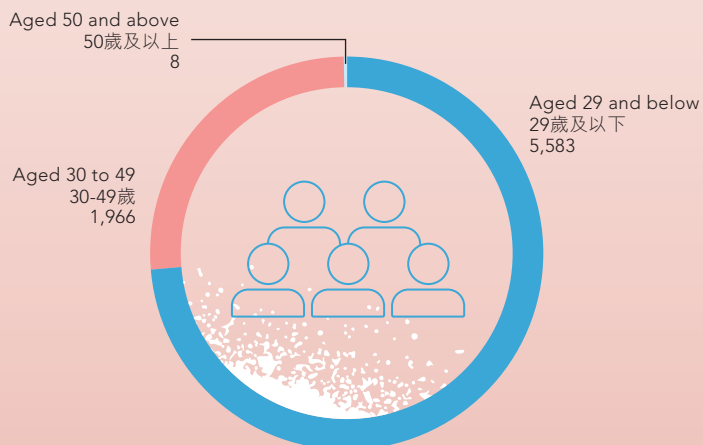
Gender Structure 性別結構



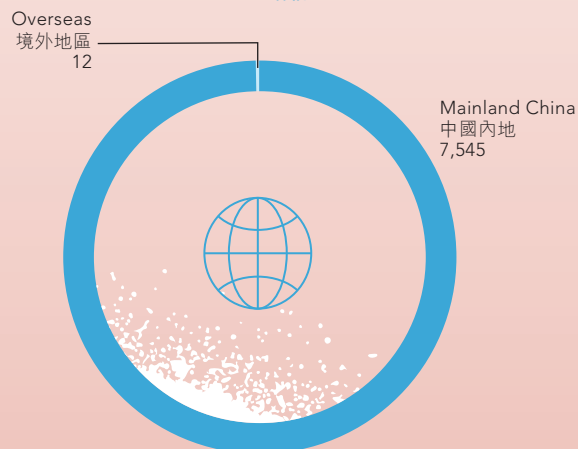
Employment Type Structure 僱員類別結構



Age Group Structure 年齡組別結構



Geographical Region Structure 地區結構



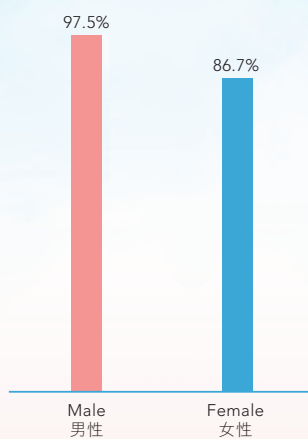
Environmental, Social and Governance 環境、社會及管治

Employee turnover rate of the Group⁽¹⁾

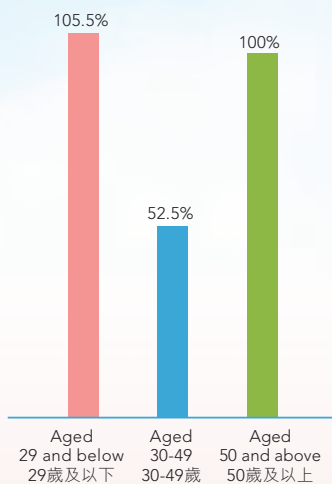
集團僱員流失比率⁽¹⁾

- The employee turnover rate of the Group was 91.7%
集團僱員總流失比率為91.7%

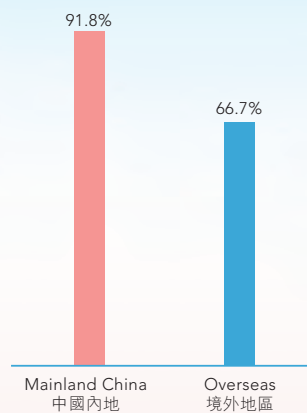
**Employee Turnover Rate
by Gender**
按性別劃分的僱員流失比率



**Employee Turnover Rate
by Age Group**
按年齡組別劃分的僱員流失比率



**Employee Turnover Rate
by Region**
按地區劃分的僱員流失比率



Note: ⁽¹⁾The Group's employee turnover rate = (number of full-time staff who left during the reporting year/number of full-time staff at the end of the reporting year)*100%. The employee turnover rate reflects the number of full-time staff who left (due to voluntary departure, dismissal or retirement).

註：⁽¹⁾集團僱員流失比率=(報告年度期間全職員工離職人數/報告年度末全職員工人數)*100%。僱員流失反映離職(因自願離職、解僱、退休)的全職員工人數。

Environmental, Social and Governance 環境、社會及管治

Compliance with equal employment

We strictly abide by the relevant provisions of the *Labor Law of the People's Republic of China* (《中華人民共和國勞動法》). When appointing employees and arranging jobs, all employees are treated equally regardless of their gender, age, ethnicity, race, nationality, native place, religion, sexual orientation, political affiliation, marital status and other social identities. Moreover, we set out the recruitment conditions for each position and the contracts applicable to different types of employment in the staff handbook and enter into a labor contract with all regular employees and a service contract with interns and temporary workers to effectively protect the legitimate interests of employees.

Strictly prohibiting forced and child labor

We respect labor rights and strictly abide by the relevant provisions of the *Provisions on the Prohibition of Using Child Labor of the People's Republic of China* (《中華人民共和國禁止使用童工規定》) and the *Law of the People's Republic of China on the Protection of Minors* (《中華人民共和國未成年人保護法》). It is strictly prohibited for any operation unit or cooperative unit to hire any kind of child and forced labor. We ensure that applicants reach the labor age stipulated by the state in recruitment, conduct related background checks on those to be employed and make relevant departments and units accountable for any illegal practice of forced labor to avoid the illegal employment of child and forced labor. During the reporting period, the Group had no labor disputes and violations in relation to the employment of child or forced labor.

Promoting employment diversification

We advocate a diverse and inclusive workplace culture and actively develop recruitment channels on campus, in society and through internal recommendation. By cooperating with vocational schools and colleges, we provide students with internship and employment opportunities for the timely introduction of high-caliber talent into the Company. We also continue to optimize the employee structure to achieve a fair distribution of gender, age and region to provide adequate human resources for the Company's development. In addition, the Group provides equal employment opportunities for people with disabilities, ensures equal opportunities for all people and encourages employees to collaborate effectively in a diverse culture. During the reporting period, the Group employed a total of 66 people with disabilities.

遵守平等僱傭

我們嚴格遵守《中華人民共和國勞動法》相關規定。在任用員工和安排工作時，對所有員工一視同仁，不以其性別、年齡、民族、種族、國籍、籍貫、宗教、性取向、政治派別、婚姻狀況等不同的社會身份進行區別對待。同時，我們在員工手冊明確各崗位的招聘條件和用工類型適用合同，與所有正式員工簽訂勞動合同，與實習生及臨時工簽訂勞務合同，切實保障員工各項合法權益。

嚴禁強制勞工和童工

我們尊重勞工權益，嚴格遵守《中華人民共和國禁止使用童工規定》、《中華人民共和國未成年人保護法》相關規定，嚴禁任何營運單位或合作單位聘用任何種類的童工及強制勞工，在招聘時明確應聘者需符合國家規定的勞動年齡，對擬錄用員工進行相關背景調查，以及追究發現強制勞工行為相關部門及單位的違規責任，避免僱用童工和強制勞工等違規僱傭情況的出現。於報告期內，本集團未發生僱傭童工或強制勞工等勞工糾紛及違規事件。

推進多元僱傭

我們倡導多元及包容的職場氛圍，積極拓展校園招聘、社會招聘、內部推薦等招聘途徑，通過多家職業學校及院校開展合作，向學生提供實習及就業的機會，及時為公司輸送優秀人才，並持續優化員工結構，實現員工性別、年齡、地區等合理分佈，為公司發展提供充足的人才資源。此外，集團為殘障人士提供平等就業機會，確保向所有人士提供平等機會，鼓勵員工在多元化文化氛圍下有效協作。於報告期內，本集團僱傭殘障人士共66人。

Environmental, Social and Governance 環境、社會及管治

Promoting electronic contract

We promote the use of electronic labor contracts and ensure that employees in different regions are entitled to the same rights and interests by unifying the terms of electronic labor contracts. Meanwhile, contracts are encrypted to effectively prevent the exposure of confidential information such as employee salaries and eradicate unilateral tampering to avoid labor disputes to the greatest extent.

Remuneration and Welfare

We observe the remuneration and welfare policies formulated by the state and the Group, provide employees with competitive remuneration and comprehensive welfare coverage and respect their work and contribution.

Remuneration structure

The Group has established a remuneration structure lawfully and in compliance covering basic salary, performance-based bonus, position/skill-related allowances and other welfare to reflect the value of their jobs adequately. Moreover, we adopt a performance evaluation system to measure the performance of employees and link it to performance-based bonuses to embody the principle of “more pay for more work”. For directors, senior management and core department managers, we have implemented a “share option scheme” to offer equity incentives and formulated performance-based bonus plans for employees in different positions to reward them with complementary short-term and long-term incentives. During the pandemic, the Group made full payment of salaries and benefits to employees on time and granted share options as planned to provide basic coverage to employees.

推動合同電子化

我們全面推進勞動合同電子化，通過統一電子勞動合同條款，切實保障各地員工享受同等權益。同時，合同經加密保護，可有效防止員工薪酬等機密信息洩漏，並杜絕單方面篡改合同，最大程度規避勞務糾紛。

薪酬福利

我們遵守國家及集團制定的薪酬福利政策，為員工提供具備市場競爭力的薪酬和完善的福利保障，尊重員工的勞動與付出。

薪酬體系

集團合法合規建立涵蓋基本工資、績效獎金、崗位／技術補貼及其他福利的薪酬體系，確保員工薪酬體現崗位價值。同時，我們採用績效評估系統衡量員工工作表現，並將工作表現與員工績效獎金掛鉤，體現「多勞多得」原則。針對董事、高級管理層及部門核心管理人員，我們推行「購股權計劃」進行股權激勵，並針對不同崗位員工分別制定績效獎金方案，實現短期激勵與長期激勵相結合。疫情期間，集團保障員工薪酬、福利的及時足額發放，並按計劃推進購股權授出，滿足員工基本保障。

Environmental, Social and Governance 環境、社會及管治

Welfare benefits

We care about the basic welfare of employees and provide them with various additional welfare coverage. Besides the five types of statutory social insurance (pension, work injury, maternity, unemployment and medical insurance), the provident fund and statutory holidays, we also provide employees with paid annual leave, quarterly bonus, annual performance-based bonus, employee's birthday benefits, employee's activity benefits, employment anniversaries, cash gift for wedding, physical examinations, dining discount, high-temperature allowance, telephone charge subsidy and other internal welfare to improve the living standards of employees. In 2022, social insurance coverage reached 100% of the Group's employees, and employees enjoyed paid annual leave of 5.23 days on average.

福利待遇

我們關注員工的基本福利，並為員工提供多種額外福利保障。除了國家規定的養老、工傷、生育、失業、醫療五大社會保險、公積金及法定假期外，我們還為員工提供福利年假、季度獎金、年度績效獎金、員工生日福利、員工活動福利、入職週年紀念、結婚賀金、體檢福利、就餐折扣、高溫補貼、電話費補貼等內部福利，提高員工的生活水平。2022年，集團員工社會保險覆蓋率為100%，員工人均帶薪年假為5.23天。



Environmental, Social and Governance 環境、社會及管治

Democratic Management

The Group always cares about the opinions of employees and continues to improve the bottom-up democratic feedback mechanism. The Group's internal policies and activities are published through the OA office system, Xuanxing platform, House of Pindao (品道之家), Work E-mail and bulletin boards in the office area so that employees can keep abreast of the Company's latest development. Employees are encouraged to make suggestions in a positive and timely manner. Furthermore, we have developed communication channels such as the Group's official WeCom account, Xuanxing platform, House of Pindao(品道之家), Work E-mail, Internal Community Panel to fully understand the true demands of employees. We also organize employee representatives' meetings to allow employees to truly participate in management. In particular, through the WeCom of the Group, employees may leave suggestions and feedback regarding internal management and share innovative ideas to enable internal interaction and communication.

民主管理

集團時刻關心員工的意見，持續完善自下而上的民主反饋機制，並通過OA辦公系統、絢星平台、品道之家、工作郵箱及辦公區域公告欄宣貫集團內部制度和活動，讓員工及時了解公司動態。鼓勵員工積極、及時地提出建議。同時，我們拓展集團企業微信公眾號、絢星平台、品道之家、工作郵箱、內部社區專題板塊等溝通渠道，全面了解員工真實訴求，並組織員工代表大會，使員工真正參與管理。其中，通過集團企業微信，員工可留言內部管理的建議和反饋，並分享創新想法，實現內部互動交流。



2022 Employee representatives' meeting
2022年職工代表大會

Environmental, Social and Governance 環境、社會及管治

PROMOTING EMPLOYEES DEVELOPMENT

We firmly believe that employees are an important driver of corporate development. We have built a comprehensive and scientific training system for employees and established a transparent and fair promotion mechanism to guide employees' diversified career development, encourage continuous learning, enhance their capabilities and improve the competitiveness of them and the Group.

Employees Training

The Group attaches great importance to the self-growth of employees and sets up online and offline talent cultivation courses based on different needs in business sectors. It has formulated the courses, including the *New Management Team Course* (《新任管理組課程》), the *Pindao Store Manager Class* (《品道店長班》), the *Production/Service/Retail On-duty Management* (《生產/服務/零售值班管理》), the *Public Relations/Food Safety/Security Crisis Management* (《公關/食安/安保危機管理》), the *Marketing/Inventory/Ordering Financial Management* (《營銷/盤存/訂貨財務管理》), the *Recruiting/Training/Scheduling Personnel Management* (《招募/培訓/排班人事管理》) and the *Return on Investment/Profit and Loss Analysis Business Diagnosis* (《投資回報/盈虧分析業務診斷》). We specify the unified standard on talent appraisal of the Group, including but not limit to value creation, honest communication, efficient teams, results orientation, cooperation and win-win results as well as strategic thinking. In 2022, 358 cumulative learning tasks were pushed, with 82% employee coverage and 71% completion rate. The cumulative learning time amounted to 243,724 hours in total, and the average learning time per employee was 1.3 hours.

For store employees, we have developed a series of training courses covering store operation, management skills, customer communication, team building and other aspects, issued a staff training manual and operation manuals to standardize standard operating procedures, service manners and hygiene standards and set up an online learning platform to encourage employees to have a better understanding of our corporate culture and improve their professional skills. For management personnel, the Group's Talent Development Centre have launched the Open University of China × Pindao Academic Education Cooperating Class (國家開放大學 × 品道學歷教育合作班) with the aim of cultivating internal management personnel. Senior management of the Group, professors in management and professional corporate trainers are engaged to enhance employees' communication skills, leadership and strategic thinking through practical training by means of scenario simulation, case study and interaction to help employees improve their competitiveness.

助力員工成長

我們深信員工是企業發展的重要動力。我們為員工搭建全面科學的培養體系，並構建透明公平的晉升機制，指引員工多元職業發展，鼓勵員工持續學習，提升自身能力，增加自身與集團的競爭力。

員工培訓

集團重視員工自我成長，根據業務領域不同需求，打造線上及線下人才培養課程。制定《新任管理組課程》、《品道店長班》課程、《生產/服務/零售值班管理》、《公關/食安/安保危機管理》、《營銷/盤存/訂貨財務管理》、《招募/培訓/排班人事管理》、《投資回報/盈虧分析業務診斷》等課程。我們明確集團人才評估的統一標準，包括但不限於創造價值、坦誠溝通、高效團隊、結果導向、合作共贏以及戰略思維。2022年，累計學習任務推送358個，員工覆蓋率82%，完成率為71%，累計學習總時長243,724小時，人均學時1.3小時。

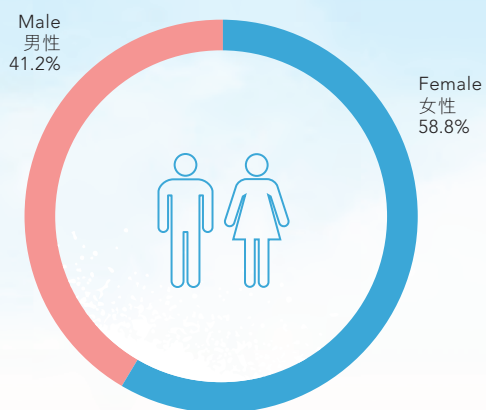
針對門店員工，我們構建一系列包含門店經營、管理技能、客戶溝通、團隊建設等方面的培訓課程，發放員工訓練手冊和作業指導書，規範產品標準製作程序、服務儀態及衛生標準，並搭建在線學習平台，鼓勵員工提升企業文化了解及專業技能。針對管理人員，集團人才發展中心推出國家開放大學 × 品道學歷教育合作班，以培養企業內部管理人員為目的，集團高層管理人員、院校管理學教授及專業企業培訓師作為培訓師資，通過情境模擬、案例研討、互動教學等實戰性培訓方式，提升員工溝通能力、領導能力和戰略思維，促進員工提高競爭力。

Environmental, Social and Governance 環境、社會及管治

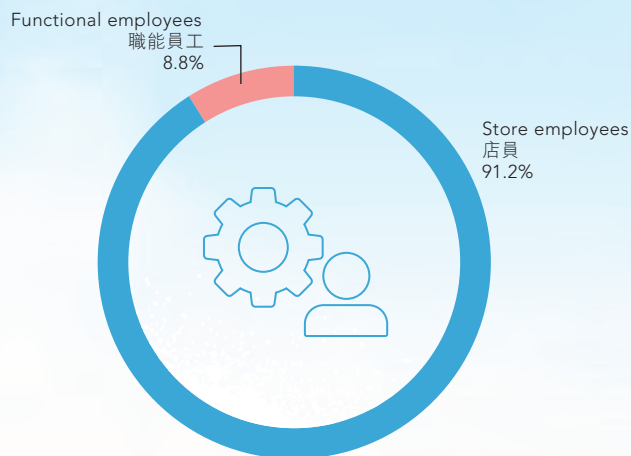
Training received by employees of the Group

集團僱員受訓情況

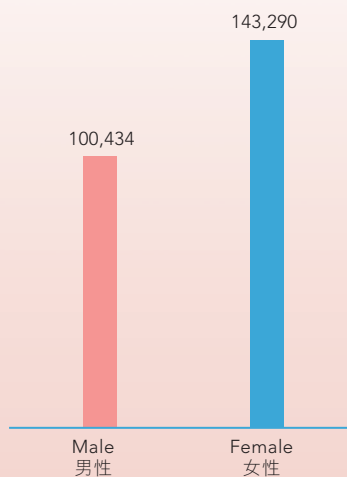
Training by Gender
按性別劃分受訓百分比



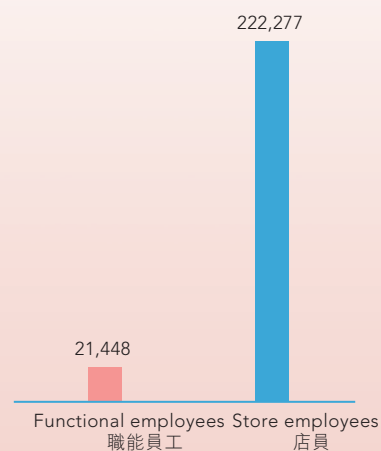
Training by Employee Category
按僱傭類型劃分受訓百分比



Training Time by Gender (hours)
按性別劃分的受訓時長(小時)



Training Time by Employee Category (hours)
按僱傭類型劃分的受訓時長(小時)



Environmental, Social and Governance 環境、社會及管治



Career Development

Talent is an important resource of the Group. We have established a fair and open promotion mechanism for employees and adopted the professional competence and the leadership attributes of employees as the basis for promotion evaluation. We have also paved various growth paths to encourage the diverse development of employees. Meanwhile, we have set out the *Administrative Scheme of the Group to Compete for Middle Management Posts* (《集團中層管理崗競聘管理方案》) to specify the qualifications and procedures required to compete for middle management positions. Eligible employees are being selected after going through qualification check, speech and defense sessions, and the discussions by the competitive recruitment committee, in order to further strengthen the middle management team of the Company. In addition, we facilitate the virtuous flow of talent within the Group through various channels, such as competition for middle management positions, internal transfer and the establishment of the internal recruitment platform. We are also building an internal talent pool gradually to allow the timely transfer and filling of vacancy with premium talent reserve to support the steady development of the Company.

職業發展

人才是集團的重要資源。我們為員工制定公正公開的晉升機制，以員工專業能力和領導力等作為員工晉升的評估依據，並構建多種類型成長通道，鼓勵員工多元發展。同時，我們制定《集團中層管理崗競聘管理方案》，明確中層管理崗的競聘資格和程序，通過資格審查演講和答辯，及競聘委員會討論，最終評選出適合崗位的員工，進一步加強公司中層管理隊伍的建設。此外，我們還通過開展中層管理崗競聘、內部調崗、建立內部招聘平台等多種途徑，促進集團內部人才的良性流動，並逐步構建內部人才庫體系，通過有效儲備優質人才，實現空缺崗位的及時調動補給，支撐公司穩健發展。

Environmental, Social and Governance 環境、社會及管治

CONVEYING CARE AT WORKPLACE

We take the protection of employees' occupational safety and health as our own responsibility and insist on building a safe and non-hazardous working environment for them. We also pay attention to employees' feelings and roll out various caring activities to enhance their sense of happiness and cohesion in the workplace.

Safety and Health

The Group strictly abides by the *Law of the People's Republic of China on Work Safety* (《中華人民共和國安全生產法》), the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases* (《中華人民共和國職業病防治法》) and other laws and regulations and has formulated the *Fire Emergency Plan* (《消防應急預案》), the *Fire Safety Guidelines for Stores* (《門店消防設施安全指引》), the *Fire Inspection Specification and Checklist for Stores* (《門店消防檢查規範及檢查表》), the *Fire Specification and Checklist for Engineers* (《工程人員消防規範及檢查表》), the *Safety Production Management System* (《安全生產管理制度》) and other internal management systems to regulate production safety and safeguard employees' occupational health. In the past three years, there was no work-related death incident occurred in the Group. In 2022, the days lost due to injury were 1,530.

Strengthening production safety

We have established a safety management committee and require staff at all levels to sign the letter of responsibility on safe production for the implementation of such. We have also engaged professional safety officers to conduct regular workplace inspections and safety equipment testing to ensure the normal operation of such facilities and equipment. Moreover, we have dedicated staff responsible for safety training, policy implementation and safety inspection in limited space and regularly engage external professionals to inspect ceilings, hanging beams and other workplace hazards to stave off safety incidents. To enhance employees' awareness of safety, we organize special safety training for new hires every quarter, covering management of major hazards, prevention of major incidents and emergency management. We also organize fire drills twice a year and actively participate in the safety training activities of government departments to improve our skills of safe operation and ability to rescue ourselves in an emergency.

傳遞職場關懷

我們以保障員工的職業安全與健康為己任，堅持為員工構建安全、無害的工作環境。同時，我們關注員工的感受，開展各項員工關愛活動，提升員工的職場幸福感與凝聚力。

安全健康

集團嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國職業病防治法》等法律法規，貫徹落實《消防應急預案》、《門店消防設施安全指引》、《門店消防檢查規範及檢查表》、《工程人員消防規範及檢查表》、《安全生產管理制度》等內部管理制度，規範安全生產，保障員工職業健康。過去三年，集團無因工死亡事件發生。2022年，集團因工傷損失的工作日數為1,530天。

強化安全生產

我們成立安全管理委員會，要求各級人員簽訂安全生產責任書，落實安全生產責任，並聘請專業安全管理員，定期進行辦公環境巡視和安全設備檢測，確保設施設備正常運行。同時，我們設立專崗專職進行安全培訓、制度落實和有限空間安全檢查工作，並定期聘請外部專業人員對天花板、吊梁等工作場所危險源進行專門排查，杜絕安全事故發生。為提升員工安全意識，我們每季度組織新員工專題安全培訓，涵蓋重大危險源管理、重大事故防範和應急管理等內容，每年2次組織消防演習活動，並積極參與政府部門的安全培訓活動，提升安全操作技能和應急自救能力。

Environmental, Social and Governance 環境、社會及管治



Staying sound in mind and body

We always pay attention to the health of our employees. We provide annual physical examinations for employees at headquarters and regional offices and management at the stores of the Group. We make sure that store employees have valid health certificates to ensure their health. Meanwhile, we regularly engage professional third-party organizations to test workplace hazards such as methanol and temperature, establish employee health records and provide employees in special positions with protective equipment to ensure workplace safety and improve employee occupational health management. In addition, we also pay attention to the mental health of employees. We encourage them to work out and organize various stress-relieving activities for their wellbeing.

保持身心健康

我們時刻關注員工的身體健康。我們為集團總部及區域辦公室員工、門店管理層提供年度體檢，並確保門店員工持有有效健康證，確保員工健康。同時，我們定期聘請專業第三方機構對工作場所進行甲醛、溫度等職業病危害因素檢測，建立員工健康檔案，並為特殊崗位員工配置勞保用品，確保工作場所安全，完善員工職業健康管理。此外，我們還關注員工的心理健康，鼓勵員工參加體育鍛煉，並舉辦各類舒緩壓力的員工活動，放鬆身心。

Environmental, Social and Governance 環境、社會及管治

Fighting against the pandemic

To effectively implement pandemic prevention, control and monitoring, the Group has established a food safety task force to monitor the implementation of food safety guidelines of the Group. Warehouse centers are requested to enhance the review on the nucleic acid testing results of imported goods, while stores are required to comply with relevant requirements such as the *Operation Standards of Back Kitchen Food Safety during the Pandemic* (《疫情期間後廚食品安全操作標準》) and the *Operation Standards of Stores Food Safety during the Pandemic* (《疫情期間前廳食品安全操作標準》). Our Group implemented prevention and control measures of, among other things, properly utilizing sterilized tools and adjusting and widening table distance in the dining area. We have implemented the internal policies of the Group and adopted a series of pandemic prevention and personal protection measures. We continue to enlarge our reserve of supplies by procuring protective equipment such as masks, disinfectant powder and hand sanitizer for personal protection. We actively promote prevention and control at the employee level by monitoring their health in real time through measures such as daily temperature measurement, post-holiday tracking, health reports of employees in dormitories and nucleic acid testing after business trips. We have fully implemented preventive and control measures in the office area, including regular disinfection, maintaining indoor ventilation, distributing protective supplies and packing and separating meals to protect the health of employees.

For the supply center and central kitchen where staff are densely gathered, we require all employees to provide their whereabouts and implement anti-epidemic measures such as outgoing reporting, daily temperature registration and temperature measurement at dormitories. For cold chain workers with a higher risk of infection, measures such as nucleic acid testing once a week and wearing protective clothing and goggles during work are implemented to effectively protect the health of employees. In response to the risk of a potential outbreak, the Group has devised a contingency plan for pandemic prevention and control to arrange for the closure of the supply center and the transfer of its processing work to another supply center when a confirmed case occurs to reduce the impact on operations.

落實疫情防控

為切實落實疫情防控監管，本集團成立了食品安全小組，監督集團的食品安全指引落實情況，要求倉儲中心增加對進口貨品的核酸檢測結果審核，並要求門店依照《疫情期間後廚食品安全操作標準》、《疫情期間前廳食品安全操作標準》等相關規定，落實消毒用具妥善使用，餐區佈局調整拉開間距等防控措施。我們貫徹落實集團內部規定，採用一系列疫情防控和個人防護措施。我們持續加強物資儲備，採購口罩、消毒粉、洗手液等防護物資，落實個人防護；我們積極推進人員防控，通過每日體溫檢測、假期後軌跡追蹤、宿舍上報員工健康、出差後進行核酸檢測等措施，實時關注員工健康情況；我們堅持落實辦公區域防控，落實定期消毒、保持室內通風、派發防護物資和打包分餐等措施，保障員工健康。

針對人員較集中的倉儲中心和中央工廠，我們要求所有工作人員提供行程軌跡，並進行人員外出報備、每天測溫登記、宿舍體溫測量等防疫工作。針對感染風險較高的冷鏈工作人員，實行每週1次核酸檢測，以及工作期間穿著防護服和佩戴護目鏡等措施，切實保障員工健康。針對潛在的疫情風險，集團制定疫情防控應急方案，提前規劃封閉存在確診病例的倉儲中心，並將其加工需求轉移其他倉儲中心的應對方案，減少疫情對營運的影響。

Environmental, Social and Governance 環境、社會及管治

During the COVID-19 pandemic, to secure customers' health, the Group adds inspection related to pandemic prevention and control during quality inspection. At the same time, measures such as specific cleaning for every seat and periodic sterilization are carried out in stores, while staff are required to measure temperature twice per day. Customers are reminded to follow local pandemic prevention policies and measure their temperature before entry, register their personal information and use the sterilization supplies provided, so that they could dine in a safe environment, and encourage customers to order online to avoid queuing and crowding. For takeaway and delivery business, our stores have set up and periodically sterilized contactless meal collection areas. Before collection, delivery drivers are required to measure their temperature, register and sterilize their hands to reduce the risk of spreading the virus.

新冠疫情期間，為保障顧客健康，集團在質量稽查中新增疫情防控相關檢查內容，同時，門店落實一座一清、定期消毒等措施，要求員工每天2次測溫，提醒顧客配合所在地防疫政策，進行入店測溫、個人信息登記和使用提供的消毒用品，為顧客提供安全用餐環境，同時引導顧客多使用線上下單，避免出現排隊、擁擠現象。針對外賣配送業務，門店設置並定期消毒無接觸取餐區，取餐前對騎手進行測溫登記和雙手消毒，減少病毒傳播風險。



Environmental, Social and Governance 環境、社會及管治

Staff Care

We actively promote various staff care activities to boost the team spirit and sense of belonging of employees. In 2021, the Group established the *Pindao Care and Mutual Aid Foundation* (品道關愛互助基金會) to help employees in need. In particular, it assists employees and their immediate family members in solving financial difficulties in the wake of a major illness or serious accident or when pursuing further education, showcasing the humanistic nature of the Group. At the end of the reporting period, the foundation had 1,053 members.

員工關愛

我們積極推行各類員工關愛活動，增強員工的團隊意識和歸屬感。2021年，集團設立的品道關愛互助基金會，用於幫扶困難員工，幫助員工及其直系親屬解決重大疾病、嚴重意外及親屬升學方面的經濟問題，讓員工感受集團的人文關懷。於報告期末，基金會規模為1,053人。



REPAYING SOCIETY GRACEFULLY

We insist on fulfilling our social responsibilities in actual practice. Over the years, we have joined hands with public welfare organizations and community public welfare partners to actively participate in public welfare activities and contribute to the making a harmonious society. In 2022, the Group continued to practice the brand concept of "Goodliness has its own power (美好自有力量)" and make efforts in various public welfare areas such as social care, rural revitalization and epidemic control to spread the power of goodliness.

感恩反饋社會

我們堅持以實際行為履行社會責任，多年來攜手公益組織、社區公益等合作夥伴，積極參與公益活動，為和諧社會貢獻力量。2022年集團繼續踐行「美好自有力量」的品牌理念，在社會關愛、鄉村振興、抗疫等諸多公益領域持續發力，傳遞美好力量。

Environmental, Social and Governance 環境、社會及管治

Caring for the City's Front-line Workers

In May 2022, the Beautiful Shenzhen Charity Foundation, together with City Administration Bureau, Law Enforcement Bureau and the Group, jointly launched the “Consolation for Sanitation Workers in the Dragon Boat Festival (端午慰問環衛工人)” campaign. The Group entrusted the Beautiful Shenzhen Charity Foundation to send zongzi gift boxes with a total value of nearly RMB100,000 to 967 sanitation workers in Futian District in order to show the Group’s concern and consolation.

In June 2022, the Group entered into a “service contract for the renewal and maintenance of the operation in “Nuan Feng Yi Zhan” (更新並維護運營“暖蜂驛站”服務合同)” with the Industrial and Commercial Union in Nanshan District of Shenzhen City, and set up “Nuan Feng Yi Zhan (暖蜂驛站)” in 12 Nayuki’s stores in Nanshan District of Shenzhen City. Being responsible for daily operation and management, it is specialized in providing services for couriers and delivery workers in the city. The operation services include daily operation and maintenance such as replacing tea every 4 hours, providing regular medicines such as hemostatic patches and summer-heat relieving granules, and providing limited disposable raincoats on rainy days.

In July 2022, the Group donated cash to the “Community Care Fund for New Employment Groups (新就業群體關愛基金)” in Nanshan District of Shenzhen City to assist new employment groups such as takeaway delivery workers and couriers, providing warmth and care for the “City Guardians”.

關愛城市一線工作者

2022年5月，美麗深圳公益基金會聯合市城管和綜合執法局與集團，共同開展「端午慰問環衛工人」活動，集團委託深圳市美麗深圳公益基金會向福田區967名環衛工人送上總價值近十萬元的端午粽禮盒，以表達企業的關心與慰問。

2022年6月，集團與深圳市南山區工商業聯合會簽署《更新並維護運營「暖蜂驛站」服務合同》，在深圳南山區的12家奈雪門店，設置「暖蜂驛站」，並負責日常運營管理，專門為市內快遞員、外賣員提供服務。運營服務內容包括每4小時更換一次茶水，提供止血貼、消暑沖劑等常備藥品，下雨天限量提供一次性雨衣等日常運營及維護。

2022年7月，集團為深圳市南山區「新就業群體關愛基金」捐贈現金等，援助外賣送餐員、快遞配送員等新就業群體，為「城市守護者」送去溫暖與關愛。



Environmental, Social and Governance 環境、社會及管治

In 2022, the Group was awarded with the honorary title of “Caring Enterprise” by Shenzhen Nanshan Federation of Industry and Commerce (District Non-Public Economic Organization Party Committee) as well as jointly by Beautiful Shenzhen Foundation and Urban Management and Law Enforcement.

2022年度，深圳市南山區工商聯（區非公黨委）授予、美麗深圳公益基金會與市城管和綜合執法局聯合授予集團「愛心企業」榮譽稱號。



Adolescent Development

In June 2022, the Group offered over 1,000 zongzi gift boxes for Dragon Boat Festival with an aggregate value of RMB200,000 to Shenzhen Teenagers Development Foundation for caring and supporting underprivileged teenagers and new young comers in Shenzhen.

關心未成年人發展

2022年6月，集團向深圳市青少年發展基金會捐贈總價值二十萬元的端午粽禮盒一千餘份，用於關愛與慰問困弱青少年及青年來深建設者。

In October 2022, Nayuki and Charity Bazaar offered Yudu Town Center Primary School over 300 brand-new aesthetic education backpacks containing color pencils, oil pastels and big drawing books for continuing the promotion of children aesthetic education in rural areas.

2022年10月，奈雪攜手芭莎公益為玉都鎮中心小學準備了300多份美育包，嶄新的書包裡裝滿了各式各樣的彩筆和油畫棒、厚厚的畫紙本，持續推動鄉村兒童美育落地。



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Rural revitalization

In 2022, the Group officially launched the “Green Agriculture Project”, which aims to search and promote high-quality agricultural products nationwide. With our strong brand effect and procurement scale, we may source high quality tea and fruits from rural farms and increase farmers’ income, continuously expand and develop the rural characteristic industry, resulting in revitalizing the rural productivity in tandem with green development.

In 2022, the Group built its own tea bases in Phoenix Mountain, Chaozhou, Guangdong and Nanping, Fujian, respectively. At the end of 2021, the Group boldly used the “Phoenix leaf”, a kind of specialty tea, in oolong milk tea and supreme fruit tea, causing “Phoenix leaf” to go viral over the country and the demand for it grew nearly 47%. This, as a result, also made “Phoenix leaf” the most popular tea products in 2022, bringing a lot of orders to farmers in Chaozhou.

Nayuki has also established long-term cooperation with tea farms in various regions such as Sichuan, Yunnan and Taiwan. The traditional quality tea developed by Nayuki has repeatedly won many tea awards. For example, Nayuki Dew Tea was awarded the First Prize and the Special Prize of China Taiwan Winter Tea Contest, and Nayuki Jasmine Tea has won the Gold Award of 12th National Jasmine Tea Quality.

In August 2022, the Group was awarded with the honorary title of “Enterprise with Social Responsibility for Public Benefit - Promoting Rural Vitalization 2022” by Guangdong Chain Operations Association.

鄉村振興

2022年，集團正式推出助農項目「綠農計畫」，旨在通過對全國各地優質農產品的發現和推廣，以強大的品牌效應和採購規模，讓一葉葉好茶、一顆顆好果走出農村，幫助種植農戶提高收入，不斷壯大和發展鄉村特色產業，以綠色發展啟動鄉村振興內生動力。

2022年，集團在廣東潮州鳳凰山、福建南平分別建立起專屬茶葉基地。2021年底，集團將小眾茶葉「鴨屎香」創新用於寶藏茶和霸氣鮮果茶，在全國掀起「鴨屎香」熱，奈雪鴨屎香的需求量增長近47%。這也使得「鴨屎香」一躍成為2022年度最受歡迎茶葉品類，為潮州茶農帶來大量訂單。

奈雪還與四川、雲南、臺灣等多地茶園建立長期合作，經奈雪研發的地道好茶屢屢斬獲茶葉大獎，比如奈雪初露先後榮獲中國臺灣冬茶大賽頭等獎、特等獎，茉莉初雪榮獲第十二屆全國茉莉花茶品質金獎等。

2022年8月，廣東省連鎖經營協會授予集團「2022社會公益企業—助力鄉村振興」榮譽稱號。



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Fighting Against the Pandemic Together

Since 2022, the Group took immediate actions to offer food and essential supplies to COVID-19 frontline workers in various cities, such as Beijing, Shanghai, Shenzhen, Suzhou, Dalian, Lanzhou, Hohhot, Zhengzhou, Xi'an and Tianjin, including tens of thousands of tea beverages, artisan bread and bottled tea beverages, fighting against the pandemic through cross-sector collaboration in the community.

In March 2022, the Group offered 20 cartons of almond chips to COVID-19 frontline staff members in Shekou Residential District, Nanshan, Shenzhen as our care and support.

During the most turbulent pandemic phase in Shanghai in March 2022, the Group offered 500 hearty beverages to 19 neighborhood community committees of MeiLong Town for supporting those residents staying in the first quarantine area in Shanghai. In face of the logistics paralysis in Shanghai in April 2022, the Group delivered food and other essential supplies, such as 42 cartons and 28 cartons of "Sui Sui Ping An" almond snacks and sesame snacks, respectively, to COVID-19 frontline staff members against all odds. In May 2022, the Group delivered essential supplies, such as 100 cartons of sparkling water, to frontline staff members of local government of Qibao Town in Shanghai and volunteers for Cui neighborhood community committees of Xujiahui Residential District.

攜手同心抗疫

2022年以來，集團在北京、上海、深圳、蘇州、大連、蘭州、呼和浩特、鄭州、西安、天津等多個城市積極行動，第一時間為奮戰在抗疫一線的工作人員送去數萬份茶飲、歐包、瓶裝茶等物資，同社會各界共築「愛心長城」，攜手抗擊疫情。

2022年3月，集團向深圳市南山區蛇口街道捐贈二十箱零售產品-扁桃仁脆片，向抗疫一線工作者表達關心與慰問。

2022年3月，在上海新冠疫情最嚴重的時候，集團將500杯愛心飲品送到梅隴街道下的19個社區居委會，為第一批被封閉的社區送上溫暖。2022年4月，在上海運輸癱瘓的狀況下，集團排除各種困難，給戰鬥在一線的抗疫人員送去了愛心物資，包括歲歲平安扁桃仁脆片42箱、歲歲平安芝麻脆片28箱。2022年5月，集團亦給上海七寶鎮政府一線工作者和徐家匯街道翠居委會志願者送去愛心物資-氣泡水各100箱。



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In April 2022, the Group delivered 200 bottled beverages to Guangta Subdistrict, Yuexiu District and Tianhenan Residential District, Tianhe District in Guangzhou City as our heartfelt gratitude to all workers for their hard work and appreciation amid the pandemic.

In May 2022, the Group offered 6,000 zongzi gift boxes for Dragon Boat Festival with an aggregate value of RMB530,000 to seven sub-district offices, communities and hospitals in Beijing as our regards to those frontline community workers and medical staff members. The Group has earned appreciation letters and high praise from them, and Chongwai Subdistrict office has even issued a media report coverage about it on "Beijing Dongcheng" APP.

In June 2022, the Group has received sincere appreciations from Linshanzhai Residential District and Mianfang West Road Residential District for our offering of 100 zongzi gift boxes for Dragon Boat Festival and 20 cartons of sparkling water as our benediction and respect to those frontline workers in the pandemic. They have expressed that our offering represented solidarity and mutual support between enterprises and residential districts, building the confidence of both sides in coping with the pandemic. The supplies we offered have provided resource backups to the districts for further prevention and control of the pandemic.

In August 2022, the Group was awarded with the honorary title of "Caring Enterprise in Guangdong during the Pandemic 2020-2022" by Guangdong Chain Operations Association.

2022年4月，集團向廣州市越秀區光塔街道、天河區天河南街道各送上200瓶瓶裝飲料，感謝各工作人員在疫情期間辛勞工作，表達企業的關心與慰問。

2022年5月，集團向北京7個街道辦、社區、醫院捐贈總價值約53萬元的端午粽禮盒近六千份，慰問戰鬥在第一線的社區工作者及醫護人員，分別獲得各街道、社區、醫院的感謝信及高度讚揚，崇外街道還在北京東城APP上進行了報導。


2022年6月，集團向鄭州市中原區林山寨街道、棉紡西路街道各捐贈端午粽禮盒100份與氣泡水20箱，為一線抗疫工作者送去祝福並表達敬意。集團也獲得了林山寨街道、棉紡西路街道衷心的感謝，他們表示這一舉動充分展示了企業與轄區團結一心、並肩戰鬥，堅定了企業與轄區打贏疫情防控阻擊戰的信心，這些捐贈的物資也為轄區進一步做好疫情防控工作提供了保障。

2022年8月，廣東省連鎖經營協會授予集團「2020-2022年度廣東商業-愛心抗疫企業」榮譽稱號。



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APPENDIX 1: ESG INDICATORS INDEX 附錄1：ESG指標索引

Disclosure Requirements 披露要求		Chapter 報告章節
Governance Structure 管治架構		Sustainability Management 可持續發展管理 <ul style="list-style-type: none"> Sustainability Management System 可持續發展管理體系
Reporting Principles 報告原則		About This Report 關於本報告 <ul style="list-style-type: none"> Basis of Preparation 編製依據
Reporting Scope 報告範圍		About This Report 關於本報告 <ul style="list-style-type: none"> Scope and Coverage of the Report 報告範圍及邊界
Aspect A1: Emissions 層面A1：排放物 	General Disclosure 一般披露	Practitioner of Green Operation 綠色營運踐行者
	A1.1	<ul style="list-style-type: none"> Emissions Management 排放物管理
	A1.2	
	A1.3	
	A1.4	
	A1.5	
	A1.6	
Aspect A2: Use of Resources 層面A2：資源使用	General Disclosure 一般披露	Practitioner of Green Operation 綠色營運踐行者
	A2.1	<ul style="list-style-type: none"> Optimization of Resources Use 資源使用優化
	A2.2	
	A2.3	
	A2.4	
	A2.5	

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APPENDIX 1: ESG INDICATORS INDEX 附錄1：ESG指標索引

Disclosure Requirements 披露要求		Chapter 報告章節
Aspect A3: The Environment and Natural Resources 層面A3：環境及天然資源	General Disclosure 一般披露	Practitioner of Green Operation 綠色營運踐行者
	A3.1	
Aspect A4: Climate Change 層面A4：氣候變化	General Disclosure 一般披露	Practitioner of Green Operation 綠色營運踐行者
	A4.1	
Aspect B1: Employment 層面B1：僱傭	General Disclosure 一般披露	Pursuer for Companions and Win-win Results 同行共贏奉行者
	B1.1	
	B1.2	
Aspect B2: Health and Safety 層面B2：健康與安全	General Disclosure 一般披露	Pursuer for Companions and Win-win Results 同行共贏奉行者
	B2.1	
	B2.2	
	B2.3	
Aspect B3: Development and Training 層面B3：發展及培訓	General Disclosure 一般披露	Pursuer for Companions and Win-win Results 同行共贏奉行者
	B3.1	
	B3.2	
Aspect B4: Labour Standards 層面B4：勞工準則	General Disclosure 一般披露	Pursuer for Companions and Win-win Results 同行共贏奉行者
	B4.1	
	B4.2	

- Conveying Care at Workplace
- 傳遞職場關懷

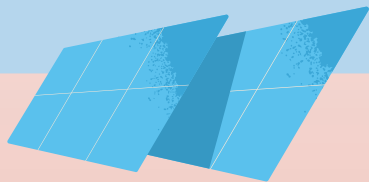
- Promoting Employees Development
- 助力員工成長

- Compliance Employment
- 合規僱傭

Environmental, Social and Governance 環境、社會及管治

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Disclosure Requirements 披露要求		Chapter 報告章節
Aspect B5: Supply Chain Management 層面B5：供應鏈管理	General Disclosure 一般披露	Guardian of Food Safety and Product Quality 食安精品守護者 <ul style="list-style-type: none"> Strengthening Supply Chain Management 強化供應鏈管理
	B5.1	
	B5.2	
	B5.3	
Aspect B6: Product Responsibility 層面B6：產品責任	General Disclosure 一般披露	Guardian of Food Safety and Product Quality 食安精品守護者 <ul style="list-style-type: none"> Creating Quality Food with Sincerity 誠心成就食物質量 Considerately Improving Customer Experience 貼心提升客戶體驗
	B6.1	
	B6.2	
	B6.3	
Aspect B7: Anti-corruption 層面B7：反貪污	General Disclosure 一般披露	About Us 關於我們 <ul style="list-style-type: none"> Anti-corruption 反貪污
	B7.1	
	B7.2	
Aspect B8: Community Investment 層面B8：社區投資	General Disclosure 一般披露	Pursuer for Companions and Win-win Results 同行共贏奉行者 <ul style="list-style-type: none"> Repaying Society Gracefully 感恩反饋社會
	B8.1	
	B8.2	



奈雪
的茶