



百果園 P A
G D A

好吃為本

Deliciousness as the Essence

環境、社會與管治報告
Environmental, Social and Governance Report

2022

目錄

CONTENTS

2 關於本報告
About this Report

4 董事長致辭
Chairman's Statement

10 關於百果園
About Pagoda

17 第1章 好吃為綱，驅動可持續發展
Chapter 1 "Deliciousness" as the
Cornerstone, Driving Sustainable Development

44 第2章 好吃為上，堅守食品安全與營養
Chapter 2 "Deliciousness" as the Brilliance,
Ensuring Food Safety and Nutrition

77 第3章 好吃為伴，共建可持續產業鏈
Chapter 3 "Deliciousness" as the Partner,
Jointly Building a Sustainable Industry Chain

99 第4章 好吃為根，打造綠色生態化運營模式
Chapter 4 "Deliciousness" as the Foundation,
Creating a Green and Ecological Operation Model

134 第5章 好吃為人，成就員工幸福人生
Chapter 5 "Deliciousness" for the People,
Contributing to the Wellbeing of Employees

158 第6章 好吃為公，助力共同富裕
Chapter 6 "Deliciousness" for the
Public, Promoting Common Prosperity

166 附錄
Appendix



關於本報告 ABOUT THIS REPORT

報告概況

本報告是深圳百果園實業(集團)股份有限公司發佈的首份《環境、社會及管治報告》(以下簡稱「ESG報告」)，系統闡述公司在ESG管理、產品責任、環境保護、員工權益、供應鏈管理、社會公益等方面的實踐情況及相關績效，幫助利益相關方更加清晰、直觀及透明地了解公司的ESG表現。

報告指引

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

報告原則

ESG報告的編製遵守以下匯報原則：

- **重要性**：本報告在編製過程中識別重要利益相關方，以確保利益相關方關注的事件和信息均有披露。
- **量化**：本報告採用量化數據的方式展現環境與社會層面的關鍵績效指標，並附帶說明，以闡述其目的和影響。
- **平衡**：本報告遵循平衡原則，全面地呈報本公司的ESG表現，避免造成利益相關方解讀或判斷的偏差。
- **一致性**：本報告中已披露統計方法，後續年度將採用與本報告保持一致的統計方法。

時間範圍

本報告時間跨度為2022年1月1日至2022年12月31日，部份內容往前後年度適度延伸。

REPORT OVERVIEW

This report is the first *Environmental, Social and Governance Report (the ESG report)* issued by Shenzhen Pagoda Industrial (Group) Corporation Limited, which systematically describes the Company's practices and performance in ESG management, product responsibility, environmental protection, employee rights and interests, supply chain management, social welfare, etc., and helps stakeholders understand the Company's ESG performance more clearly, intuitively and transparently.

REPORTING GUIDELINES

This report has been prepared in accordance with Appendix 27 "*Environmental, Social and Governance Reporting Guide (the "ESG Reporting Guide")*" of the Listing Rules of The Stock Exchange of Hong Kong Limited (the "Stock Exchange").

REPORTING PRINCIPLES

The ESG report is prepared in accordance with the following reporting principles:

- **Materiality**: This report has been prepared by the identification of material stakeholders to ensure that stakeholder concerns and information are disclosed.
- **Quantitative**: This report presents environmental and social KPIs using quantitative data, along with descriptions to illustrate their purposes and impacts.
- **Balance**: This report follows the principle of balance in presenting the Company's ESG performance in a comprehensive manner that avoids bias in the interpretation or judgment of stakeholders.
- **Consistency**: The statistical methods have been disclosed in this report and will be used in subsequent years in a manner consistent with this report.

TIME RANGE

This report covers the period from January 1, 2022, to December 31, 2022, with some modest extensions to prior and subsequent years.

關於本報告 ABOUT THIS REPORT

報告範圍

本報告涵蓋深圳百果園實業(集團)股份有限公司(以下簡稱「百果園」、「集團」、「公司」或「我們」), 以及其主要附屬公司:

- 廣東百果園果製品有限公司, 以下簡稱「果製品」
- 海陽津成泰農產品發展有限公司, 以下簡稱「海陽津成泰」
- 江西王品農業科技開發有限公司, 以下簡稱「江西王品」
- 海南王品農業科技開發有限公司, 以下簡稱「海南王品」
- 百果農資(青島)有限公司, 以下簡稱「百果農資」
- 深圳市百果種業有限公司, 以下簡稱「百果種業」
- 優果聯品牌管理有限公司, 以下簡稱「優果聯」

數據來源

本報告所引用財務數據來源於經過審計的深圳百果園實業(集團)股份有限公司年報, 其他數據來源於公司的公開信息、內部正式文件和相關統計。如無特殊說明, 報告中涉及的貨幣金額均以人民幣為計量單位。

報告獲取方式

本報告以繁體中文、英文兩種文字發佈, 在文本理解發生歧義時, 請以繁體中文文本為準。您可在香港交易所網站(<https://www.hkexnews.hk/index.htm>)及本公司網站(<https://www.pagoda.com.cn/>)查閱下載本報告的電子文檔, 若需獲取紙質版報告, 或對本報告有任何疑惑、建議和意見, 您可以直接聯繫我們。

REPORTING SCOPE

This report covers Shenzhen Pagoda Industrial (Group) Corporation Limited (“Pagoda”, the “Group”, the “Company” or “We”) and its principal subsidiaries:

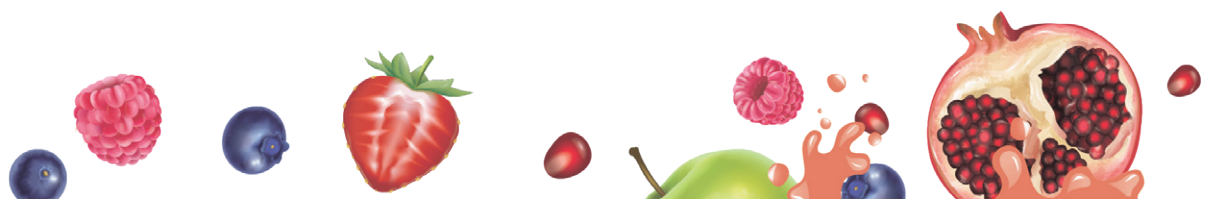
- Guangdong Pagoda Fruit Products Co., Ltd (“Fruit Products”)
- Haiyang Chiang Mai Thai Agri-products Co., Ltd. (“Haiyang Jinchengtai”)
- Jiangxi Wangpin Agricultural Technology Development Co., Ltd. (“Jiangxi Wangpin”)
- Hainan Wangpin Agricultural Technology Development Co., Ltd. (“Hainan Wangpin”)
- Baiguo Agricultural Means (Qingdao) Co., Ltd (“Baiguo Agricultural Means”)
- Shenzhen Pagoda Seeds Co., Ltd (“Pagoda Seeds”)
- Youguolian Brand Management Co., Ltd (“Youguolian”)

DATA SOURCE

The financial data quoted in this report are obtained from the audited annual report of Shenzhen Pagoda Industrial (Group) Corporation Limited. Other data is sourced from the Company’s public discourse, internal official documents and relevant statistics. Unless otherwise specified, all monetary amounts reported are measured in RMB.

REPORT ACCESS

This report is published in both traditional Chinese and English. In the event of a discrepancy between the two languages, the traditional Chinese version shall prevail. You may view and download this report electronically from the websites of the Stock Exchange (<https://www.hkexnews.hk/index.htm>) and the Company (<https://www.pagoda.com.cn/>). If you need a paper copy of this report, or have any question, suggestion and comment on this report, you can feel free to contact us directly.



CHAIRMAN'S
STATEMENT
董事長致辭

百果園董事長
Chairman of Pagoda

余惠勇
Yu Huiyong



百果園：好吃為本，在無人區堅守長期主義

近些年，持續劇變的宏觀環境危機重重，但人類在諸多富有挑戰性的領域，如緩解氣候變化、改善環境、解決糧食危機等應對上收效甚微。國家層面連續發佈碳達峰和破中和、鄉村振興等一系列頂層戰略目標，越來越多的中國企業正加入實踐，輸出自己的解決方案。

水果與其它商業化產品不同，自人類採集時代就已出現，是永恒的綠色健康產業，但水果零售卻被現代商業理論論證為一門不可能做成的生意。22年前，我們立下宏願「讓天下人享受水果好生活」，選擇走入「無人區」，創立百果園，成功開拓水果專營連鎖模式。之後，我們不曾停止過探索與創造，在中國農業的特定環境和發展階段，打造出水果產業互聯網模式。

Pagoda: “Deliciousness” as the essence, staying true to long-termism in the “No Man’s Land”

Recent years have seen the increasingly volatile macro-environment more riskful, but humanity has had little success in responding to such a great number of challenges, such as mitigating climate change, improving the environment, and addressing the food crisis. A series of top strategic goals, such as carbon peaking, carbon neutrality, and rural revitalization, has been released at the national level and more and more Chinese companies are joining the practice and providing their solutions.

Unlike other commercial products, fruit has been around since the days of human gathering and is a timeless green and healthy industry. However, fruit retailing has been proven by modern business theory to be an impossible business. Twenty-two years ago, we made the ambition of “allow everyone enjoy life with delicious”. To that end, we went into “No Man’s Land” by founding Pagoda and successfully developed the fruit franchise chain model. Since then, we have kept exploring and creating the fruit industry Internet model in the specific environment and development stage of Chinese agriculture.

董事長致辭

CHAIRMAN'S STATEMENT

在黨的二十大報告中，習總書記指出，「我們要加快發展方式綠色轉型，實施全面節約戰略，發展綠色低碳產業，倡導綠色消費，推動形成綠色低碳的生產方式和生活方式。」鑒於行業特性，百果園是天生的「綠色低碳」公司。幾個月前，我在百果園上市儀式深圳分會場做了名為「天下公器為天下」的主題分享，回顧百果園所做到的「為天下」，再次梳理確認了百果園三大目標，以及在水果行業三大增長曲線構想上的取捨與踐行。我們以始終不變的耐心與毅力，繼續融入生態文明建設，謀求人與自然和諧共生，推動可持續發展。

In the report to the 20th National Congress of CPC, General Secretary Xi Jinping pointed out that “We should accelerate the green transformation of development by implementing conservation strategies on all fronts, developing green and low-carbon industries, advocating green consumption, and further driving the green and low-carbon mode of production and lifestyle”. Given the nature of the industry, Pagoda is born as a “green and low-carbon” company. A few months ago, I shared a topic titled “Benefit for All” at the Shenzhen branch of the Pagoda IPO ceremony, reviewing what Pagoda had done “For all” and once again sorting out and confirming Pagoda’s three major goals and the trade-offs and practices on the three major growth curve ideas in the fruit industry. With unchanging patience and perseverance, we will stay on the path to the construction of ecological civilization, seek harmonious coexistence between human beings and nature, and thus promote sustainable development.

有賴於「長期主義」以及系統化的應變能力，我們的ESG戰略在如下方面有所作為：

Thanks to our “long-termism” and systematic resilience, our ESG strategy works in the following areas:

管治

目前，我們已新建立了ESG內部治理架構體系，將ESG管理績效納入對各基礎業務的年度考核中，同時匹配激勵機制，以切實做到經濟效益與社會效益、短期利益與長遠利益的平衡發展，自身發展與社會發展相互協調。二十多年來，我們堅持擁抱長期主義文化——「義利文化」，將「義字放前，利字放後」，用「義利文化」引導經營與管理，不然百果園走不到今天。我們相信只有在這樣共通的價值理念之下，為長遠考慮，發揮每一個公司或者個體的創造性，才能強化我們的風險管控及機遇把握能力，才能達到整個生態圈蓬勃生機的發展。

GOVERNANCE

At present, we have established a new internal governance system for ESG. That means incorporating ESG management performance into the annual assessment of each basic business while matching the incentive mechanism. That is how we can achieve a balanced development between economic and social benefits, short-term and long-term interests, and individual development and social development. For more than 20 years, we have been embracing the culture of long-termism - “righteousness and profit culture”, prioritizing the “righteousness”. It is the “righteousness and profit culture” that guides our management and makes Pagoda this far. We believe that only bearing in mind such a common value of long-termism and bring into play the creativity of each company or individual can we strengthen our risk management and grasp every opportunity, so that we can achieve the dynamic development of the entire ecosystem.



董事長致辭

CHAIRMAN'S STATEMENT

產品與服務

我們一直致力於為顧客提供高於行業標準的產品與服務。我們相信「好吃」是檢驗水果的首要標準，因為「好吃」的才是營養的、才是安全的、才是生態的。十多年來，我們持續探索現代化生產管理與預測模型，協同農技專家，指導推行生態化種植技術，提升水果品質和營養。我們按照「四度一味一安全」建立了全品類果標體系和果品標準分級銷售體系，讓顧客明明白白買到好吃水果。為了讓顧客更便捷購買到水果，我們憑藉自身貼近社區優勢，研發並打造出「線上線下一體化+店倉一體化」模式，「及時達+次日達」多場景、高滲透直達顧客生活圈。水果是自然產物，沒辦法確保每個果品都沒有瑕疵，為此我們推出了信任服務體系「三無退貨」（無小票、無實物、無理由可退貨），為數千萬顧客構建了一個沒有後顧之憂的消費場景。百果園「三無退貨」引領和改變著水果生鮮行業的行事標準，成為了「中國式信任」的代表。

PRODUCTS AND SERVICES

We have always been committed to providing our customers with products and services above the industry standard. We believe that “delicious” is the primary criterion for fruits, as “delicious” is nutritious, safe and ecological. For more than a decade, we have been exploring modern production management and forecast models. To that end, we are working with agronomic experts to guide the implementation of ecological planting techniques. That is how we can improve fruit quality and nutrition. We have established a full range of fruit standard system and a fruit standard grading sales system based on sweetness and sourness, freshness, crispness, softness, flavor and safety, so that customers can buy delicious fruits clearly. In order to make it more convenient for customers to buy fruits, we have developed and built the “online and offline integration + store and warehouse integration” model and the “timely delivery + next day delivery” multiple scenes leveraging our advantages of being close to the community. This enables the Group to reach customers’ life circle more directly. Fruit is a natural product, and there is no way to ensure that every fruit is free of defects, so we have launched a trustworthy service system “Instant refund” (consumers can return goods if there is no receipt, no physical goods, or without reason). This has built a worry-free consumption scenario for tens of millions of consumers. Pagoda’s “Instant refund” service has led and changed the standard of conduct in the fresh fruit industry, becoming a representative of “Chinese trust”.



董事長致辭

CHAIRMAN'S STATEMENT

加盟商

百果園與加盟商是「一損俱損，一榮俱榮」的命運共同體。疫情最艱難時刻，全國幾千家加盟店仍在堅持營業，還發起百日攻堅戰「為國賣菜」，堅持不漲價，持續保供，獲得了市民認可和社會好評，成為了社區最後亮著的「明燈」。事實上，加盟連鎖對各類企業來說都是非常大的考驗，我們希望維持的是加盟商長期穩定的利益，而不是讓大家短期「薅羊毛」。所以，我們為加盟商提供了非常完備的支撐體系，包括標準化和規範化的直採體系，品控採後研發及配送支持，全方位運營管理體系，培訓輔導，營銷宣傳支持及各類幫扶政策等。因為一開始就抱定「命運共同體」的初心，我們與加盟商在「共同事業」中也結下了一段段良緣。

環境

過往幾十年追求產量的中國農業種植業正面臨土壤退化的嚴峻挑戰。我們在行業內率先發起成立優果聯，提供水果種植技術支持，指導全國各地的招牌果特約供貨基地進行生態化改良。我們還引入了BLOF生態和諧型理論和技術體系，BLOF體系擁有對環境友好、成效顯著的土壤改良方式。我們始終持續探索和推進幫助生產資料以最佳形態回歸土壤，滋養土壤，促成土壤環境回覆良好生態。除了在行業上游通過生態化技術指導種植，嚴控廢棄物產生，我們在下游端努力提高可生物降解包裝材料比重，減少包裝材料污染對環境的影響。此外，我們通過系統性的倉配體系規劃及日常精細化運營，在全鏈路上能耗相對高的冷庫能源使用上，也實現了單位能耗低於行業平均水平。

FRANCHISEE

Pagoda and franchisees are of a community sharing "both loss and glory". Braving the toughest time of the pandemic, thousands of franchised stores across the country remained open and also launched a 100-day campaign to "sell vegetables for the country". That means holding down prices and securing supply, which won public recognition and social praise, and enabled the Group to ignite the last "bright light" in the community. In fact, the franchise chain is a very big test for all types of enterprises. We hope to maintain the long-term stability of the interests of franchisees, rather than let everyone "seeking short-term benefits". Therefore, we provide a sound support system for franchisees, including the standardized direct sourcing system, research and development and distribution support after quality control for procurement, a full range of the operational management system, training and counseling, marketing and publicity support and various types of support policies. Staying true to the initial intention of "community with a shared future", we have formed a good relationship with our franchisees in the "common business".

ENVIRONMENT

China's agricultural farming industry, which has pursued yield in past decades, is now facing a serious challenge of soil degradation. We were the first in the industry to initiate Youguolian, which provides technical support for fruit cultivation and guides ecological improvement of special supply bases of signature fruits across the country. We have also introduced the BLOF ecologically harmonious theory and technology system, which has an environmental-friendly and effective approach to soil improvement. We continue to explore and promote the return of production materials to the soil in their best form, nourishing the soil and returning it to an ecologically sound environment. In addition to strictly controlling waste generation by guiding cultivation through ecological technology in the upstream of the industry, we are working to increase the proportion of biodegradable packaging materials in the downstream for the sake of reducing the environmental impact of packaging material pollution. Meanwhile, thanks to our systematic planning of the warehouse and distribution system and daily refinement of the operation, we have achieved a lower energy consumption per unit than the industry average in the use of energy in cold storage, which is a relatively high energy consumption in the whole chain.



董事長致辭

CHAIRMAN'S STATEMENT

員工發展

我們一直認為員工的引進和培育，如同栽種果樹，不僅要提供合適的土壤和環境、精心呵護，還不能急功近利，要給員工足夠的時間、空間去適應和生長。我們架構起以好果子大學堂為核心的全方位培訓體系，數千門「專業力」和「領導力」課程，通過三大智慧平台知鳥、知識庫、智慧幣及各區域培訓中心，可滲透至經營管理各環節和崗位。2022年，百果園開始推行「四個一」工程，帶領全體百果園人在「動、靜、善、學」四個層面精進，截止年底已產生20多萬打卡貼，不少員工在「身體好、家庭好、事業好」上取得長足進步。

扶貧與公益

我們重視企業社會責任，響應國家農業農村戰略，積極發揮自身產業鏈優勢，「一肩挑兩民」。自2018年起，我們啟動「百果百縣」戰略，在扶貧基地組織生產，向當地果農傳授先進種植知識，幫助他們種出好水果並保障其銷路，以提升收入。在疫情期間，百果園聯合生態內夥伴發起「春暖花開」公益行動，助力醫療一線、社區困難群眾等，後續實現常態化捐贈，截至2022年底，累計行動80餘次。2021年起，我們還持續開展關愛留守兒童公益活動，聯手佳沛為貧困山區兒童建設多媒體教室，為教育事業助力。

EMPLOYEE DEVELOPMENT

We have always believed that the introduction and cultivation of employees are like planting fruit trees. That means not only providing the right soil and environment and taking good care of them, but also giving them enough time and space to adapt and grow. We have built up a comprehensive training system with the core of Good Fruit School (好果子大學堂), making thousands of “professionalism” and “leadership” courses accessible to all aspects of business management and positions through the three intelligent platforms ZhiBird (知鳥), KnowledgeBase (知識庫), SmartCoin (智慧幣) and regional training centers. In 2022, Pagoda began to implement the “Four Ones (四個一)” project, leading all Pagoda people to refine in the four levels of “movement, stillness, goodness and learning”. By the end of the year, more than 200,000 card stickers have been generated, and many employees have made great progress in “good health, happy family and successful career”.

POVERTY ALLEVIATION AND PUBLIC WELFARE

We attach importance to corporate social responsibility by responding to the national agricultural and rural strategy and playing the advantages of our industrial chain, demonstrating our commitment to “farmers and citizens on one shoulder (一肩挑兩民)”. Since 2018, we have launched the strategy themed “One Hundred Fruits and One Hundred Counties” to organize production at poverty-stricken bases and teach local fruit farmers advanced cultivation knowledge. This aims to help them grow good fruits and secure their marketing to boost their income. During the pandemic, Pagoda, joining hands with eco-partners launched the “Spring Blossoms” public welfare initiative to help people in need in the medical frontline and community and subsequently made regular donations, with more than 80 initiatives recorded by the end of 2022. Since 2021, we have carried out public welfare activities to care for left-behind children. We joined hands with Zespri to build multimedia classrooms for children to help the development of education in impoverished mountainous areas.

董事長致辭

CHAIRMAN'S STATEMENT

未來展望

內外時機漸趨成熟，2022年我們正式宣佈「做大農業」。百果園及生態內公司將一如既往的遵循「天人合一，道法自然」理念，聯動各環節，以品牌拉動銷售，以銷售拉動生產，以生產帶動技術體系、生產資料和環境保護，進而為大農業生態貢獻更多、更持久的力量。我們將堅持在如下ESG領域付出努力：

主動應對氣候變化，守護地球；

切實制定和執行節能減排目標；

減少化肥及農藥對環境的影響，以及提升廢棄物管理；

保障食品安全，為顧客提供更多健康、綠色產品，以及營養的、可持續的食品選擇；

優化終端配送及提升顧客滿意度，讓自然美味惠及更多人羣；

創造良好的工作環境，保障員工健康與安全；

進行供應商可持續能力評估；

以義利文化作導向，持續進行社區投資，擴大公益行動範疇。

我們將不斷奉獻自己的力量，兌現我們的承諾，也將持續進行ESG成效評估，擁抱變化，升級ESG落地體系，讓好吃在世界上更多角落綻放，讓天下人都有更美好的生活！

PROSPECTS

The time was ripe, both internally and externally, for us to formally announce "bigger agriculture" in 2022. As always, Pagoda and the ecological companies will follow the concept of "harmony between heaven and man, the law of nature". That means connecting the links, driving sales with the brand, facilitating production with sales, and promoting the technical system, production materials and environmental protection through production. That is how we can contribute more power to the large sustainable agricultural ecology. We will continue our efforts in the following ESG areas:

Proactively addressing climate change and guarding the planet;

Effective development and implementation of energy conservation and emission reduction targets;

Reducing the impact of chemical fertilizers and pesticides on the environment and improving waste management;

Ensuring food safety and providing customers with more healthy and green products as well as nutritious and sustainable food choices;

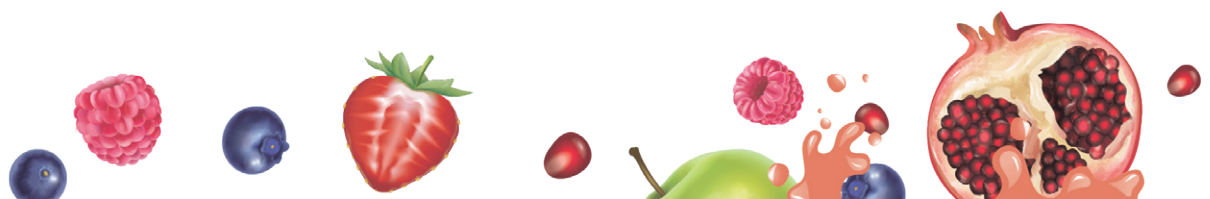
Optimizing terminal distribution and enhancing customer satisfaction, so that the natural taste benefits more people;

Creating a good working environment and safeguarding the health and safety of employees;

Conducting supplier sustainability assessments;

Investing more in the community orienting to righteousness and profit culture and expanding the scope of our philanthropic initiatives.

We will continue to dedicate ourselves to fulfill our commitment. Meanwhile, we will evaluate the effectiveness of ESG on a going concern basis, embrace changes, and upgrade the ESG implementation system, so that deliciousness can bloom in more corners of the world, and everyone can enjoy a better life!



關於百果園 ABOUT PAGODA

深圳百果園實業(集團)股份有限公司(股票代碼: 2411.hk), 於2001年在深圳成立, 是一家集水果採購、種植支持、採後保鮮、物流倉儲、標準分級、營銷拓展、品牌運營、門店零售、信息科技、科研教育於一體的大型連鎖企業, 是中國最大的水果零售經營商。我們於2023年1月在中國香港證券交易所主板上市。

一生只做一件事, 一心一意做水果, 百果園致力於做更好吃的水果的同時, 銷售果乾、果汁等果製品。2022年, 我們的營業收入達到113.12億元。

百果園成立21年以來已形成一個全國性的貼近社區、線上線下一體化及店倉一體化的水果專營零售網絡, 成為消費者的信任之選。截至本報告期末, 我們的全國倉儲網絡在中國設有29個初加工配送中心, 其中16個為自營, 13個由區域代理按照百果園要求運營。我們的門店數量已超過5,600家, 覆蓋22個省份, 140餘座城市。

我們充分介入上下游產業鏈, 從種植基地源頭保障果品品質安全; 通過成熟管理體系和科學採摘技術, 確保水果最佳口感和風味; 通過從產地到配送到門店銷售實現冷鏈控制, 全面鮮度經營保障水果新鮮、好吃; 通過嚴格執行五大運營標準體系, 確保果品分級標準的落實, 力求「做更好吃的水果」。

Shenzhen Pagoda Industrial (Group) Corporation Limited (stock code: 2411.hk), established in Shenzhen in 2001, is a large chain enterprise integrating fruit procurement, planting support, post-harvest preservation, logistics and warehousing, standard grading, marketing development, brand operation, store retail, information technology and research and education. The Group is the largest fruit retail operator in China. We were listed on the Main Board of the Hong Kong Stock Exchange in the PRC in January 2023.

Staying true to the concept of doing only one thing in life and single-mindedly making the best fruit, we are dedicated to making better tasting fruits and selling dried fruits, juices and other fruit products. In 2022, our revenue reached RMB11.312 billion.

Since our establishment 21 years ago, Pagoda has now formed a nationwide fruit franchise retail network that is close to communities, integrated online and offline, and integrated with stores and warehouses. This contributes to the Group for becoming the trusted choice of consumers. As of the end of the Reporting Period, our national warehousing network had 29 primary processing and distribution centers in China, of which 16 were self-operated and 13 were operated by regional agents in accordance with the requirements of Pagoda. We have more than 5,600 stores in over 140 cities of 22 provinces.

We fully intervene in the upstream and downstream industry chain to ensure the quality and safety of fruits from the source of the plantation base. Meanwhile, we ensure the best taste and flavor of fruits through the mature management system and scientific picking technology. We also guarantee the freshness and deliciousness of fruits through cold chain control from the place of origin to distribution and to sales in the store. Moreover, we ensure the implementation of fruit grading standards by strictly complying with the five operation standard systems. All these efforts aim to make the Group to “make better tasting fruits”.

關於百果園 ABOUT PAGODA



全球基地
Global bases

從源頭保障果品品質安全

Guarantee fruit quality and safety from the source



科學採摘
Strict standards

成熟度管理，適時採收確保水果最佳口感風味

Maturity management enables timely harvesting to ensure the best taste and flavor of fruit



冷鏈保鮮
taste and flavor of fruit

從產地到配送到門店銷售冷鏈控制、全面鮮度經營保障水果新鮮、好吃

Cold chain control from the place of origin to distribution and to sales in the store and comprehensive freshness management to ensure that we offer fresh and delicious fruits



嚴格標準
Strict standards

嚴格執行五大運營標準體系，確保果品分級標準的落實

Strictly implement five operation standard systems to ensure the compliance with of fruit grading standards

我們堅持為顧客提供「好吃」這一核心價值，堅定「好吃的才是營養的，好吃的才是安全的，好吃的才是生態的」的負責任追求，設立了中國首套基於口感的水果產品果品質量分級體系，讓消費者清晰分辨果品差異，提升優質果品競爭力。我們已成功向市場推出31個中國獨家分銷的招牌及A級自有產品品牌。

We insist on providing customers with the core value of "delicious" and firmly believe in the responsible pursuit of "delicious fruit must be those nutritious, safe and ecological". To that end, we have set up China's first fruit quality grading system based on taste. It allows consumers to clearly distinguish the differences between fruits and thus enhances the competitiveness of high-quality fruits. We have successfully introduced 31 Excellent (招牌) and Grade A private label brands to the market with exclusive distribution in China.



關於百果園 ABOUT PAGODA

我們對標聯合國可持續發展目標(SDGs)，建立並逐步完善公司可持續發展體系，以公司帶動行業，為環境和社會帶來更多價值。成立21年，我們致力於帶動各利益相關方朝著可持續發展方向奮勇前行，堅持「讓天下人享受水果好生活」這一偉大使命；堅守家文化，帶領全體員工共同追求身體好、家庭好、事業好的圓滿人生；與加盟商結成一榮俱榮、一損俱損的命運共同體；與志同道合的合作夥伴帶動產業鏈上下游企業協同發展；愛護生態環境，敬畏自然；並積極投入鄉村振興和公益事業。未來，我們繼續秉持「天下公器為天下」的價值理念，以此謀求公司的持續、穩健、永續的發展，推動中國果業實現高質量發展，為中國製造打造良心「好吃」的百年品牌。

To align with the Sustainable Development Goals (SDGs) of the United Nations, we have established and improved our sustainable development system, so that we can bring more value to the environment and society by leading the industry. In the past 21 years since our establishment, we have been committed to driving all stakeholders to move forward to sustainable development. Working as a strong champion of the great mission of "allow everyone enjoy life with delicious", we adhere to the family culture by leading all employees to pursue a life of good health, happy family and successful career. Pagoda and franchisees has formed a community sharing "both loss and glory". The Group has also been working with like-minded partners to promote the development of upstream and downstream enterprises in the industry chain, to protect the ecological environment and respect nature, and to contribute to the rural revitalization and public welfare. In the future, we will continue to uphold the value concept of "benefits for all". That means seeking sustained, sound and sustainable development of the Company, for the sake of promoting the high-quality development of China's fruit industry and create a "delicious" century brand with conscience for the Chinese manufacturing.

關於百果園 ABOUT PAGODA

關鍵績效：

2022年，營業收入達**113.12**億元；

21年品牌信任；

消費一次及以上會員量超過**7,400**萬人；

全國連鎖門店超過**5,600**家，覆蓋**140**餘座城市；

Key performance:

Revenue of RMB**11.312** billion in 2022;

21 years of brand trust;

More than **74** million members with one or more purchases;

More than **5,600** chain stores nationwide, covering more than **140** cities;

百果園的成長之路

JOURNEY OF GROWTH OF PAGODA

2002

首家百果園門店在深圳開業
First Pagoda store was opened in Shenzhen, China

2009

正式推出「三無退貨」服務標準
We launched "Instant Refund (三無退貨)" service standards

2016

手機App百果園正式上線，開啟全新水果電商業態；
We launched our mobile App "Pagoda (百果園)", initiating a new fruit e-commerce business model; 百果園獲得國家工商行政管理總局授予的中國馳名商標認證
"Pagoda (百果園)" was recognized as a China Well-Known Trademark (中國馳名商標) by National General Administration for Industry and Commerce (國家工商行政管理總局)

2019

推出百果園大生鮮戰略，宣佈進入生鮮市場，將業務擴展至生鮮零售
We launched the Pagoda quality fresh food strategy (百果園大生鮮戰略), announcing our entry into the fresh market, to expand our business to fresh retail

2021

榮獲農業農村部、國家發展和改革委員會、商務部、中國人民銀行、國家稅務總局、中國證監會及中國全國供銷合作總社聯合授予全國農業產業化龍頭企業稱號
We were awarded the National Leading Company of Agricultural Industrialization jointly by the Ministry of Agriculture and Rural Affairs of the People's Republic of China, NDRC, MOFCOM, PBOC, State Taxation Administration, CSRC and All China Federation of Supply and Marketing Cooperatives

2001

百果園在深圳註冊成立
Pagoda was established in Shenzhen

2008

「網上百果園」上線，進一步拓展網絡銷售渠道
We launched the "Online Pagoda (網上百果)", further expanding online sales channels

2013

率先於國內建立並推出以口感為導向的水果質量分類體系
We established and launched the flavor-oriented fruit quality classification system, which is a first of its kind in China

2017

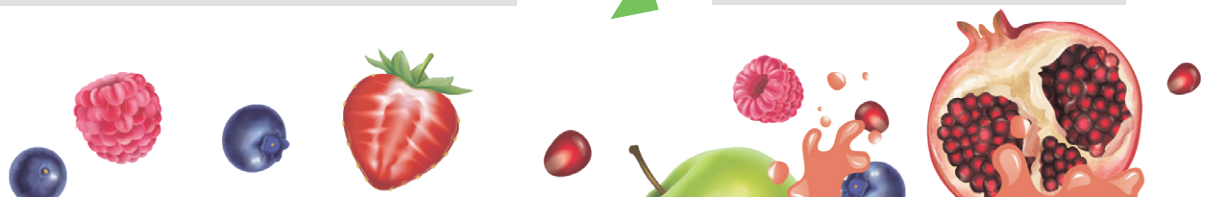
線上採購交易平台上線，打造行業級供應商交易平台；收購果多美商標，實現多渠道品牌運營
We launched an online procurement trading platform, a transaction platform aimed for specializing for suppliers of the fruit industry; We acquired the "Guo Duo Mei (果多美)" trademark, achieving multichannel brands operation

2020

推出「熊貓大鮮」，作為公司其他新鮮食品的品牌名
We launched "Panda.F (熊貓大鮮)" as the brand name for our Company's other fresh groceries

2022

2022年中國服務品牌100強
Top 100 Service Brands in China in 2022



關於百果園 ABOUT PAGODA

企業文化

CORPORATE CULTURE

使命 Mission

讓天下人享受**水果好生活!**
Allow everyone enjoy **life with delicious!**

成為全球最偉大的**現代農業生態**公司。
To be the world's greatest **modern agro-ecological** company.

第一·為顧客提供好吃不貴的愉悅體驗。
First, provide consumers with a "delicious and affordable" pleasant experience.

第二·創造更大發展平台·助力員工實現三好人生。
Second, create a bigger development platform and help employees to realize their "Three Goods (三好)" lives.

第三·與合作夥伴共同進步·促進水果產業健康發展。
Third, make progress together with our partners and promote the healthy development of the fruit industry.

第四·永續經營·為股東帶來合理匯報。
Fourth, operate in perpetuity and bring reasonable returns for shareholders.

願景 Vision

核心價值觀 Core values

立**宏願**、能**善解**、恒**義利**、勇**精進**、有**成果**。
To be **ambitious**, **considerate**, constant in **righteousness and profit**, **courageous and refined**, and **fruitful**.

為顧客提供**好吃**不貴的愉悅體驗。
Provide customers with a pleasant experience that is **delicious** and affordable.

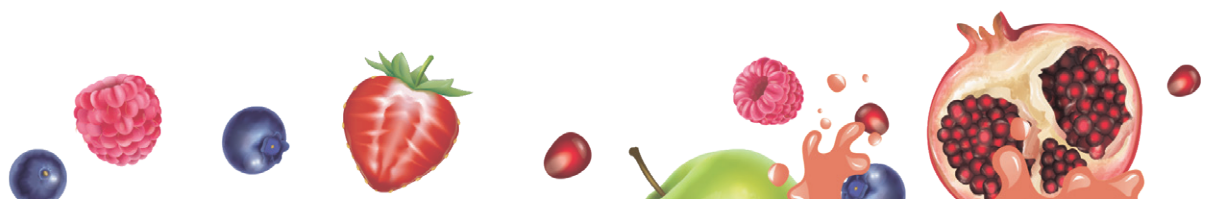
戰略 Strategy

關於百果園 ABOUT PAGODA

2022 亮點 ESG 績效

2022 ESG PERFORMANCE HIGHLIGHTS

<p>連鎖規模 全國共5,632家連鎖門店，讓顧客能更方便採購到安全、好吃的水果</p> <p>Chain size A total of 5,632 chain stores nationwide, making it easier for customers to source safe and delicious fruit</p>	<p>鮮度經營 全鏈路鮮度管理，守好食品安全生鮮線</p> <p>Freshness management Full-chain freshness management, guarding freshness line for food safety</p>	<p>深度試吃 30+萬人參與，收到試吃報告5+萬份</p> <p>In-depth tasting 300,000+ people participated, with 50,000+ tasting reports received</p>
<p>品類品牌 向上游輸出30+款優質水果品質標準，900+萬會員嘗到「好吃」</p> <p>Category brands Exporting 30+ quality fruit standards to upstream, 9+ million members reported a "delicious" taste</p>	<p>技能培訓 開通7,154門線上課程及多數線下課程，憑藉知鳥、知識庫、智慧幣三個智慧學習平台為我們的員工和加盟商提供企業文化、通用技能、專業能力、領導力培訓</p> <p>Skills training We offered 7,154 online courses and most offline courses and provided training concerning corporate culture, general skills, professional competency, and leadership to our employees and franchisees through our three smart learning platforms, ZhiBird (知鳥), KnowledgeBase (知識庫), and SmartCoin (智慧幣).</p>	
<p>優質服務 2022年榮獲「中國服務品牌100強」和「深圳市315消費通和解示範企業」稱號</p> <p>Quality service We were awarded the title of "Top 100 Service Brands in China" and "Shenzhen 315 Consumer Communication and Reconciliation Demonstration Enterprise" in 2022</p>	<p>百果百縣 在全國100個貧困地區選擇100個水果品類，發揮產業鏈及技術優勢，採取產銷合作、種植基地合作等方式開展果業產業扶貧</p> <p>One Hundred Fruits and One Hundred Counties Select 100 fruit categories in 100 poverty-stricken areas across the country, take advantage of the industrial chain and technology, and carry out fruit industry poverty alleviation through production and marketing cooperation, plantation base cooperation, etc.</p>	<p>「四個一」工程 以立志為起點，分別從成人、成事、健康、和家四個層面，幫助每一位百果園人樹立奮鬥目標</p> <p>"Four ones" project Starting from the ambition, we help each Pagoda people to set up the goal from the four levels of adulthood, success, health, and family</p>



關於百果園 ABOUT PAGODA

<p>重視運營安全 全國共組織開展員工安全培訓629場次，共計12,350人次</p> <p>Focusing on operational safety We organized a total of 629 employee safety training sessions nationwide, with a total of 12,350 attendees</p>	<p>開展顧客滿意度調研 92.67%的顧客對百果園食品安全表示「較滿意」和「很滿意」</p> <p>Conducting customer satisfaction research 92.67% of customers were “satisfied” and “very satisfied” with the food safety of Pagoda</p>	<p>獲得員工信賴 榮獲中國連鎖經營協會頒發「連鎖業員工最愛公司」稱號</p> <p>Gaining employee trust We were awarded the title of “Favorite Company of Chain Industry by Employees” by Chain Store & Franchise Association (中國連鎖經營協會)</p>
<p>攜手合作夥伴開展公益 百果園攜手佳沛、怡顆莓在全國門店開展關愛山區兒童公益義賣活動。百果園門店每賣出1顆佳沛奇異果，佳沛將捐出0.1元，每賣出一盒怡顆莓，怡顆莓將捐出0.2元</p> <p>Working with partners for public welfare Pagoda joined hands with Zespri and Driscoll’s to carry out charity sales in stores nationwide for children in impoverished mountainous areas. For every one Zespri kiwi fruit sold in Pagoda stores, Zespri will donate RMB0.1; for every box of Driscoll’s sold in Pagoda stores, Driscoll’s will donate RMB0.2</p>	<p>春暖花開公益項目 聯合捐贈行動80+次</p> <p>“Spring Blossoms” public welfare project 80+ joint donation actions</p>	<p>百果義工 新組建8個區域義工小隊，註冊義工達205名，秉承「參與、互助、奉獻、進步」志願服務精神，傳播「互相幫助、助人自助、無私奉獻、不求回報」的理念</p> <p>Pagoda volunteers 8 new regional volunteer teams were formed, with 205 registered volunteers; Adhering to the voluntary service spirit of “participation, mutual help, dedication and progress”, the volunteers are committed to spreading the concept of “helping each other, helping others to help themselves, giving selflessly and without expecting returns”</p>

本章節響應的SDGs
SDGs responded to in this section



好吃為網， 驅動可持續發展

“Deliciousness” as the Cornerstone, Driving Sustainable Development

百果園可持續發展管理工作以聯合國2030可持續發展目標（SDGs）為指導，持續推動可持續發展管理融入日常運營。為實現最優資源和配置，貫徹可持續發展管理理念，我們搭建了ESG治理體系，深入參與利益相關方溝通，對可持續發展相關議題進行排序，積極推動與我們使命、願景、業務模式、專業能力最相匹配的可持續發展目標實現。同時，我們持續推進商業行為規範，構建廉潔高效、運轉流暢的管理機制，以誠信合規經營築牢公司可持續發展根基。

Guided by the 2030 Sustainable Development Goals (SDGs) of the United Nations, the sustainability management of Pagoda aims to further promote the integration of sustainability management into daily operations. In order to achieve optimal resources and allocation and to implement the concept of sustainability, we have established an ESG governance system. That means we are deeply involved in stakeholder communication and prioritize sustainability-related issues, for promoting the achievement of sustainability goals that best match our mission, vision, business model, and expertise. Meanwhile, we continue to promote the code of business conduct by building a clean, efficient and smoothly functioning management mechanism. This will help solidify the foundation of sustainability of the Company with honest and compliant operation.

第 1 章 CHAPTER 1

1.1 董事會 ESG 聲明

百果園高度認同環境、社會及管治 (ESG) 對公司長久穩健經營的重要性，建立了有效的 ESG 治理機制。董事會對 ESG 策略、管理及表現承擔最終責任，董事會檢視及批准公司的 ESG 目的、策略、優先事項、倡議及目標，以及支持目標達成的相應政策及框架。為有效管理 ESG 相關事宜，董事會已成立 ESG 委員會，主要負責指導和審閱公司 ESG 願景及策略的制定，評估和梳理 ESG 相關風險及機遇，制定 ESG 目標並檢討目標進度，審閱對外披露的 ESG 相關報告等，向董事會匯報並提出建議。

我們與利益相關方保持緊密溝通，基於外部宏觀環境和內部發展戰略，定期開展 ESG 重要性議題評估工作，董事會審閱 ESG 重要性議題評估結果。具體評估過程和結果在本報告「利益相關方溝通」和「重要性議題」小節詳述。

我們重視 ESG 風險管理，將 ESG 相關風險納入風險管理體系。同時，我們認為氣候變化帶來的風險及機遇對公司業務、戰略或財務表現具有重大影響。本報告期內，我們已從實體風險、轉型風險、潛在機遇三個方面初步識別氣候變化給公司帶來的風險與機遇，並開展應對行動。未來，我們將繼續加強氣候風險和機遇的管理能力，並積極著手應對。

本報告詳盡披露公司 2022 年 ESG 工作的進展與成效，由董事會審議通過。公司董事會及全體董事保證本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏，並對其內容的真實性、準確性和完整性承擔個別及連帶責任。

1.1 ESG STATEMENT OF THE BOARD

Pagoda highly recognizes the importance of environmental, social and governance (ESG) to the long-term sound operation of the Company and has thus established an effective ESG governance mechanism. The Board is ultimately responsible for the ESG strategy, management and performance and reviews and approves the Company's ESG objectives, strategies, priorities, initiatives and targets, as well as the corresponding policies and frameworks that support their achievement. In order to effectively manage ESG-related issues, the Board has established the ESG Committee, which is responsible for guiding and reviewing the formulation of the Company's ESG vision and strategy, assessing and reviewing ESG-related risks and opportunities, setting ESG targets and reviewing the progress, reviewing ESG-related reports disclosed to the public, and reporting to the Board and making recommendations.

We maintain close communication with our stakeholders and conduct regular ESG materiality assessments based on the external macro environment and internal development strategies. The Board reviews the results of the ESG materiality assessment. The process and results of the assessment are detailed in the "Stakeholder Communications" and "Materiality Issues" sections of this report.

We focus on ESG risk management and thus incorporate ESG-related risks into our risk management system. Meanwhile, we believe that the risks and opportunities presented by climate change can have a significant impact on the Company's business, strategy or financial performance. During the Reporting Period, we have initially identified the risks and opportunities presented by climate change in three aspects of physical risks, transition risks and potential opportunities, and carried out actions to address them. Going forward, we will further strengthen our ability to manage climate risks and opportunities and to proactively address them.

This report discloses in detail the progress and effectiveness of the Company's ESG efforts in 2022 and is considered and approved by the Board. The Board and all directors of the Company warrant that the content of this report does not contain any false or misleading statements or material omissions, and they accept individual and joint responsibility for the truthfulness, accuracy and completeness of the content hereof.

第 1 章 CHAPTER 1

1.2 ESG 治理

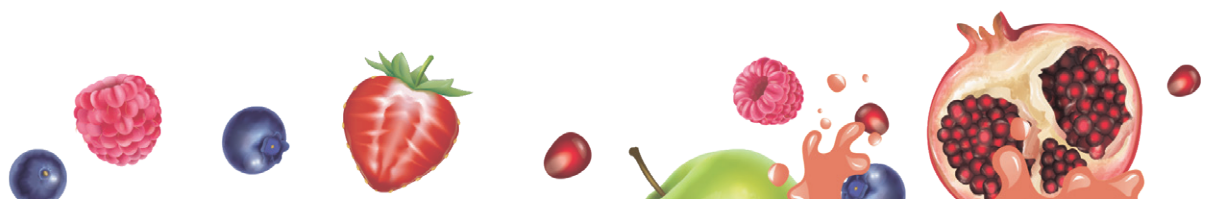
1.2.1 ESG 目標及行動方向

百果園致力於打造一個從種植到零售的綠色生態產業鏈，深信可持續性已成為新零售農業行業創新與未來發展的核心驅動力。作為負責任的企業公民，我們不僅將企業自身對環境、社會的負面影響降到最低，我們更需將可持續發展要求拓展並滲透至上下游，並竭力朝此方向奮勇前進。我們擁有豐富的果蔬種植與加工經驗，我們積極運用現有資源、技術及經驗，積極實現全產業鏈管理及數字化賦能，以實現「好吃的、健康的、生態的水果」為最終目的，對上游供應商輸出標準化品質要求及種植技術支持，對下游加盟商進行標準化運營管控。通過全面對標聯合國可持續發展目標 (SDGs)，結合百果園自身業務實際，我們抓住新時代可持續發展變革機遇，聚焦治理、食品安全、產業鏈、員工、環境及社會責任等領域，持續發力，積極回應後疫情時代內外部利益相關方對本公司的關注與期望。以下是我們的ESG目標與行動方向：





1.2 ESG GOVERNANCE

1.2.1 ESG TARGETS AND ACTIONS


Pagoda is committed to creating a green ecological industry chain from cultivation to retail and is convinced that sustainability has become the core driver of innovation and future development in the new retail agriculture industry. As a responsible corporate citizen, we shall not only minimize our negative impact on the environment and society but also expand and penetrate the sustainability requirements into the upstream and downstream. We must strive to move towards this goal. We enjoy rich experience in fruit and vegetable planting and processing, so we are making great efforts in realizing the whole industry chain management and digital empowerment by leveraging our existing resources, technology and experience. Moving towards the ultimate goal of achieving “delicious, healthy and ecological fruit”, we are exporting standardized quality requirements and planting technical support to upstream suppliers, and standardized operational control over downstream franchisees. To fully align with the Sustainable Development Goals (SDGs) of the United Nations, we are taking into account our own business reality. To that end, we are making efforts to seize the transformation opportunity of sustainable development in the new era. To be specific, we will focus on areas such as governance, food safety, industrial chain, employees, environment and social responsibility, and respond in a timely manner to the concerns and expectations of internal and external stakeholders in the post-pandemic era. Our ESG targets and actions are detailed as follows:

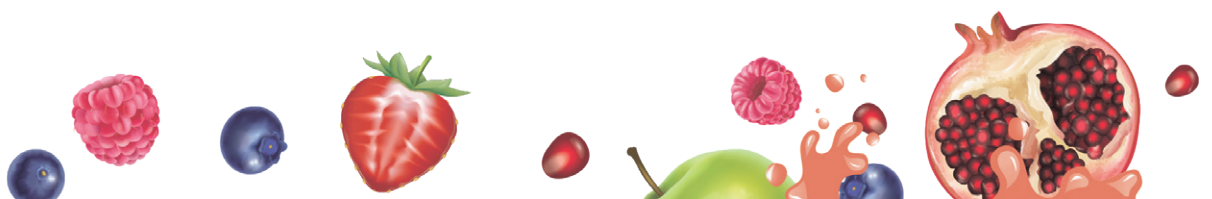


第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
   	<p>第1章 好吃為綱， 驅動可持續發展 Chapter 1 “Deliciousness” as the Cornerstone, Driving Sustainable Development</p>	<p>商業道德 Business ethics</p> <p>知識產權管理 Intellectual property management</p>	<ul style="list-style-type: none"> 誠信經營是實現業務可持續發展的基石 Integrity in business is the cornerstone of sustainable business development 尊重他人知識成果並維護自身利益是維護公司利益的重要手段 Respecting the knowledge of others and protecting one's own interests is an important tool for protecting the Company's interests 	<ul style="list-style-type: none"> ✓ 健全商業道德管理制度，形成有效的監督機制 ✓ Improve the business ethics management system and establish an effective supervision mechanism ✓ 完善知識產權管理流程，加強信息保密，規範商標品牌的使用授權 ✓ Improve the intellectual property management process, strengthen information confidentiality, and standardize the authorization of trademark brand use

第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
       	<p>第2章 好吃為上，堅守 食品安全與營養 Chapter 2 “Deliciousness” as the Brilliance, Ensuring Food Safety and Nutrition</p>	<p>食品安全與質量 Food safety and quality</p>	<ul style="list-style-type: none"> • 食品安全管理是公司立足之根本，立業之保障 • Food safety management is the foundation of the Company and the guarantee of our business • 持續的創新突破可以為公司增加營業收入 • Continued innovation and breakthroughs can increase revenue for the Company 	<ul style="list-style-type: none"> ✓ 成立食品安全委員會，取得ISO 22000 食品安全管理體系認證 ✓ Establish the Food Safety Committee and obtain the ISO 22000 food safety management system certification ✓ 建立實驗室檢測食品農藥、營養素及食品添加劑，確保食品安全 ✓ Establish a laboratory to test food pesticides, nutrients and food additives to ensure food safety ✓ 進行果品採購生理狀態研究，優化果品貨架期和保鮮貯藏以保證安全與品質 ✓ Conduct research on the physiological state of fruit procurement to ensure safety and quality by optimizing the fruit shelf life and fresh storage ✓ 研發新型果蔬產品及有機肥 ✓ Research and development of new fruit and vegetable products and organic fertilizers



第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
	第2章 好吃為上，堅守 食品安全與營養 Chapter 2 “Deliciousness” as the Brilliance, Ensuring Food Safety and Nutrition	客戶溝通與服務 Customer communication and service	<ul style="list-style-type: none"> 高質量的服務品質可贏得更多客戶關注 High quality of service will win more customers' attention 有效的客戶溝通機制可優化客服管理，提高客戶體驗 Effective customer communication mechanism helps to improve customer service management, enhance customer experience 	<ul style="list-style-type: none"> ✓ 搭建數字化客戶服務系統 ✓ Build a digital customer service system ✓ 定期開展客服專項培訓 ✓ Regularly carry out customer service special training ✓ 舉辦多樣化的客戶體驗活動 ✓ Carry out diversified customer experience activities ✓ 持續開展客戶滿意度調研 ✓ Continuously carry out the customer satisfaction research
	第2章 好吃為上，堅守 食品安全與營養 Chapter 2 “Deliciousness” as the Brilliance, Ensuring Food Safety and Nutrition	營養與健康 Nutrition and health	<ul style="list-style-type: none"> 生態種植可以為客戶帶來健康的果蔬產品 Eco-growing can bring healthy fruit and vegetable products to our customers 高品質的果蔬產品是吸引客戶及宣傳品牌的重要基礎 High-quality fruit and vegetable products serve as an important foundation for attracting customers and promoting our brand 	<ul style="list-style-type: none"> ✓ 持續推進生態種植技術，結合不同作物的生理特性，利用堆肥、微生物及系統施肥設計開展有機栽培 ✓ Continuing to promote the organic cultivation using ecological planting techniques and compost, microorganisms and systematic fertilization design and taking into account the physiological characteristics of different crops ✓ 建立覆蓋全產業鏈的品質控制標準體系 ✓ Establish a quality control standard system covering the entire industry chain ✓ 建立以口感為導向的「四度一味一安全」四級果品質量分級體系 ✓ Establish a flavor-oriented 4-grade fruit quality classification system based on the sweetness and sourness, freshness, crispness, softness, flavor and safety

第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
	第2章 好吃為上，堅守 食品安全與營養 Chapter 2 “Deliciousness” as the Brilliance, Ensuring Food Safety and Nutrition	負責任營銷 Responsible marketing	<ul style="list-style-type: none"> 保障消費者合法權益可獲得更多客戶信任，提高公司品牌形象 Protecting consumers' legitimate rights and interests can gain more customer trust and enhance the Company's brand image 	<ul style="list-style-type: none"> ✓ 規範營銷宣傳管理，制定廣告審核流程，持續開展合規營銷知識宣導 ✓ Standardize the management of marketing and publicity, and develop the flow of advertising audit for continuous compliance marketing knowledge ✓ 建立多維度客戶投訴渠道和客訴響應機制 ✓ Establish multi-dimensional customer complaint channels and a mechanism for timely response to customer complaints ✓ 推出「不好吃三無退貨」服務 ✓ Launch the service of “Instant refund to consumers if our products do not taste good”
		數據安全與隱私保護 Data security and privacy protection	<ul style="list-style-type: none"> 保障網絡安全和客戶隱私是為顧客創造長久價值的基礎 Protecting network security and customer privacy is the foundation for creating lasting value for our customers 	<ul style="list-style-type: none"> ✓ 成立技術委員會，取得ISO 27001數據安全管理體系認證，定期檢測系統漏洞並開展數據安全培訓 ✓ Establish a technical committee, obtain the ISO 27001 data security management system certification, regularly detect system vulnerabilities and conduct data security training ✓ 制定消費者隱私政策，妥善管理用戶信息 ✓ Develop consumer privacy policies to properly manage user information

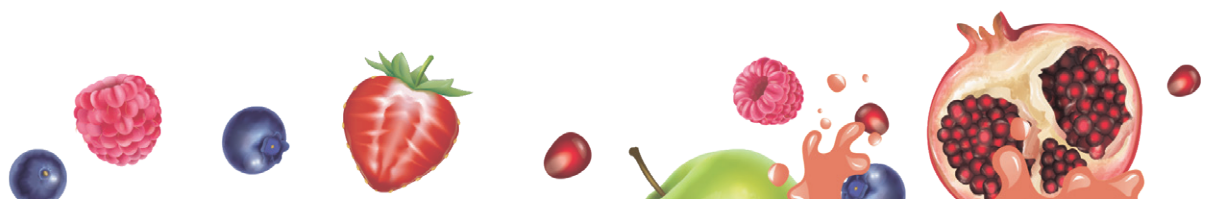


第 1 章 CHAPTER 1






響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
 8 體面工作和經濟增長  8 DECENT WORK AND ECONOMIC GROWTH  12 負責任消費和生產  12 RESPONSIBLE CONSUMPTION AND PRODUCTION  13 氣候行動  13 CLIMATE ACTION  17 促進目標實現的夥伴關係  17 PARTNERSHIPS FOR THE GOALS	第3章 好吃為伴，共建可持續產業鏈 Chapter 3 “Deliciousness” as the Partner, Jointly Building a Sustainable Industry Chain	加盟商管理 Franchisee management	<ul style="list-style-type: none"> • 規範加盟商管理機制有利於擴大公司規模並深化品牌影響力 • Standardized franchisee management mechanism helps to expand the Company's scale and deepen the brand influence • 獨特的加盟發展模式可為公司增加收入 • Our unique franchisee development model increases revenue for the Company 	<ul style="list-style-type: none"> ✓ 制定加盟店管理規定，規範加盟經營活動 ✓ Continuously promote the work of “establishing franchisee management rules and regulating the business activities of franchised stores” ✓ 定期組織加盟商交流學習活動 ✓ Further drive the work of “organizing regular franchisee exchange and learning activities to improve franchisee management capabilities” ✓ 建立加盟商幫扶和激勵機制；持續推進門店數字化經營管理 ✓ Establish franchisee support and incentive mechanisms; continue to promote the “digital store management”

第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
	<p>第3章 好吃為伴，共建 可持續產業鏈 Chapter 3 “Deliciousness” as the Partner, Jointly Building a Sustainable Industry Chain</p>	<p>可持續供應鏈 Sustainable supply chain</p>	<ul style="list-style-type: none"> • 優化全產業鏈管理，以實際行動貫徹讓天下人享受水果好生活的使命 • Optimize the management of the whole industry chain and implement the mission of allowing everyone enjoy life with delicious with practical actions • 攜手合作夥伴，彼此共同進步，促進水果產業健康發展 • Join hands with partners to make progress together and promote the healthy development of the fruit industry 	<ul style="list-style-type: none"> ✓ 依循「Q. C. D. S」原則，嚴格供應商全流程管理 ✓ Strictly manage the whole process of suppliers according to the “Q.C.D.S (quality, cost, delivery and service)” principle ✓ 持續考察供應商的環境表現，推動供應鏈低碳運輸 ✓ Continuously inspect suppliers' environmental performance and advocate low-carbon transportation in the supply chain ✓ 持續賦能種植鏈，向合作種植基地推廣最新種植技術和生產標準 ✓ Continuously empower the planting chain and promote the latest planting technology and production standards to cooperative plantation bases ✓ 持續推動行業交流活動，助力果品銷售 ✓ Continuously push forward the industry exchange activities to help fruit sales ✓ 推進數字化賦能全產業鏈，如建立生產溯源管理系統等 ✓ Advance in digitally empowering the whole industry chain and establish the production traceability management system and upgrading the intelligent storage system

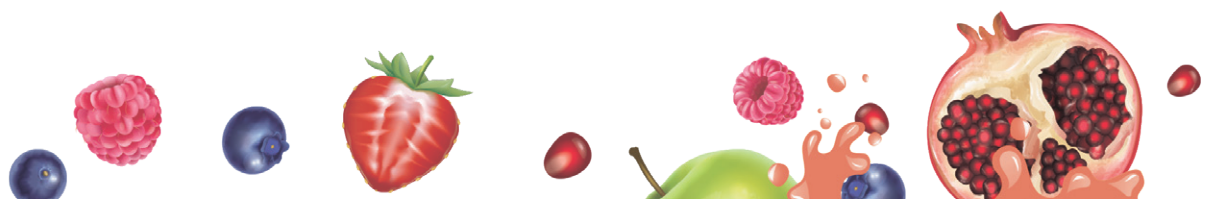


第 1 章 CHAPTER 1

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 7 經濟適用的 清潔能源  7 AFFORDABLE AND CLEAN ENERGY  13 氣候行動  13 CLIMATE ACTION  15 陸地生物  15 LIFE ON LAND	第4章 好吃為根，打造 綠色生態化運營 模式 Chapter 4 "Deliciousness" as the Foundation, Creating a Green and Ecological Operation Model	零農藥、零化肥、 零激素 Zero pesticides, zero fertilizers and zero hormones	<ul style="list-style-type: none"> 減少化肥和農藥對環境的負面影響，發展可持續農業 Reduce the negative impact of fertilizers and pesticides on the environment and develop sustainable agriculture 	<ul style="list-style-type: none"> ✓ 持續研發有機肥料，引進BLOF生態種植技術，實現「三個零」種植模式，減少對環境的化學污染 ✓ Make more efforts in "developing organic fertilizers, introducing the BLOF ecological planting technology, realizing the "Three Zeroes" planting mode, and reducing chemical pollution to the environment" ✓ 建立病蟲害綜合防禦體系，引入新型植物「疫苗」技術，使用綠色防控手段替代化學農藥 ✓ Establish an integrated pest and disease defense system, introduce the "vaccine" technology for new plants, and adopt green prevention and control methods instead of chemical pesticides ✓ 開展果園土壤改良與維護，解決種植土壤貧瘠、劣化問題 ✓ Carry out orchard soil improvement and maintenance to solve the problem of poor and deteriorated planting soil

第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
	第4章 好吃為根，打造 綠色生態化運營 模式 Chapter 4 “Deliciousness” as the Foundation, Creating a Green and Ecological Operation Model	綠色門店 Green stores	<ul style="list-style-type: none"> 降低門店裝修工程對資源的消耗和環境的污染，經營綠色門店 Reduce the consumption of resources and environmental pollution caused by store renovation, and operate green stores 	<ul style="list-style-type: none"> ✓ 持續使用符合國家環保標準的建築材料，推廣經濟版裝修方案 ✓ Continue to promote the use of construction materials that meet national environmental standards and promote economical renovation programs ✓ 嚴格管理施工過程，嚴禁隨意排放廢水廢物 ✓ Strictly manage the construction process and prohibit the direct discharge of waste water and waste
		應對氣候變化 Responding to climate change	<ul style="list-style-type: none"> 科學管理氣候風險可增強業務韌性，有利於抓住低碳發展機遇 Scientific management of climate risk enhances business resilience and helps the Company to capture low-carbon development opportunities 	<ul style="list-style-type: none"> ✓ 計算溫室氣體排放量，於各業務環節推行節能減排措施 ✓ Calculate emissions of greenhouse gas and implement energy conservation and emission reduction measures in each business segment ✓ 開展天氣預測工作，識別並評估氣候相關風險和影響，制定極端天氣應對措施 ✓ Conduct weather forecasting, identify and assess climate-related risks and impacts, and develop extreme weather response measures



第 1 章 CHAPTER 1

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	第4章 好吃為根，打造 綠色生態化運營 模式 Chapter 4 “Deliciousness” as the Foundation, Creating a Green and Ecological Operation Model	能源管理 Energy management	<ul style="list-style-type: none"> 降低能耗並提升能效可降低生產運營成本並助力公司低碳轉型 Reducing energy consumption and improving energy efficiency can reduce production and operating costs and contribute to the Company's low-carbon transformation 	<ul style="list-style-type: none"> ✓ 針對耗能業務環節制定節能方案，盡力減少能耗 ✓ Develop energy-saving plans for energy-consuming business segments to reduce energy consumption ✓ 鼓勵物流供應商使用新能源車輛，並持續增加配送車隊新能源車輛比例 ✓ Encourage logistics suppliers to use new energy vehicles and further increase the proportion of new energy vehicles in the distribution fleet ✓ 計劃引入光伏發電板等清潔能源設施，減少碳排放 ✓ Plan to introduce clean energy facilities such as photovoltaic panels to reduce carbon emissions
		水果／蔬菜包裝管理 Fruit/vegetable packaging management	<ul style="list-style-type: none"> 節約包裝的使用量並減少廢棄包裝的產生，節省包裝物料等開支 Save packaging usage and reduce waste packaging so as to reduce expenditures on packaging materials 	<ul style="list-style-type: none"> ✓ 採用可回收循環的包裝物料，增加環保包裝材料的使用比例 ✓ Work more on the adopting recyclable packaging materials while increasing the proportion of environmentally friendly packaging materials ✓ 主動選擇具有環保體系認證的包材供應商 ✓ Proactively select package material suppliers with environmental system certification

第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
	第4章 好吃為根，打造 綠色生態化運營 模式 Chapter 4 “Deliciousness” as the Foundation, Creating a Green and Ecological Operation Model	食物損耗及廢棄物 管理 Food consumption and waste management	<ul style="list-style-type: none"> 推動生產資料變革，致力減少廢棄物產生，降低資源消耗 Promote changes in production materials to reduce waste generation and resource consumption 	<ul style="list-style-type: none"> ✓ 回收農田廢物用於有機肥生產 ✓ Recycling of farm waste for organic fertilizer production ✓ 循環使用包裝或紙張，減少廢物產生 ✓ Recycling of packaging or paper to reduce waste generation ✓ 合規處置各類固體廢棄物 ✓ Compliant disposal of various types of solid waste
		水資源管理 Water resources management	<ul style="list-style-type: none"> 減少水資源浪費，加強節水措施管理，降低業務成本 Reduce water resources waste, strengthen management of water conservation measures, and reduce operational costs 	<ul style="list-style-type: none"> ✓ 使用節水灌溉技術以及節水工藝設備，提高水資源利用效率 ✓ Use the water-saving irrigation technology and water-saving technology and equipment to improve the water utilization efficiency
		生物多樣性 Biodiversity	<ul style="list-style-type: none"> 維護生態系統平衡，以增強農業種植的環境效益 Maintain the balance of ecosystems to enhance the environmental benefits of agricultural farming 	<ul style="list-style-type: none"> ✓ 使用有機生態種植和環保防蟲技術，研發應用土壤改良技術、抗種茬技術以及草生栽培技術，全面減少農藥、化肥和激素的使用 ✓ Continuously promote the organic ecological planting and environmentally friendly pest control technology, R&D and application of soil improvement technology, anti-stubble technology and herbaceous cultivation technology, and comprehensive reduction of the use of pesticides, chemical fertilizers and hormones



第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
     	<p>第5章 好吃為人，成就 員工幸福人生 Chapter 5 “Deliciousness” for the People, Contributing to the Wellbeing of Employees</p>	<p>員工權益保障 Employee rights and benefits protection</p> <p>職業健康與安全 Occupational health and safety</p>	<ul style="list-style-type: none"> 秉持「以人為本」的理念，致力創造良好的工作環境，增強員工企業認同感 Uphold the concept of “people-oriented” and strive to create a good working environment and strengthen the sense of corporate identity of employees <ul style="list-style-type: none"> 強化運營場所的日常安全預防與管理，保障員工健康與安全 Strengthen the daily safety prevention and management of the operation site to protect the health and safety of employees 	<ul style="list-style-type: none"> ✓ 合規僱傭管理，推行民主管理制度 ✓ Conduct compliant employment management and implement the democratic management system ✓ 建立多維度招聘渠道，強化各類人才儲備 ✓ Establish multi-dimensional recruitment channels to strengthen the talent pool ✓ 持續優化薪酬與績效考核工作，完善員工福利關懷政策 ✓ Continuously optimize compensation and performance appraisal and improve employee welfare and care policies ✓ 設立安全管理委員會，強化安全管制措施，完善應急體系 ✓ Establish the Pagoda safety management committee, strengthen safety control measures and improve the Company's emergency response system ✓ 組織開展專項安全活動，提高應急響應和事故防範能力 ✓ Organize special safety activities to improve the emergency response capability and accident prevention capability of employees

第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
   	第5章 好吃為人，成就 員工幸福人生 Chapter 5 “Deliciousness” for the People, Contributing to the Wellbeing of Employees	員工培訓發展 Employee training and development	<ul style="list-style-type: none"> • 注重員工的可持續發展，助力員工實現個人的職業價值 • Focus on the sustainable development of employees and help them realize their professional value • 秉持「公司經營、文化先行」理念，向員工傳達有溫度的企業文化 • Uphold the concept of “culture-oriented company management” and convey a moderate corporate culture to our employees 	<ul style="list-style-type: none"> ✓ 搭建暢通的員工職業發展通道，完善的員工職業技能培訓體系 ✓ Build a smooth career development channel for employees and a sound vocational skills training system for employees ✓ 大力推行文化培訓，落地「四個一」工程 ✓ Vigorously implement cultural training and the “Four ones” project ✓ 開展專項培訓，聚焦員工心態、產品、領導力的提升 ✓ Conduct special training to focus on employee mindset, product and leadership improvement
		平等、包容與多元 化 Equality, inclusion and diversity	<ul style="list-style-type: none"> • 堅持公平、公正、公開原則，致力消除內部一切不平等現象 • Adhere to the principles of fairness, impartiality and openness, and strive to eliminate all internal inequalities 	<ul style="list-style-type: none"> ✓ 落實同工同酬政策，嚴格抵制宗教、種族、性別等歧視 ✓ Implement the policy of equal pay for equal work, and strictly resist discrimination against religion, race, gender, etc. ✓ 關愛女性員工，幫扶困難員工 ✓ Care for female employees and help employees in difficulty

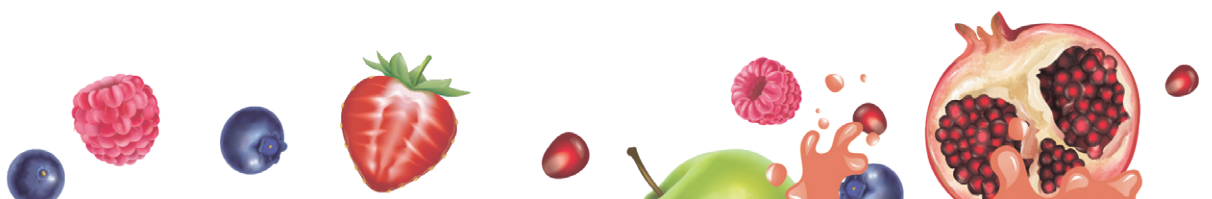


第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
 	第6章 好吃為公，助力 共同富裕 Chapter 6 “Deliciousness” for the Public, Promoting Common Prosperity	社區公益 Community welfare	<ul style="list-style-type: none"> • 持續關注社會需求，深入參與公益事業，踐行企業社會責任 • Pay more attention to social needs, participate in public welfare and practice corporate social responsibility 	<ul style="list-style-type: none"> ✓ 堅持農業農村優先發展，推行百果百縣戰略，助力產業扶貧 ✓ Adhere to the priority development of agriculture and rural areas and implement the strategy of One Hundred Fruits and One Hundred Counties, in order to help alleviate poverty in the industry
				<ul style="list-style-type: none"> ✓ 持續推進「開展「春暖花開」公益項目，利用公司平台和生態優勢扶持困難群眾」工作 ✓ Further drive the “Spring Blossoms” public welfare project and support the needy leveraging the Company’s platform and ecological advantages
				
				
				

第 1 章 CHAPTER 1

響應的SDGs Major contributions to SDGs	我們的方向 Targets	涉及的 重要性議題 Material issues	我們的驅動力 Driving force	我們的行動 Actions
 4 優質教育  4 QUALITY EDUCATION	第6章 好吃為公，助力 共同富裕 Chapter 6 “Deliciousness” for the Public, Promoting Common Prosperity	社區公益 Community welfare	<ul style="list-style-type: none"> 投身鄉村振興、抗疫救災、教育助學、志願服務事業，助力社會美好發展 Contribute to the development of society through rural revitalization, pandemic relief, education assistance, and volunteer services 	<ul style="list-style-type: none"> ✓ 幫扶山區兒童教育建設，關愛留守兒童成長 ✓ Aid the education for children in impoverished mountainous areas and care for the growth of left-behind children
 9 產業、創新和 基礎設施  9 INDUSTRY, INNOVATION AND INFRASTRUCTURE				<ul style="list-style-type: none"> ✓ 組建區域義工小隊，開展員工公益活動 ✓ Build regional volunteer teams to carry out employee public welfare activities
 10 減少不平等  10 REDUCED INEQUALITIES				



第 1 章 CHAPTER 1

1.2.2 ESG 治理架構和體系

百果園發佈《公司董事會環境、社會及管治委員會職權範圍》，形成了三級ESG治理體系，有效推動各職能部門參與ESG工作。公司ESG委員會由三名董事組成，成員由董事長、半數以上獨立(非執行)董事或者全體董事三分之一以上提名，並由董事會選舉產生，每年至少召開一次會議。目前，我們正在逐步將ESG管理績效納入對各基礎業務的年度考核中，並匹配激勵機制，一則提升全體員工意識和積極性，二則驅動公司思考長期可持續發展策略和方法，以更好的規避ESG風險，把握ESG機遇，從而為公司帶來長期可持續發展價值。

1.2.2 ESG GOVERNANCE STRUCTURE AND SYSTEM

Pagoda has issued the *Terms of Reference of the Environmental, Social and Governance Committee of the Board*, forming a three-tier ESG governance system and effectively promoting the participation of all functional departments in ESG efforts. The Company's ESG Committee consists of three directors nominated by the Chairman, at least half of the independent (non-executive) directors or at least one-third of all directors are elected by the Board. The ESG Committee convenes a meeting at least once a year. At present, we are incorporating ESG management performance into the annual assessment of each basic business and matching the incentive mechanism. This will raise the awareness and motivation of all employees and drive the Company to think about long-term sustainability strategies and methods. That is how we can better avoid ESG risks and seize ESG opportunities, thus bringing long-term sustainable development value to the Company.



第 1 章 CHAPTER 1

1.2.3 利益相關方溝通

1.2.3 STAKEHOLDER COMMUNICATION

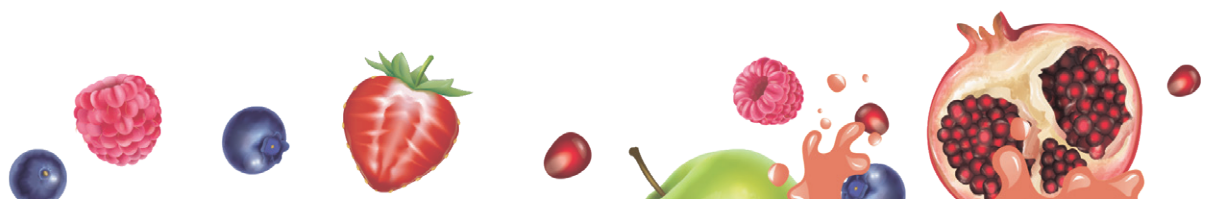
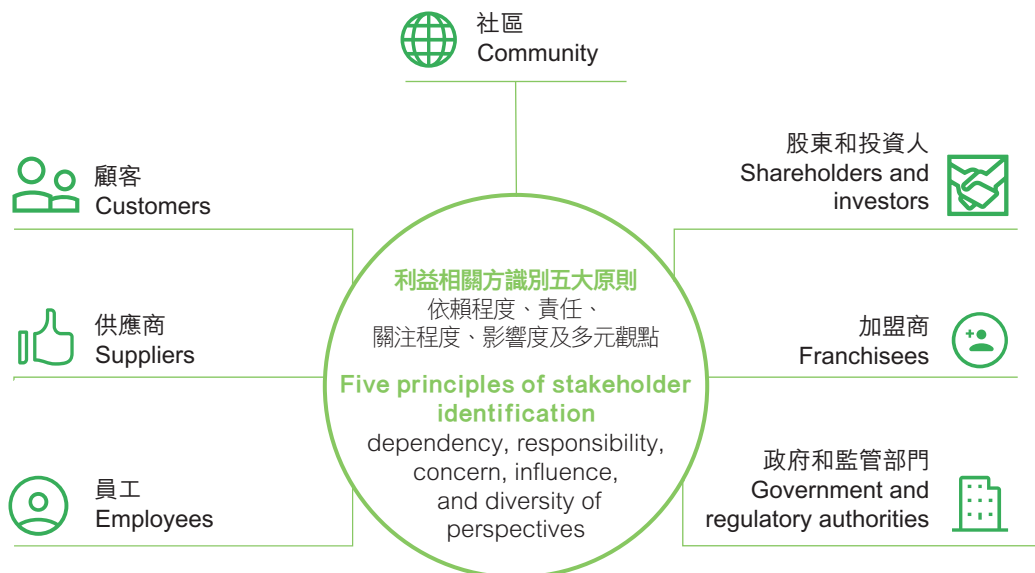
目標

Objectives

- 了解利益相關方之期望及需求，並回應其所關注的的議題。
- Understand the expectations and needs of stakeholders and respond to their concerns.
- 考量所有關注議題，分析出可能對公司環境、社會及管治方面造成影響的議題。
- Evaluate all issues of concern and analyze those that may have an impact on the ESG of the Company.
- 對公司有影響的重要性議題提出改善計劃。
- Propose improvement plans for material issues that have an impact on the Company.

為了能夠與利益相關方進行有效溝通，百果園已擬定利益相關方溝通及識別管理機制，並透過本ESG報告及公司網站進行披露。百果園業務特性、發展階段以及行業動態，識別出主要的利益相關方，包括以下7類：








In order to communicate effectively with our stakeholders, Pagoda has developed a mechanism for stakeholder communication and identification management, which is disclosed in this ESG report and on the Company's website. Taking into account the business characteristics, development stage and industry dynamics, Pagoda has identified key stakeholders, including the following seven categories:



第 1 章 CHAPTER 1

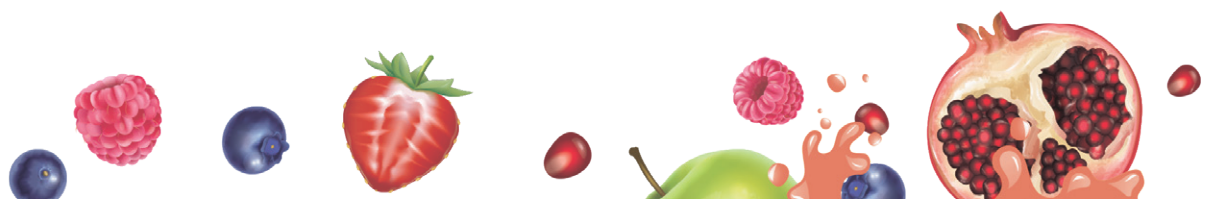
百果園關注利益相關方訴求，結合公司特性、行業動態及戰略發展方向，通過多維度的機制與利益相關方進行溝通，及時了解並回應各利益相關方的期望與訴求。

Pagoda pays attention to the demands of stakeholders. That means understanding and responding to the expectations and demands of each stakeholder in a timely manner through communication with stakeholders via a multi-dimensional mechanism while taking into account the Company's characteristics, industry dynamics and strategic development direction.

利益相關方 Stakeholders	顧客 Customers	員工 Employees	加盟商 Franchisees	股東和投資人 Shareholders and investors	供應商 Suppliers	政府和監管部門 Government and regulatory authorities	社區 Community
							
對百果園的意義	關注百果園的果蔬質量與客戶服務，注重百果園之營運、食品安全的主要利益相關方	作為百果園重要的人力資本，員工是百果園不斷繁榮發展的重要利益相關方	把百果園好吃健康的果蔬帶到中國各個社區的重要利益相關方	作為百果園重要的財務資源，同時也最關注百果園的營運績效和發展的重要利益相關方	為百果園種植並供應安全好吃果蔬產品的主要利益相關方	監督百果園對食品安全、營運與各項法律法規遵循的情況，及政策推動及影響行業發的主要利益相關方	受百果園營運影響或受社會關注的弱勢群體，也是百果園作為一家重視企業社會責任最為關切的利益相關方
Significance to Pagoda	Major stakeholders focusing on the quality of fruit and vegetables and customer service of Pagoda, and attaching importance to the operations and food safety of Pagoda	As the important human capital of Pagoda, employees serve as an important stakeholder in the continued prosperity of Pagoda	Key stakeholders in bringing the delicious and healthy fruits and vegetables of Pagoda to communities across China	Playing the role of an important financial resource for Pagoda and key stakeholders most concerned with the Company's operational performance and growth	Major stakeholders in growing and supplying safe and tasty fruit and vegetable products for Pagoda	Major stakeholders overseeing the food safety, operations and compliance with laws and regulations by Pagoda, as well as driving the policies and influencing the development of the industry	Vulnerable groups that are affected by Pagoda's operations or are of social concern also serve as the stakeholders that Pagoda, as a company that values corporate social responsibility, is most concerned about

第 1 章 CHAPTER 1

利益相關方 Stakeholders	顧客 Customers	員工 Employees	加盟商 Franchisees	股東和投資人 Shareholders and investors	供應商 Suppliers	政府和監管部門 Government and regulatory authorities	社區 Community
關注議題 Concerns	<ul style="list-style-type: none"> 好吃、安全、生態的產品 Delicious, safe and ecological products 優質的客戶服務 Excellent customer service 暢通的溝通渠道 Smooth communication channel 多元化的產品選擇 Diversified product selection 公平的職場環境 Fair workplace environment 彈性的工作時間 Flexible working hours 	<ul style="list-style-type: none"> 健康與安全 Health and safety 工資與福利保障 Salary and benefit security 能力提升和發展機會 Capacity building and development opportunities 	<ul style="list-style-type: none"> 能力提升和發展支持 Capacity enhancement and development support 品牌建設 Branding 	<ul style="list-style-type: none"> 投資回報 Return on investment 信息披露 Information disclosure ESG管理和績效 ESG management and performance 	<ul style="list-style-type: none"> 踐行責任採購 Practicing responsible sourcing 帶動業務發展助推供應鏈發展 Driving business development to facilitate supply chain development 	<ul style="list-style-type: none"> 食品安全與質量 Food safety and quality 環境合規 Environmental compliance 合規運營 Compliant operations 依法納稅 Tax paying according to the law 行業發展帶動 Industry development drive 	<ul style="list-style-type: none"> 促進社區就業 Promoting community employment 帶動地方經濟發展 Driving local economic development 助力鄉村振興 Supporting rural revitalization 社區發展與福祉 Community development and well-being
溝通方式 Communication channels	<ul style="list-style-type: none"> 門店直接溝通 Direct communication in stores 消費者服務熱線 Consumer service hotline 消費者滿意度調查 Consumer satisfaction survey 社交媒體在線服務 Social media online services 	<ul style="list-style-type: none"> 員工溝通和反饋平台 Employee communication and feedback platform 員工滿意度調查 Employee satisfaction survey 員工大會 Employee meeting 員工培訓交流 Employee training and communication 	<ul style="list-style-type: none"> 加盟商委員會 Franchisee Committee 加盟商說明會 Franchisee briefing 加盟商滿意度調查 Franchisee satisfaction survey 加盟商溝通平台 Franchisee communication platform 	<ul style="list-style-type: none"> 年度股東大會 Annual general meeting of shareholders 年度和半年度報告 Annual and semi-annual reports 公告及通函 Announcements and circulars 投資者關係網站 Investor relations website 	<ul style="list-style-type: none"> 供應商大會 Supplier conference 供應商拜訪 Supplier visits 供應商幫扶 Supplier support 供應商培訓 Supplier training 	<ul style="list-style-type: none"> 監管考核 Regulatory assessment 主動納稅 Proactive taxation 定期工作會議 Regular working meetings 研討會 Seminar 公眾問詢的書面回覆 Written responses to public inquiries 	<ul style="list-style-type: none"> 提供就業崗位 Providing employment opportunities 推動地方相關產業發展 Promoting the development of related local industries 完善地方基礎設施建設 Improving local infrastructure construction 公益慈善與志願服務 Philanthropy and volunteerism
回應章節 Responding chapters	第2章 好吃為上，堅守食品安全與營養 Chapter 2 "Deliciousness" as the Brilliance, Ensuring Food Safety and Nutrition	第5章 好吃為人，成就員工幸福人生 Chapter 5 "Deliciousness" for the People, Contributing to the Wellbeing of Employees	第3章 好吃為伴，共建可持續產業鏈 Chapter 3 "Deliciousness" as the Partner, Jointly Building a Sustainable Industry Chain	請參考年報 Please refer to the annual report	第3章 好吃為伴，共建可持續產業鏈 Chapter 3 "Deliciousness" as the Partner, Jointly Building a Sustainable Industry Chain	請參考各章節法律法規遵循披露 Please refer to the disclosure of compliance with laws and regulations in each section	第6章 好吃為公，助力共同富裕 Chapter 6 "Deliciousness" for the Public, Promoting Common Prosperity



第 1 章 CHAPTER 1

1.2.4 重要性議題

ESG 報告旨在就持份者最關注的 ESG 議題作出充分披露，以令利益相關方更好地從 ESG 方面去評估本集團於報告期間的表現。因此，了解不同 ESG 議題對於百果園業務營運、長遠發展以及對不同利益相關方的影響範疇及深遠程度，以及對本公司未來 ESG 工作的規劃、ESG 目標的制定及檢視均具有重要意義。我們透過下列流程，有效識別與百果園業務營運、未來發展及對利益相關方有影響的 ESG 議題，並根據其對百果園及利益相關方的影響範圍及程度對其重要性作出評估，最終確認環境、社會、管治三大範疇的 24 項重大議題。

1.2.4 MATERIAL ISSUES

The ESG report aims to provide sufficient disclosure on ESG issues of most concern to stakeholders to enable them to better assess the Group's performance from an ESG perspective during the Reporting Period. Therefore, it is of great significance to understand the scope and far-reaching impact of different ESG issues on the business operation and long-term development of Pagoda, as well as on the planning of the Company's future ESG work and the formulation and review of ESG targets. We effectively identified ESG issues that had an impact on Pagoda's business operations, future development and stakeholders through the following process. Moreover, we evaluated the materiality of issues based on the scope and degree of their impact on Pagoda and stakeholders, and finally identified 24 material issues in three categories of environment, society and governance.

步驟 1 – 搜集 ESG 議題

Step 1 – Collecting ESG issues

以香港聯交所《ESG 報告指引》、聯合國可持續發展目標、行業相關特定議題及 ESG 評級機構關注指標作為此次 ESG 議題的搜集基礎

The ESG issues were collected based on the *ESG Reporting Guide* of the Hong Kong Stock Exchange, the UN Sustainable Development Goals, industry-specific issues and indicators of interest to ESG rating agencies

步驟 2 – 匯總 ESG 議題

Step 2 – Aggregating ESG issues

由 ESG 領導小組成員分析並匯總各類 ESG 議題

Analysis and summary of ESG issues by ESG leadership team members

步驟 3 – ESG 問卷調查

Step 3 – ESG questionnaire survey

透過問卷調查方式，了解利益相關方對 ESG 議題的關注程度，讓利益相關方挑選其希望了解的 ESG 信息的需求

A questionnaire was used to understand the interest in ESG issues by stakeholders and to allow stakeholders to select their needs for ESG information they would like to know

第 1 章 CHAPTER 1

步驟4 – 分析反饋回來的問卷調查數據

Step 4 – Analyzing survey results

透過ESG領導小組成員，收集反饋的數據以分析對公司ESG的影響。影響程度考量包括商譽、認可、環境衝擊、社會衝擊、治理等方面，並篩選出重要性議題

ESG leadership team members collected the feedback to analyze the impact on the Company's ESG. Impact degree assessment shall take into account the goodwill, recognition, environmental shock, social impact, governance, etc., and identify material issues

步驟5 – 重要性議題排序

Step 5 – Prioritizing material issues

針對每個議題對利益相關方的關注程度與對公司ESG及對運營影響的程度，把兩者分數做相乘的總分，排序每個議題的優先次序

Each issue was prioritized by multiplying the score of each issue in terms of its concern to stakeholders and its impact on the Company's ESG and operations

步驟6 – 董事會審查

Step 6 – Review by the Board

ESG領導小組將排序出來的ESG重要性議題匯報至董事會ESG委員會

The ESG leadership team reported the ESG materiality issues to the ESG Committee of the Board of Directors

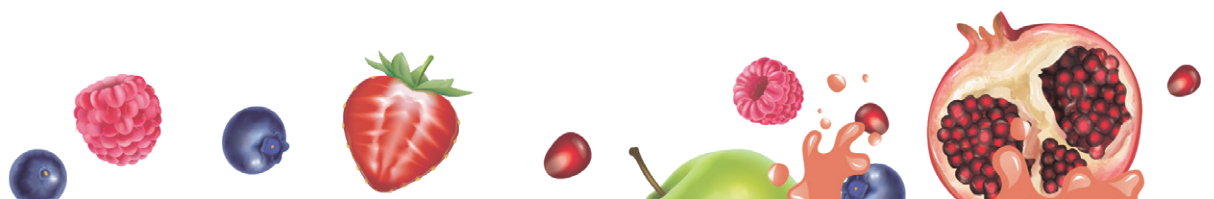
步驟7 – 針對議題推出相應的提升措施

Step 7 – Introducing enhancements to the issues

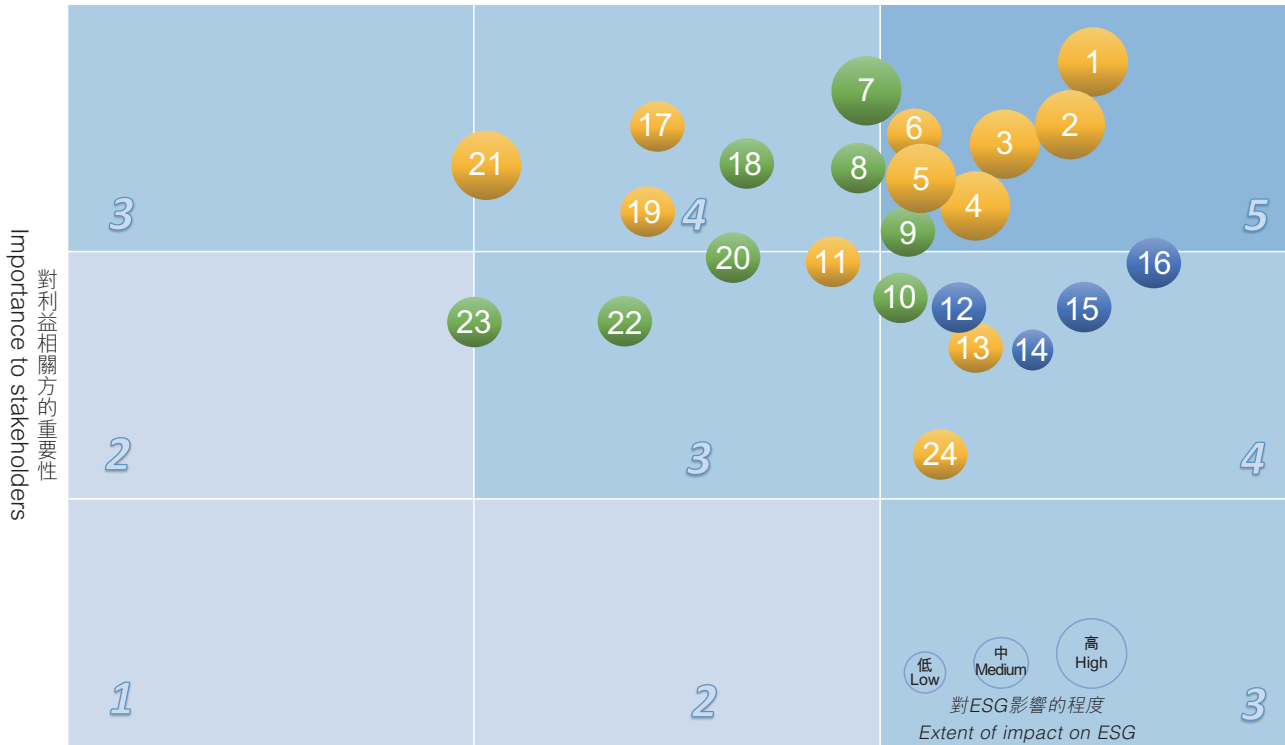
針對每個重大的ESG議題建立中長期的管理目標，並每年進行進度檢討

Set medium-term and long-term management targets for each material ESG issue, and review the progress annually

識別出對百果園ESG議題的流程
Process of identifying the ESG issues of Pagoda



第 1 章 CHAPTER 1



對百果園的重要性 Importance to Pagoda

百果園2022年度ESG重要性議題矩陣
Pagoda ESG Materiality Issue Matrix for 2022

- | | | |
|---|--|--|
| 1 食品安全與質量
Food safety and quality | 9 能源管理
Energy management | 17 社區公益
Community welfare |
| 2 客戶溝通與服務
Customer communication and service | 10 水果/蔬菜包裝管理
Fruit/vegetable packaging management | 18 應對氣候變化
Response to climate change |
| 3 加盟商管理
Franchisee management | 11 負責任營銷
Responsible marketing | 19 數據安全與隱私保護
Data security and privacy protection |
| 4 員工權益保障
Employee rights protection | 12 反貪腐
Anti-corruption | 20 食物損耗及廢棄物管理
Food consumption and waste management |
| 5 可持續供應鏈
Sustainable supply chain | 13 員工培訓發展
Employee training and development | 21 平等、包容與多元化
Equality, inclusion and diversity |
| 6 營養與健康
Nutrition and health | 14 知識產權管理
Intellectual property management | 22 水資源管理
Water management |
| 7 零農藥、零化肥、零激素
Zero pesticides, zero fertilizers, zero hormones | 15 數字化轉型
Digital transformation | 23 生物多樣性
Biodiversity |
| 8 綠色門店
Green stores | 16 商業道德
Business ethics | 24 職業健康安全
Occupational health and safety |

第 1 章 CHAPTER 1

1.3 商業道德

百果園嚴格遵守《中華人民共和國民法典》《中華人民共和國刑法》《中華人民共和國監察法》《中華人民共和國公司法》《中華人民共和國反壟斷法》《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》及《中華人民共和國勞動合同法》等法律法規，執行高標準的商業行為準則和道德規範。我們一直為陽光誠信聯盟協會和內部控制協會企業反舞弊聯盟協會成員，在保障自身誠信經營的前提下，致力於共建行業廉潔和誠信發展。

1.3 BUSINESS ETHICS

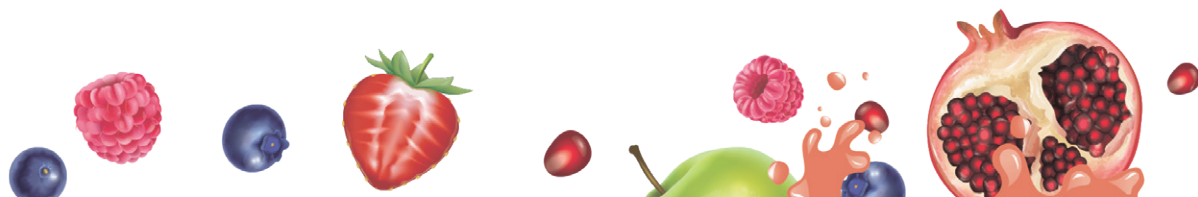
Pagoda strictly abides by laws and regulations such as the *Civil Code of the People's Republic of China* (《中華人民共和國民法典》), the *Criminal Law of the People's Republic of China* (《中華人民共和國刑法》), the *Supervision Law of the People's Republic of China* (《中華人民共和國監察法》), the *Company Law of the People's Republic of China* (《中華人民共和國公司法》), the *Anti-Monopoly Law of the People's Republic of China* (《中華人民共和國反壟斷法》), the *Anti-Money Laundering Law of the People's Republic of China* (《中華人民共和國反洗錢法》), the *Anti-Unfair Competition Law of the People's Republic of China* (《中華人民共和國反不正當競爭法》) and the *Labor Contract Law of the People's Republic of China* (《中華人民共和國勞動合同法》). This demonstrates that the Company enforces a high standard of business conduct and ethics. We have been a member of the Trust and Integrity Enterprise Alliance and the Enterprise Anti-Fraud Alliance, Enterprise Institute for Internal Controls. We are committed to building integrity and honesty in industry development under the premise of safeguarding our integrity.

1.3.1 健全制度建設

百果園注重董事、員工及商業夥伴的商業道德建設。我們制定《百果園總部員工手冊》，從員工守則、工作禮儀、工作紀律、投訴處理等維度規範員工行為。同時，我們制定多項反貪污政策，包括《反貪污政策》《舉報政策》《反舞弊反腐敗制度》《關於防止以權謀私的四項規定》《廉潔自律監察管理規定》《員工廉潔自律管理規定》及《利益衝突管理制度》等，嚴禁董事及員工利用職務便利或者明示、暗示、默許他人利用職務便利，為自己親友或其他利益相關方提供特殊便利、優惠政策、機會及資源，對腐敗行為零容忍。此外，我們在採購合同中設定合同條款，要求全體合作供應商簽署《反商業賄賂協議》，對存在商業賄賂行為的供應商予以違約金處罰，並採取禁入措施，列入供應商黑名單。

1.3.1 SOUND SYSTEM CONSTRUCTION

Pagoda focuses on business ethics for its directors, employees and business partners. We have developed the *Headquarter Employee Handbook* (《百果園總部員工手冊》) to regulate employee behavior in terms of employee code, work etiquette, work discipline, complaint handling, etc. Meanwhile, we have formulated a number of anti-corruption policies, including the *Anti-Corruption Policy* (《反貪污政策》), the *Whistleblower Policy* (《舉報政策》), the *Anti-Fraud and Anti-Corruption System* (《反舞弊反腐敗制度》), the *Four Provisions on Prevention of Using Power for Personal Gain* (《關於防止以權謀私的四項規定》), the *Administrative Regulations on Integrity and Self-Discipline Supervision* (《廉潔自律監察管理規定》), the *Administrative Regulations on Employee Integrity and Self-Discipline* (《員工廉潔自律管理規定》), and the *Conflict of Interest Management System* (《利益衝突管理制度》). We strictly prohibit directors and employees to take advantage of their positions or to express, imply, or acquiesce in others taking advantage of their position to provide special facilitation, preferential policies, opportunities and resources for their relatives, friends or other stakeholders. We hold zero tolerance for corruption. In addition, we set contract terms in the procurement contract and require all cooperative suppliers to sign the *Anti-Commercial Bribery Agreement* (《反商業賄賂協議》). We will penalize suppliers with commercial bribery with liquidated damages and take measures to ban them by putting them on the supplier blacklist.



第 1 章 CHAPTER 1

1.3.2 科學高效監督

百果園建立全面廉潔管理體系，成立由核心高管組成的廉潔自律委員會，作為廉潔管理事項的最高領導機構、決策機構，主要負責審批廉潔自律規章制度，裁決廉潔自律工作中的重大問題，監督和審查廉潔自律工作，組織廉潔自律宣導活動，履行廉潔自律監督職責，強化對權力運行的制約與監督。

我們通過專項審計和內控審計方式，每兩年對全部運營環節的內部控制有效性進行檢視，合理保證經營管理合法合規。同時，我們針對供應商管理、配送服務等重點領域開展違規違紀案件調查及專項監察，並對發現的問題進行監督整改。本報告期內，我們未涉及與貪腐、貪污及賄賂相關的訴訟事件。

1.3.3 舉報管理機制

百果園健全舉報管理機制，制定《舉報政策》，明確暢通舉報渠道、規範舉報流程及調查程序、強化對舉報人的保護等事項，切實保障舉報管理工作順利進行。

我們設置包括熱線電話、電子郵箱及信箱在內的多元舉報渠道，並向員工以及所有與公司有直接或間接經濟關係的利益相關方公佈。同時，我們於所有線下加盟門店展示舉報電話，消費者可隨時舉報加盟商可能違反商業行為準則和道德規範的行為。

1.3.2 SCIENTIFICALLY EFFICIENT SUPERVISION

Pagoda has established a comprehensive integrity management system and set up an Integrity and Self-discipline Committee composed of core executives as the highest leading and decision-making body for integrity management. The Committee is mainly responsible for approving integrity and self-discipline rules and regulations and ruling on major issues in integrity and self-discipline work. It also takes charge of supervising and reviewing integrity and self-discipline work, organizing integrity and self-discipline promotion activities and performing integrity and self-discipline supervision duties. This will help strengthen constraints and supervision on the operation of power.

We review the effectiveness of internal controls in all operational aspects every two years through special audits and internal control audits, which will secure legal compliance the operation and management. Meanwhile, we carry out investigations and special inspections of disciplinary cases in key areas such as supplier management and distribution services, and supervise the rectification of the problems. During the Reporting Period, we were not involved in any litigation related to corruption, embezzlement or bribery.

1.3.3 WHISTLE-BLOWING MANAGEMENT MECHANISM

Pagoda is working on improving the whistle-blowing management mechanism. To that end, the Company develops the *Whistle-blowing Policy* (《舉報政策》), which clarifies the smooth reporting channels, standardizes the reporting process and investigation procedures, and strengthens the protection of whistleblowers, ensures sound whistle-blowing management.

We have set up multiple whistle-blowing channels, including hotlines, email addresses and mailboxes, and made them available to our employees and all stakeholders who have direct or indirect financial relationships with the Company. Meanwhile, we make public the reporting phone numbers in all of our offline franchise stores so that consumers can report possible violations of our code of business conduct and ethics by franchisees at any time.

第 1 章 CHAPTER 1

百果園舉報渠道 Pagoda reporting channels

公佈舉報專用電話：147-3744-5857

Published special telephone number for whistle-blowing: 147-3744-5857

公佈舉報固定電話：0755-25774770；400-181-1212

Published fixed telephone number for whistle-blowing: 0755-25774770; 400-181-1212

舉報郵箱：jc@pagoda.com.cn

E-mail for reporting: jc@pagoda.com.cn

郵寄地址：廣東省深圳市龍崗區南灣街道平吉大道1號建昇大廈B座11樓審計監察部

Mailing address: Audit and Monitoring Department at 11th Floor, Tower B, Jiansheng Building, No. 1 Pingji Road, Nanwan Street, Longgang District, Shenzhen, Guangdong Province

我們接受內外部利益相關方（包括但不限於消費者、員工、加盟商、供應商、社會公眾等）以實名、匿名等形式提出的舉報事項，充分保障舉報人的隱私和安全，禁止任何人以任何形式對舉報人打擊報復。

We accept reports from internal and external stakeholders (including but not limited to consumers, employees, franchisees, suppliers, the public, etc.) in real names or anonymously, fully protect the privacy and safety of the whistleblower, and prohibit anyone from retaliating against the whistleblower in any form.

1.3.4 誠信合規文化

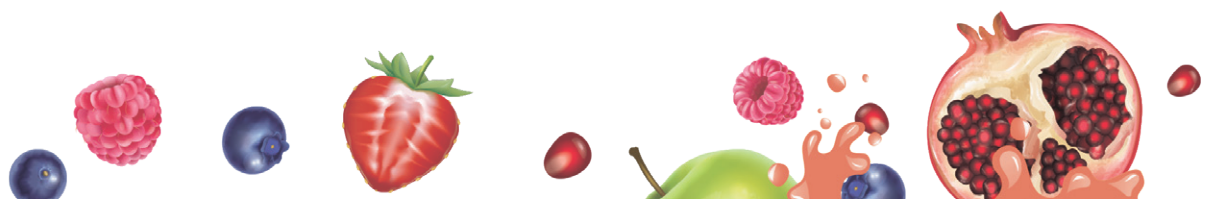
百果園積極打造誠信合規文化，持續加強董事及員工的廉潔自律意識。我們面向全體董事及員工開展多層次、多領域反貪腐培訓，包括學習廉潔自律「六禁止一要求」、發佈案例宣導材料、宣貫反貪腐政策要求等，全面築牢思想防線，營造內部風清氣正的良好氛圍。

1.3.4 INTEGRITY AND COMPLIANCE CULTURE

Pagoda actively builds a culture of integrity and compliance and continues to raise the awareness of the integrity and self-discipline of its directors and employees. We conduct multi-level and multi-discipline anti-corruption training for all directors and employees, including learning the "six prohibitions and one requirement" for integrity and the self-discipline, issuing case study materials, and disseminating anti-corruption policies and requirements, etc. This will help build up an ideological defense on all fronts and create a good atmosphere of internal cleanliness.

同時，我們關注商業夥伴商業道德表現。我們面向全體合作供應商開展反貪腐監督，在年度供應商大會上宣貫廉潔要點及合作供應商查處案例；積極組織反貪腐自查自糾行動，建立供應商回訪機制，通過多向宣導、信訪舉報、隨機抽檢等多種方式，開展供應商履約考核評價。

Moreover, we focus on the ethical performance of our business partners. We supervise the anti-corruption of all our suppliers. To that end, we announce the key points of integrity and cases of investigation and punishment of our suppliers at the annual supplier conference. Meanwhile, we actively take self-correction actions against corruption and establish a supplier return visit mechanism. We carry out the supplier performance assessment through multi-directional promotion, letter reporting, random inspection, etc.



第2章 CHAPTER 2

本章節響應的SDGs
SDGs responded to in this chapter



好吃為上， 堅守食品安全與營養

“Deliciousness” as the Brilliance,
Ensuring Food Safety and Nutrition

為顧客即為天下，我們認真履行「讓天下人享受水果好生活」這一偉大使命，堅守為顧客提供「好吃」這一核心價值，矢志不渝地完善產品品控與安全體系，深入推動產品研究與創新，凝心聚力提升服務質效，用心守護顧客信息安全，旨在實現我們的抱負和使命。

Adhering to the concept of “for the customer is for the world”, we earnestly fulfill the great mission of “allow everyone enjoy life with delicious fruit”. Staying true to the core value of providing “delicious” food for customers, we unwaveringly improve our product quality control and safety system, deeply promote product research and innovation, concentrate on improving service quality and efficiency, and guard the information security of customers. All these efforts will help the Company achieve our ambition and mission.

第 2 章 CHAPTER 2

2.1 安全的、營養的、生態的水果

百果園堅信好吃的水果是安全的、營養的、生態的。我們充分發揮我們在果品全產業鏈標準化體系的先發優勢，加強品質管控與食品安全，致力於為客戶提供更「好吃」的水果。

2.1.1 果品全生命週期品控

百果園建立了覆蓋全產業鏈的品質控制標準體系，通過綜合全套的標準化技術標準及操作要求，嚴格確保運營過程中果品質量控制系統的有效性，致力於保障我們的水果自農場至餐桌的最佳質量，讓顧客吃得安心。

品控標準

我們不斷完善品控標準體系，在果品生命週期的每個環節設立了嚴格的品質控制標準，涵蓋採購、驗收、倉儲、運輸、門店銷售運營過程的所有重大方面，以夯實我們的果品品控管理基礎。

2.1 SAFE, NUTRITIOUS AND ECOLOGICAL FRUITS

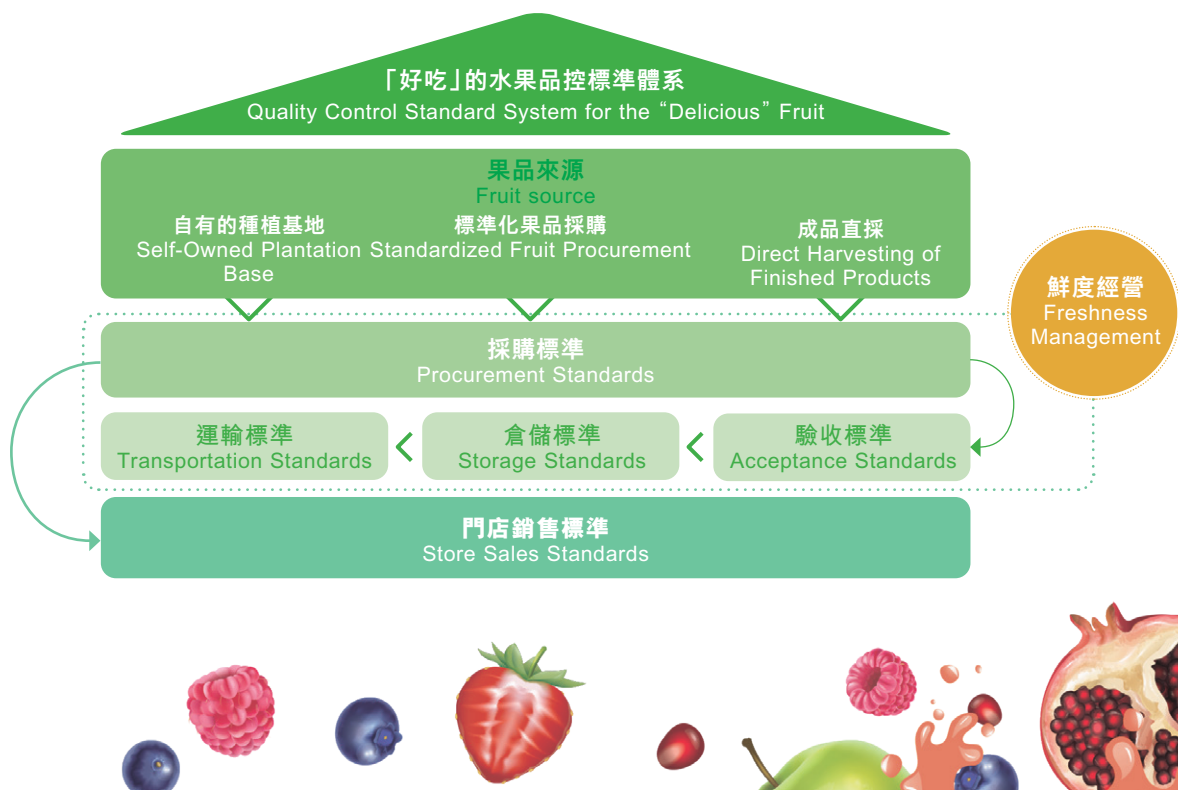
Pagoda firmly believes that delicious fruit is safe, nutritious and ecological fruits. We devote ourselves to providing customers with more “delicious” fruits by giving full play to our first-mover advantage in the standardization system of the whole fruit industry chain and strengthening quality control and food safety.

2.1.1 FRUIT QUALITY CONTROL FOR THE WHOLE LIFE CYCLE

We have established a quality control standard system covering the entire industry chain. Leveraging the comprehensive set of technical standards and operational requirements, we strictly ensure the effectiveness of the fruit quality control system during the operation process. We are committed to ensuring the best quality of our fruits from the farm to tables, so that customers feel confident about the safety of our fruits.

QUALITY CONTROL STANDARDS

We constantly improve our quality control standard system and set up strict quality control standards in every link of the fruit life cycle, covering all major aspects of procurement, acceptance, storage, transportation and store sales operations. This helps strengthen the foundation of our fruit quality control management.



第 2 章 CHAPTER 2



採購與驗收標準 Procurement and Acceptance Standard

針對不同的採購渠道採用統一的採購標準，果品品質驗收標準與採購標準保持一致。採購標準包含果品的外觀、口感、鮮度、病害、檢驗檢疫指標等品質及安全要求；同時，將果品採後分級及處理、包裝及運輸等作為採購標準的輔助要求。

Uniform procurement standards are adopted for different procurement channels. The fruit quality inspection and acceptance standards are consistent with the procurement standards. The procurement standards include quality and safety requirements such as appearance, taste, freshness, disease, inspection and quarantine indexes, etc. Meanwhile, the post-harvest grading and handling, packaging and transportation of fruits are included as auxiliary requirements of the procurement standards.



倉儲標準 Storage Standards

建立了6個不同的溫控保鮮區，滿足不同果品倉儲要求，並根據《果品入庫儲存溫區及最佳安全期明細表》將鮮果存放到對應溫區的冷庫。採納「先進先出」及「先熟先出」政策，對易腐水果規定限時出清。

Six different temperature-controlled preservation zones have been established to meet the storage requirements of different fruits. The fresh fruits are stored in the cold storage of corresponding temperature zones according to the *Table of Temperature Zones and Optimal Safety Period for Fruit Storage* (《果品入庫儲存溫區及最佳安全期明細表》). We adopt the policy of “first-in-first-out” and “first-ripen-first-out” policy and require perishable fruits to be delivered within a specific period of time.



運輸標準 Transportation Standards

運輸過程中冷凍食品、冷藏食品與常溫食品需分開擺放，運輸車輛司機需將車輛製冷機設置成產品需要的溫度。到貨後區域配送品控部品控員導出隨車溫度記錄數據，檢查運輸全程的溫度是否符合標準，如產品解凍，門店不能銷售給顧客。

Frozen food, refrigerated food and room temperature food should be separated during transportation, and the driver of the transport vehicle should set the vehicle chiller to the temperature required for the product. After arrival, the quality controller of the quality control department for regional distribution will export the temperature record data to check whether the temperature of the whole transportation meets the standard. If the product is thawed, the store must not sell it to customers.



門店銷售標準 Store Sales Standards

銷售產品不可有過期、腐爛、發霉、皺皮、失水、變質、變色、枯枝敗葉、損傷果。通過對果品知識的普及，提升門店員工對果品知識的專業度；果品銷售過程中對果品的包裝物料、陳列方式、鮮度管理等環節提出要求。

The products for sale must not be expired, rotten, moldy, crumpled, dehydrated, deteriorated, discolored, damaged or with dead twigs and withered leaves. We enhance the professionalism of store staff through the popularization of fruit knowledge. We also make a request for the fruit packaging materials, exhibits on display and freshness management.

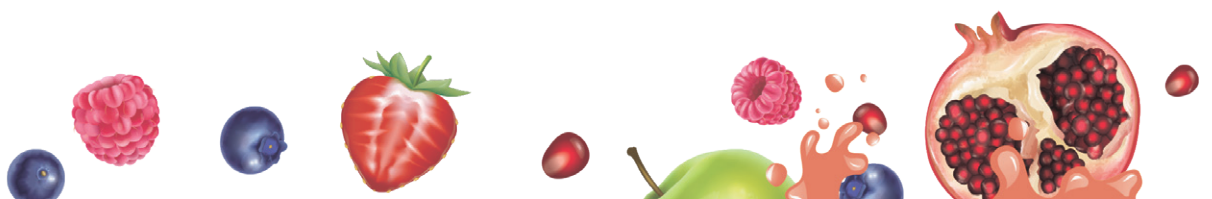
第 2 章 CHAPTER 2

鮮度經營

我們秉持「根據鮮度決定經營，通過經營把控鮮度」的理念，將鮮度經營作為果品品質管控的興衰線，結合物品特性，從訂貨、收貨、包裝陳列、銷售、收銀、收檔六大環節出發，制定了相應的鮮度經營標準，提升門店果品鮮度，降低損耗，保障水果的品質，從而增加顧客購買體驗。

FRESHNESS MANAGEMENT

Upholding the concept of "deciding the operation according to the freshness, controlling the freshness during the operation", we take the freshness management as the key to prosperity and decline of fruit quality control. Therefore, we set the freshness management standards for six links of ordering, receiving, packaging and display, sales, cashier, and filing taking into account the characteristics of fruits. This helps improve the freshness of fruit in stores, reduce losses and ensure the fruit quality, thus improving the purchasing experience of customers.



第 2 章 CHAPTER 2

我們採取分類管理與出清兩種方法，使用「鮮度標籤」、「日期標貼」、「周循環售罄系統」、「鮮度助手」等鮮度管理工具，實現鮮度經營。在分類管理層面，我們根據果品的包裝、品種、到貨日期等因素對果品進行分類管理，針對特殊果品（椰子類、藍莓類、冰糖梨類等）使用日期標貼，監控上架果品的鮮度情況。在出清管理方面，我們搭建「周循環系統」，收銀機每天固定時間彈出當天需售罄的果品，為確保當日需售罄果品能全部出清，門店設置特惠折扣出清區域，於特價水果上張貼「鮮度標籤」，並結合社群和App渠道，積極進行導購和推廣，在保障鮮度前提下，以折扣價格出售給顧客。

We achieve freshness management using both category management and clearance as well as tools such as the “freshness label”, “date sticker”, “weekly cycle sell-out system”, and “freshness helper”. We conduct classification management based on the packaging, variety and arrival date, and monitor the freshness of the fruit on the shelves using date stickers for special fruits (coconut, blueberry, sweet pear, etc.). In terms of clearance management, we have set up a “weekly cycle system”, in which the cash register pops up the fruit to be sold on the day at a fixed time every day. To ensure that all the fruit to be sold on the day are emptied, the store sets up a special discount area and puts “freshness labels” on the special-priced fruit. Meanwhile, the store actively works on the shopping guide and promotion through the community and App channels to sell fruits to customers at discount prices while guaranteeing the freshness.



「日期標貼」
“Date sticker”



「鮮度標籤」
“Freshness label”

第 2 章 CHAPTER 2

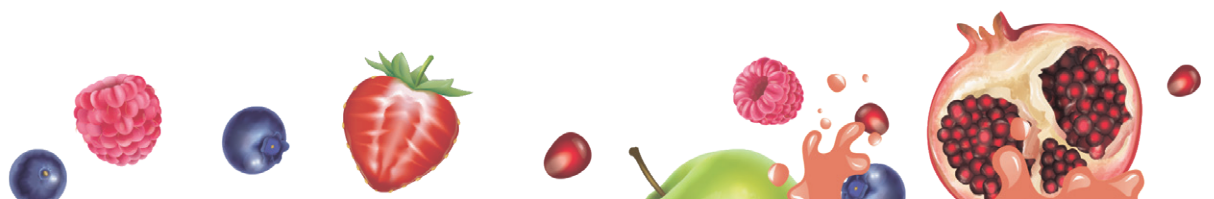
2.1.2 果品質量分級

百果園在中國率先建立了全面、系統的以口感為導向的果品質量分級體系，通過品質分級讓「好吃」看得見，幫助消費者清晰、直觀地分辨果品品質。我們按照涵蓋糖酸度、鮮度、爽脆度、細嫩度、香味、安全性的「四度一味一安全」量化維度，以及大小、顏色及無缺陷等其他指標，將鮮果分為兩大類、四個級別，兩大類指稀有類和非稀有類，其中非稀有類鮮果將再被細分為招牌、A級、B級、C級4個級別。

2.1.2 FRUIT QUALITY CLASSIFICATION

We have pioneered in China in establishing a comprehensive and systematic flavor-oriented fruit quality classification system, which makes “delicious” visible and helps consumers clearly and intuitively distinguish fruit quality. We divide fresh fruits into “two categories and four grades” based on the sweetness and sourness, freshness, crispness, softness, flavor and safety, as well as other metrics such as size, color, and absence of defects. The two categories refer to rare and non-rare categories, in which the non-rare fresh fruits are further subdivided into four grades, namely Excellent (招牌), Grade A, B and C.

稀有類 Rare	<ul style="list-style-type: none"> • 稀有果 • Rare fruit
	<p>好吃、珍貴而稀少的果品，一般為生產量極少的品種或普通品種中超常規格的果品。</p> <p>Tasty, precious and rare fruit, generally varieties with small yielding or fruit of extraordinary size in common varieties.</p>
非稀有類 Non-rare	<ul style="list-style-type: none"> • 招牌果 • Excellent
	<p>滿足高標準且百果園獨有的、能代表百果園專業水準的差異化果品。</p> <p>These are typically fruits that are exclusively provided by us with highest quality standards and are highly differentiated with other fruits available in the market.</p>
	<ul style="list-style-type: none"> • A級果 • Grade A
	<p>「四度一味一安全」的全部或部份指標略高於行業平均水平的差異化果品。</p> <p>The sweetness and sourness, freshness, crispness, softness, flavor, safety of such fruits are better than the average products in the market in terms of all or part of the above mentioned parameters.</p>
	<ul style="list-style-type: none"> • B級果 • Grade B
	<p>除「大小規格」以外的綜合品質與行業基本水準相同的無差異果品。</p> <p>The overall quality of such fruits is the same as the industry’s basic standard except for “size”.</p>
	<ul style="list-style-type: none"> • C級果 • Grade C
	<p>仍可食用且綜合品質差於市場平均水平的果品。</p> <p>These are edible fruits and are in poorer quality than those in the market.</p>



第 2 章 CHAPTER 2

百果園為完善果品標準體系的管理和監督，在集團總部成立由聘請的水果專家與採購、品控採後研發、配送、運營及營銷等業務版塊負責人組成的果品標準體系委員會，負責我們的果品標準體系的建設、審核及優化等日常管理及監督等事宜。

2.1.3 果品溯源機制

為實現果品質量溯源與跟蹤管理，百果園搭建了果品的追溯機制。果品入倉後，我們借助WMS倉儲管理信息系統完成對果品的品名、重量、入庫時間等信息的記錄，實現果品在倉內的移動、分裝等工序的跟蹤；同時，我們通過黏貼在產品外包裝箱的二維碼，實現產品供應商、批次等信息的追溯。

2.1.4 食品安全全流程管控

百果園注重食品安全風險，嚴格遵守《食品安全法實施條例》《食品安全抽樣檢驗管理辦法》《食品召回管理辦法》及《中華人民共和國食品安全法》等法律法規，通過制定《食品安全責任管理規定》《食品安全專項檢查管理辦法》及《食品召回管理辦法》等制度文件，全面規範採購、倉儲、物流及銷售等關鍵運營環節的食品安全管理，保障食品的安全性。

In order to improve the management and supervision of the fruit standard system, Pagoda has established a fruit standard system committee at the Group headquarters, which is composed of fruit experts hired and the heads of procurement, quality control, post-harvest research and development, distribution, operation and marketing, etc. The committee is responsible for the construction, review and optimization of our fruit standard system and other daily management and supervision.

2.1.3 FRUIT TRACEABILITY MECHANISM

Pagoda has established a fruit traceability mechanism to trace the quality and management of fruit products. After fruits are in the warehouse, we will record the name, weight, warehousing time and other information of the fruits, and track the movement, subpackaging and other procedures of the fruits in the warehouses with the warehouse management system (WMS). We also trace such information as product suppliers and batches through the QR codes pasted on the outer packing boxes of products.

2.1.4 WHOLE PROCESS CONTROL OF FOOD SAFETY

Being safety-conscious, Pagoda strictly complies with the *Implementation Regulations on the Food Safety Law of the People's Republic of China* (《食品安全法實施條例》), the *Administrative Measures for Sampling and Inspection of Food Safety* (《食品安全抽樣檢驗管理辦法》), the *Administrative Measures for Food Recalls* (《食品召回管理辦法》) and the *Food Safety Law of the People's Republic of China* (《中華人民共和國食品安全法》), and other laws and regulations. By formulating institutional documents such as the *Administrative Measures for Food Safety Responsibility* (《食品安全責任管理規定》), the *Administrative Measures for Special Inspections of Food Safety* (《食品安全專項檢查管理辦法》) and the *Administrative Measures for Food Recalls* (《食品召回管理辦法》), we have comprehensively regulated food safety management in key operational aspects such as procurement, storage, logistics and sales to ensure food safety.

第 2 章 CHAPTER 2

食品安全治理

百果園已成立由一位常務副總經理領導的食品安全委員會，該委員會成員包括採購、運營、品控、採後研發、法務等部門負責人。該委員會主要負責百果園食品安全管理體系、制度及流程的建設，食品安全管理人員的配備、培訓、考核機制的建立，監督各部門食品安全及其相關工作的落實情況，以及主導食品安全重大事件的處理等事項。

食品安全管理

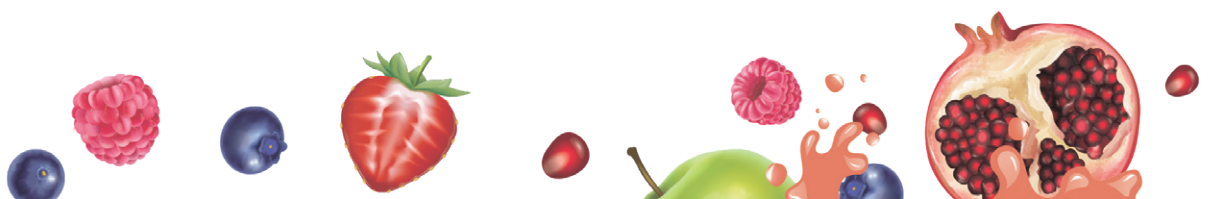
百果園為強化食品和原料的安全性與可追溯性，加強消費者對於百果園產品安全管理的信心，本集團參與了ISO 22000食品安全管理體系認證。截至2022年末，我們共有四家實體參與及通過了ISO 22000，分別為百果園實業、百果園供應鏈、鑫陳水果店及百果園農產品初加工，覆蓋水果貿易、水果店舖及網絡零售、水果初級加工、冷凍及冷藏的預包裝食品儲存等活動範圍。此外，我們的全資子公司海陽津成泰通過了ISO 9001、ISO 22000、FSSC 22000等產品質量及食品安全體系認證，建立了高水平的食品安全治理能力。

FOOD SAFETY GOVERNANCE

Pagoda has set up a food safety committee headed by the executive deputy general manager and comprised of heads from the procurement, operations, quality control, post-harvest research and development, and legal affairs departments. The committee is responsible for establishing a food safety management system corresponding procedures, establishing a mechanism for staffing, training and evaluation of food safety management, supervising the implementation of food safety and related work in all departments, and leading the handling of major food safety incidents.

FOOD SAFETY MANAGEMENT

The Group has participated in ISO 22000 certification, to enhance the safety and traceability of food and raw materials, and cement consumers' confidence in our safety management of products. As of the end of 2022, four of our entities, namely Pagoda Industrial, Pagoda Fruit Investment Management, Xincheng Fruit Shop and Pagoda Agricultural Products Primary Processing, participated in and got certified with ISO 22000, covering fruit trading, fruit stores and online retailing, preliminary fruit processing, and storage of frozen and chilled prepackaged food. In addition, Haiyang Jinchengtai, our wholly-owned subsidiary, got certified with ISO 9001, ISO 22000 and FSSC 22000, demonstrating a strong governance capability of food safety.



第 2 章 CHAPTER 2

實體名稱 Entity name	百果園實業 Pagoda Industrial		百果園供應鏈 Pagoda Fruit Investment Management		鑫陳水果店 Xinchen Fruit Store		百果園農產品初加工 Pagoda Agricultural Products Primary Processing	
ISO 22000 認證 ISO 22000 Certification								
實體名稱 Entity name	海陽津成泰 Haiyang Jinchengtai							
質量安全認證 Quality and safety certification	 ISO 22000 認證 ISO 22000 certification		 ISO 9001 認證 ISO 9001 certification			 FSSC 22000 認證 FSSC 22000 certification		

第 2 章 CHAPTER 2

我們制定《百果園食品安全內部審核管理規定》，明確規定食品安全的內部審核標準及頻率，進一步保障食品安全體系的有效性。該制度規定我們在食品安全管理體系運行的第一年，每3個月組織開展一次內部審核；自第二年起，每年至少組織開展一次內部審核，審核標準包括ISO 22000、國內外相關法律法規、公司內部管理制度等。2022年2月、9月及12月，我們進行了3次食品安全內部審核，不合格項從2月份的140項減少至12月份的26項，觀察項從2月份的0個提升至16個，及時改善了不合格項，並加強了在更多環節對於食品安全的關注。

此外，我們意識到農藥殘留過量是果蔬產品主要的食品安全風險之一。為保障食品安全性，我們嚴格要求供應商須按照法律法規及相關行業協定嚴格控制農藥使用量，並在其向我們發出來自不同產地的各類產品後，每月均需向我們提交一份農藥殘留檢測結果。對於國外進口果品供應商要求提供《進口貨物報關單》和《入境貨物檢驗檢疫證明》，並在疫情特殊情況下，我們還要求其額外提供《新型冠狀病毒核酸檢驗報告單》和《貨物消毒證明》，進一步確保疫情期間的食品安全。收貨時，對貨物進行抽樣檢驗，若檢驗結果顯示可能存在任何食品安全風險，我們將予拒收。同時，為保持持續符合較高的安全及質量控制標準，我們通過對其種植基地進行定期現場檢查等方式，積極對供應商進行風險評估及綜合能力審核。

除此之外，在百果園門店、線上App和微信小程序購買產品的百果園顧客，可在該產品詳情頁獲取產品批次檢測報告信息。

We have mapped out the *Administrative Regulations on the Internal Audits of Food Safety of Pagoda* (《百果園食品安全內部審核管理規定》), which stipulate standards and frequency of internal audits on food safety, to further guarantee the effectiveness of our food safety system. According to the regulations, we should organize and conduct an internal audit every three months during the first year of operation of the food safety management system, and at least an internal audit once a year from the second year onwards, based on standards such as ISO 22000, relevant domestic and international laws and regulations, and the Company's internal management policies. In February, September and December 2022, we conducted three internal audits on food safety, reducing the number of non-conformities from 140 in February to 26 in December, and increasing the number of observations from 0 to 16 in February. We rectified non-conformities in time and increased attention to food safety in more links.

In addition, we recognize that excessive pesticide residues are one of the main risks threatening fruits and vegetable products. Out of food safety, we require our suppliers to strictly control the amount of pesticides used in accordance with laws and regulations and relevant industry agreements, and to submit a monthly pesticide residue test result to us accompanied with various products from different production areas. We also require suppliers of imported fruits to provide the *Customs Declaration for Imported Goods* (《進口貨物報關單》) and the *Certificate of Inspection and Quarantine of Inbound Goods* (《入境貨物檢驗檢疫證明》). Under special circumstances, such as during the pandemic period, we will require such suppliers to provide the *COVID-19 Nucleic Acid Test Report* (《新型冠狀病毒核酸檢驗報告單》) and the *Certificate of Disinfection of Goods* (《貨物消毒證明》), to further ensure food safety. Upon receipt of goods, we will conduct a sampling inspection on the goods and reject them if the test results indicate any possible food safety risks. In addition, we conduct risk assessments and review the comprehensive capabilities of suppliers through regular on-site inspections of the plantation bases, to maintain high safety and quality control standards.

Furthermore, customers who purchase products in Pagoda stores, online apps and WeChat applets can access the test reports product batches on the products' details page.



第 2 章 CHAPTER 2

食品檢測實驗室

Food testing laboratory

我們為開展食品的多種農藥、營養素及食品添加劑定量檢測及分析，截至2022年末，分別於鄭州、東莞及上海設立了三處食品檢測中心。我們的食品檢測中心主要工作成果如下：

We had set up three food testing centers in Zhengzhou, Dongguan and Shanghai by the end of 2022 for the quantitative testing and analysis of pesticides, nutrients and food additives in food products. The main achievements of our food testing centers are described as follows:

- 2022年4月，成立上海實驗室並開始承擔檢測工作，保證了華東地區品控中心、供應商、門店樣品送檢的高時效性。
- In April 2022, the Shanghai laboratory was established for the testing purpose, which ensured the timeliness of samples sent to the quality control centers, suppliers and stores in East China.
- 完善超標樣品複檢機制，做到逢不合格進行平行複測，提高檢測中心出具報告的可信度。2022年共檢測樣品8,548批次，為公司的供貨安全問題提供有力支持。
- We refined the mechanism for retesting samples exceeding the standard. With the mechanism, we would conduct parallel retesting whenever the samples failed to meet the standard. This improved the credibility of reports issued by the testing centers. In 2022, a total of 8,548 samples were tested, which strongly guaranteed the Company's supply.
- 增加果蔬的農殘檢測項目，水果類從156項增加至200項；蔬菜類從193項增加至215項，提高了檢測農殘項目的覆蓋率，為水果蔬菜的安全提供更好的保障。
- We increased the pesticide residue testing items for fruits and vegetables, increasing the fruit items from 156 to 200 and the vegetable items from 193 to 215. This improved the coverage rate of pesticide residue testing items and guaranteed the safety of fruits and vegetables.
- 引入中級工程師一名，提高了檢測中心人員的資質水平和技術能力。
- We introduced an intermediate engineer, which improved the qualification level and technical ability of the testing center personnel.



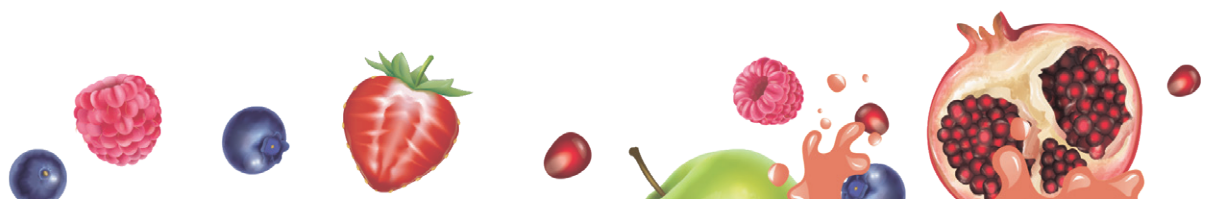
第 2 章 CHAPTER 2

產品召回

百果園為確保產品存在食品安全、衛生等損害顧客健康的問題時進行有效召回及處理，制定了《食品撤回／召回管理規定》，規範產品召回機制。我們根據食品安全風險的嚴重和緊急程度，採用三級分級處理，並規定啟動召回和完成召回的時限，要求一級召回在24小時內啟動召回，自發佈公告起10個工作日內完成召回；二級召回在48小時內啟動召回，自發佈公告起20個工作日內完成召回；三級召回在72小時內啟動召回，自發佈公告起30個工作日內完成召回。我們根據召回產品的不合格情形，採取相應的處置措施，並按照《糾正和糾正措施管理辦法》，對召回管理規定和管理體系存在的問題採取必要的糾正措施。此外，若未發生召回事件，我們每年至少組織一次召回模擬演練，強化對於產品召回的應對能力。報告期內，我們未發生召回產品的事件。

PRODUCT RECALL

Pagoda has worked out the *Administrative Regulations on Food Withdrawal/Recall* (《食品撤回／召回管理規定》) that regulates the product recall mechanism, to ensure the recall and handling of products with food safety, hygiene and other problems, which are harmful to customers' health. We adopt a three-tier hierarchical handling method depending on the severity and urgency of food safety risks. We set a time frame for initiating and completing the recall, requiring a level 1 recall to be initiated within 24 hours and completed within 10 working days from the announcement; a level 2 recall to be initiated within 48 hours and completed within 20 working days from the announcement; and a level 3 recall to be initiated within 72 hours and completed within 30 working days from the announcement. We take measures to handle the nonconforming recalled products, and fix the problems in the recall management regulations and systems in accordance with the *Administrative Measures for Corrective Action* (《糾正和糾正措施管理辦法》). In addition, in case that there are no recalls, we will organize simulation drills at least once a year to strengthen our capability in this respect. During the reporting period, we had no recalls.



第 2 章 CHAPTER 2

2.1.5 果品採後研究

我們為開發並改善有助於提升果品質量和產量的採後加工技術，成立了採後生理實驗室。2022年，採後生理實驗室主要開展的研究如下：

2.1.5 POST-HARVEST RESEARCH AND DEVELOPMENT OF FRUITS

We have established a post-harvest biology laboratory to develop and optimize post-harvest processing techniques, which will help improve fruit quality and yield. In 2022, the main studies conducted by the post-harvest biology laboratory are as follows:

果品採後生理狀態研究

Post-harvest physiological status of fruits:

- **研究簡介：**果品被採收以後持續進行生命活動，而溫度是影響其生命活動快慢的主要因素。我們通過測定果品採後在不同溫度下其呼吸速率和品質的變化來測算果品的生命面積，並預測該果品的貯藏或貨架壽命，找到該果品的適宜貯運溫度，為保障果品品質、做好果品鮮度管控、降低果品損耗提供理論指導。
- **Introduction:** After harvesting, fruits will continue their vital activity, and temperature is the main factor affecting the speed of the vital activity. We measure the changes in exhalation rate and quality of the fruits at different temperatures after harvesting, to calculate the vital area of the fruits and predict their storage or shelf life. Ultimately, we will find the appropriate storage temperature for the fruits. This provides theoretical guidance on ensuring the quality, controlling the freshness and reducing loss of the fruits.
- **果品不同梯度恒溫生理狀態研究完成果品：**金美人蜜瓜、沃柑、不知火、茂谷柑、爆珠小番茄等10種果品；
- **Research on the physiological state of different temperature gradients of 10 kinds of fruits:** golden beauty honeydew melon, fertile orange, citrus reticulata 'Bu Zhi Huo', Citrus reticulata 'Murcott', cherry tomato, etc;
- **果品變溫生理狀態研究完成果品：**儲良龍眼、陽光玫瑰青提、奶皇杏、亞克西梅、獼宗綠果等10種果品。
- **Research on the physiological state of fruits during temperature change:** 10 kinds of fruits including Chuliang longan, Sunshine rose green grape, Naihuang apricot, Yakexi plum and Mi Clan Chinese gooseberry.

果品貨架期研究

Research on shelf life

- **研究簡介：**果品被採摘後其品質就進入到下降過程，而果品在門店時的所處溫度和包裝方式會直接影響其品質和貨架壽命。我們通過測定不同包裝和在不同溫度下果品品質的變化和貨架期，為門店做好果品的鮮度管控提供指導。
- **Introduction:** The quality of fruits after being picked will be degraded, and the temperature and packing method of fruits in stores will directly affect their quality and shelf life. We measure changes in the quality and shelf life of fruits in different packages and at different temperatures, to provide guidance for stores on controlling the freshness of fruits.
- **完成貨架期果品：**翠玉梨、黃油蟠桃、冰川脆蜜瓜、炎陵黃桃、珍珠油桃、黑藤巨峰、爽不讓冬棗等27種果品。
- **Research on the shelf life of 27 kinds of fruits:** Jade pear, Huangyou peach, Glacier honeydew melon, Yanling yellow peach, Pearl nectarine, Heiteng Jufeng grape, Shuangburang winter jujube, etc.

第 2 章 CHAPTER 2

果品採後處理與保鮮的解決方案

Solutions for post-harvest treatment and preservation of fruits

- **研究簡介：**根據公司其他部門提出的需求，我們到產地或在實驗室開展相關實驗，根據實驗結果提出果品的採後處理與保鮮解決方案。
- **Introduction:** We conduct experiments in production areas or in laboratories as required by other departments of the Company, and propose solutions for post-harvest treatment and preservation of fruits based on the experiment results.
- **完成的實驗：**奇異莓採後處理實驗；獼宗綠果採後不同溫度下後熟的品質變化實驗；採後不同貯藏溫度對水蜜桃冷害發生的影響等7項實驗。
- **Finished experiments:** seven experiments including the post-harvest treatment of kiwi berries; post-harvest ripening quality of Mi Clan Chinese gooseberries at different temperatures; effect of post-harvest storage temperatures on the occurrence of cold damage in peaches.

果品糖酸含量與口感的關係研究

Study on the relationship between saccharic acid content and taste of fruits

- **研究簡介：**某些果品的糖酸含量對口感的影響非常大，也直接影響消費者對該果品的接受度。我們通過測定果品的不同口感對應的糖酸含量，以確定不同口感的糖酸含量範圍值，為採購採貨和品控收貨提供參考。
- **Introduction:** The saccharic acid content of certain fruits will greatly influence the taste and directly influence the acceptance of fruits by consumers. By measuring the saccharic acid specific to different tastes, we determine the range of saccharic acid content to provide a reference for purchasing, quality control, and receipt.
- **完成果品：**國產柑橘、藍莓、獼宗綠果、陽光玫瑰青提、黑藤巨峰、佳沛金果等。
- **Finished fruits:** domestic citrus, blueberry, Mizhong kiwi fruit, Sunshine rose green grape, Heiteng Jufeng grape, Zespri kiwi fruit, etc.

桂七芒果採後保鮮處理

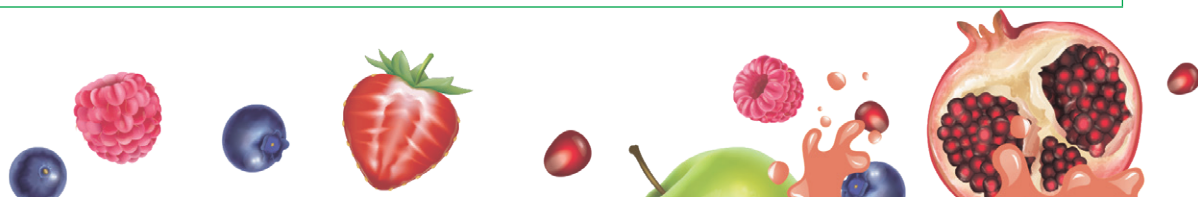
Post-harvest preservation of Guiqi mangos

桂七芒果主要種植在廣西百色右江河谷，每年芒果採摘季節雨水較多，且氣溫較高，加上當地農戶管理粗放，以及不同工人經驗的差異，導致桂七芒果採後炭疽病高發、貨架期短，以及採收成度差異大，果品品質不均等問題。

Guiqi mangoes are mainly grown in the Youjiang River Valley of Baise, Guangxi. Plenty of rainfall and high temperature during the mango harvesting season every year, exacerbated by the extensive management of local farmers and differences in experience of workers, lead to high incidence of anthracnose, short shelf life, marked differences in harvesting maturity, and uneven fruit quality.

2021年6月份至2022年9月，我們開展了桂七芒果採後保鮮處理研究。我們針對桂七芒果沒有統一採收成度標準的現狀，通過測試、比較分析等方法，制定出桂七芒果色卡，解決芒果後熟品質不均的問題，為果農採果、採購員採貨、品控員收貨時對於果實成度的把控提供參考標準。同時，我們通過實驗提出桂七芒果炭疽病防治技術，有效防治炭疽病，延長了芒果的採後壽命，降低了芒果在流通過程中的腐壞。

From June 2021 to September 2022, we conducted research on the post-harvest preservation of Guiqi mangoes. Considering that there was no unified harvesting maturity standard for Guiqi mangoes, we developed a Guiqi mango color card through testing and comparative analysis to solve the problem of uneven quality of mangoes after ripening. This provided reference standards for fruit farmers, buyers and quality controllers to control the maturity of fruits in the harvesting, purchasing and receiving process. Meanwhile, we proposed the anthracnose control technology for Guiqi mangoes, which prevented anthracnose, prolonged the post-harvest life of mangoes, and reduced the decay of mangoes in distribution.



第 2 章 CHAPTER 2

2.2 產品的持續創新能力

百果園認為高水平的研究與創新能力是提升我們為客戶提供高質量產品與服務的重要基礎。我們持續深入產品的研究與創新，做好知識產權管理，不斷提升我們的核心競爭力，為顧客提供更優質的產品。

2.2.1 研究與創新

百果園通過引入先進技術及促進行業交流，持續推動「三個零、有菜味」蔬菜標準體系的完善與果蔬新品種的研發，不斷加強我們的產品競爭力，旨在為廣大消費者提供安全、健康、營養的產品。

三個零、有菜味的蔬菜

我們利用現代有機種植技術體系，以可複製、可標準化的BLOF (BioLogical Farming) 技術作為重要技術支撐，為顧客提供種植生產過程中不使用化學農藥、不使用化學合成肥料、不使用化學激素，且具有獨特風味的「三個零、有菜味」的蔬菜。

三個零：制定《三個零蔬菜生產及採後處理技術規程》，對蔬菜產品種植前的產地選擇，到種植過程中的種苗、土壤管理，再到採後的處理、運輸及檢驗等環節規定了嚴格的操作標準與技術標準，確保我們的蔬菜產品符合「三個零」的所有要求。

有菜味：結合每個蔬菜的特點，針對每個品種的三個零蔬菜，制定了不同的《三個零蔬菜標準》，覆蓋基本外觀、色澤、缺陷、新鮮度、氣味、滋味六個維度的感官品質要求，貫徹落實「提供有菜味的蔬菜」的理念。

2.2 CONTINUOUSLY INNOVATING PRODUCT CAPABILITY

Pagoda deems a strong research and innovation capability as an important foundation of enhancing the quality of products and services to our customers. We continue deepening our product research and innovation, managing our intellectual property, and improving our core competitiveness, to deliver better quality products to customers.

2.2.1 RESEARCH AND INNOVATION

By introducing advanced technology and promoting industry exchanges, we keep perfecting the vegetable standard system of “Three Zeros with Fresh Flavor” as well as researching and developing new varieties of fruits and vegetables, to continuously strengthen the competitiveness of our products. We aim to offer consumers safe, healthy and nutritious products.

VEGETABLES FEATURING “THREE ZEROS WITH FRESH FLAVOR”

Technologically underpinned by the modern organic planting technology system and the reproducible and standardizable biological farming (BLOF) technology, we offer customers vegetables featuring “Three Zeros with Fresh Flavor”, which are produced without using chemical pesticides, chemical synthetic fertilizers and chemical hormones but have a unique flavor.

Three zeros: We have formulated the *Technical Regulations on the Production and Post-harvest Treatment of Vegetables Featuring “Three Zeros”* (《三個零蔬菜生產及採後處理技術規程》), to set strict operational and technical standards for selecting production areas of vegetable products before planting, seedling and soil management during planting, and post-harvest treatment, transportation and inspection, to ensure that our vegetable products satisfy all the requirements of “Three Zeros”.

Vegetable flavor: We have laid down the “Three Zeros with Fresh Flavor” standard in light of the characteristics of each vegetable and each variety, involving six sensory quality requirements of basic appearance, color, defect, freshness, odor and taste, to implement the concept of “providing vegetables that taste like vegetables”.

第 2 章 CHAPTER 2

果蔬育種

百果種業在育種合作、新品種育種及繁育領域取得顯著突破。截至2022年末，百果種業已與七家國內、三家國外種子公司和研究機構達成深度合作關係，並擁有20多個新品種的孵化資格，目前已孵化出2,300多畝符合品質預期的新品種。

FRUIT AND VEGETABLE BREEDING

Pagoda Seeds has made significant breakthroughs in the fields of breeding cooperation, new variety breeding and breeding. As of the end of 2022, Pagoda Seeds had entered into deep partnerships with seven domestic and three foreign seed companies and research institutions, and had been qualified for breeding more than 20 new varieties. Currently, the company has bred 2,300 acres of new varieties that are in line with quality expectations.

感官品評實驗室，開展果蔬感官品評與風味分析

Sensory tasting evaluation laboratory for sensory evaluation and flavor analysis of fruits and vegetables

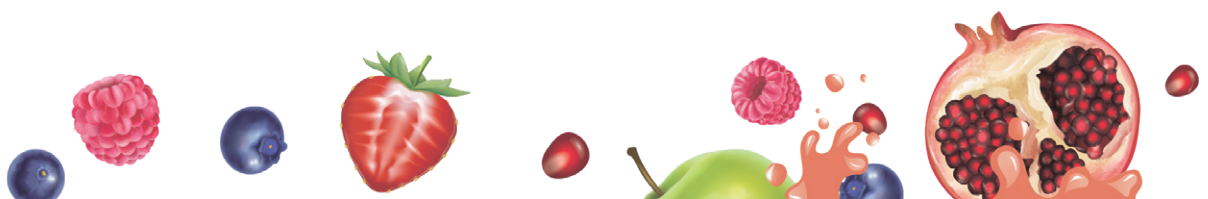
運用感官品評實驗室，我們制定出多種果蔬感官評價標準，用於指導相關部門對該果蔬的感官評定，使果蔬品質的評定指標更加全面；同時，品評員通過感官品評製作的感官雷達圖，使果品的品質及變化過程更加清晰，進一步豐富了果蔬品質的評定指標及貨架期實驗中品質變化的評定方法，為果蔬「好吃」量化研究提供專業的技術支持。

With the sensory tasting evaluation laboratory, we have developed a mix of sensory evaluation criteria for fruits and vegetables, which are used to guide the relevant departments in the sensory evaluation of the fruits and vegetables. These criteria complement the evaluation indicators of fruit and vegetable quality. Meanwhile, the sensory radar diagrams produced by the tasters through sensory evaluation have made the quality and change process of fruits more vivid. The diagrams further enrich the quality evaluation indicators of fruits and vegetables and the evaluation method of quality change during the shelf life experiment, providing professional technical support for the quantitative research of "tasty" fruits and vegetables.



感官品評實驗室

Sensory tasting evaluation laboratory



第 2 章 CHAPTER 2

優果聯技術賦能，提升獼宗品質

Youguolian's technical empowerment to improve the quality of Mi Clan Chinese gooseberries

我們對獼宗開展了產地生產現狀調研，發現存在施肥量過大，重施氮肥、枝條差異大，品質極不均勻、病蟲為害果多，影響外觀和耐儲性等問題。我們通過改進技術，重視施有機肥，調整施肥結構，減少化肥施用帶來的品質下降的同時，提升風味和口感；通過疏花疏果，果樹合理負載，使規格更均勻。農戶之前沒有疏果意識，一個結果枝留6~7個果，多是70~90克的小果，開始疏果管理後，一個枝條留3~5個果，可結出90~120克的中大果。在總產量差不多的情況下，提升果品的商品率，農戶經濟效益顯著提升。同時，因為推動科學植保，通過對獼猴桃病蟲害在當地發生規律的研究，總結提出提前預防和採後清園防病蟲的方案，有效減少了病蟲害發生。

After surveying the current production status of production areas of Mi Clan Chinese gooseberries, we detect problems such as excessive fertilization, heavy application of nitrogen fertilizer, marked differences in branching, highly uneven quality, and many pests and diseases that affect the appearance and storage resistance of the fruits. By improving the technology, emphasizing the application of organic fertilizers and adjusting the fertilization structure, we have solved the problem of quality degradation arising from the application of chemical fertilizers, while improving the flavor and taste. Through flower and fruit thinning, the fruit trees are rationally loaded to become more uniform. Previously, farmers not aware of fruit thinning left 6-7 fruits on one fruiting branch, mostly were small fruits of 70-90 grams. However, after fruit thinning management was implemented, they would leave 3-5 fruits on one fruiting branch, which could produce medium to large fruits of 90-120 grams. With a similar total yield, the commercial rate of fruits was increased and the economic efficiency of farmers was significantly enhanced. By promoting scientific plant protection and the research on the local occurrence rule of kiwi fruit pests and diseases, we have worked out a plan for prevention and post-harvest cleaning of gardens against pests and diseases, which reduces the occurrence of pests and diseases.

2.2.2 知識產權管理

百果園嚴格遵守《中華人民共和國商標法》《中華人民共和國著作權法》《中華人民共和國專利法》《中華人民共和國反不正當競爭法》等法律法規，制定《商標管理規定》《專利管理規定》和《著作權管理規定》等知識產權保護政策，尊重他人知識產權的同時，積極採取自主知識產權保護措施。

2.2.2 INTELLECTUAL PROPERTY MANAGEMENT

Pagoda strictly complies with the *Trademark Law of the People's Republic of China* (《中華人民共和國商標法》), the *Copyright Law of the People's Republic of China* (《中華人民共和國著作權法》), the *Patent Law of the People's Republic of China* (《中華人民共和國專利法》), the *Anti-Unfair Competition Law of the People's Republic of China* (《中華人民共和國反不正當競爭法》) and other laws and regulations. Pagoda has established the *Trademark Management Regulations* (《商標管理規定》), the *Patent Management Regulations* (《專利管理規定》) and the *Copyright Management Regulations* (《著作權管理規定》). While respecting the intellectual property of others, the Company takes measures to protect its own intellectual property.

第 2 章 CHAPTER 2

公司逐步完善知識產權全流程管理，規範知識產權創造、管理、應用、保護等環節，壓實各部門主體職責，加強知識產權風險識別、梳理及防範能力，為有效開展知識產權保護工作提供強有力的保障。為全面落實知識產權的全鏈條保護，公司在與加盟商簽訂的特許經營協議中加入知識產權保護條款，規定加盟商在日常業務、營銷及促銷活動過程中須確保對知識產權、商業秘密等敏感信息嚴格保密，並要求獲授權使用公司品牌、商標等知識產權的加盟商按協議規範使用，避免侵害他人權益，損害公司的信譽和聲譽。本報告期內，公司共申請專利77項，申請IT軟件著作權83件，申請商標權1,430件。

The Company gradually hones the whole process management of intellectual property, standardizes the creation, management, application and protection of intellectual property, ensures the fulfillment of the main responsibilities by each department, and strengthens the ability to prevent, identify and sort out intellectual property risks. By making these efforts, the Company provides a strong guarantee for protecting its intellectual property. For fully implementing the whole chain protection of intellectual property, the Company has included clauses regarding intellectual property protection in the franchise agreements signed with franchisees. The clauses stipulate that franchisees shall keep confidential sensitive information such as intellectual property and commercial secrets in their daily business, marketing and promotional activities. The clauses also require franchisees authorized to use the Company’s brands, trademarks and other intellectual properties to use them in accordance with the agreements, so as to avoid infringing on the rights and interests of others and damaging the Company’s reputation and credibility. During the reporting period, the Company applied for 77 patents, 83 IT software copyright, and 1,430 trademark rights.

2.3 優質的客戶服務

百果園夯實「守護好吃，愉悅服務」的服務理念，不斷完善客戶服務管理體系，加強與客戶的良好溝通，致力於為客戶提供優質貼心的服務，以高質量的服務品質贏得更多客戶的滿意。2022年，百果園憑藉優質的服務與客戶的信任，在客戶服務領域取得了多項榮耀與認可。

2.3 EXCELLENT CUSTOMER SERVICE

Championing the service concept of “guarding delicious food and delightful service”, Pagoda has kept bettering the customer service management system and strengthened communication with customers, to provide quality and caring services to customers. This move makes more customers satisfied. In 2022, Pagoda has won a plethora of honors and recognitions in customer service with its quality services and customers’ trust.



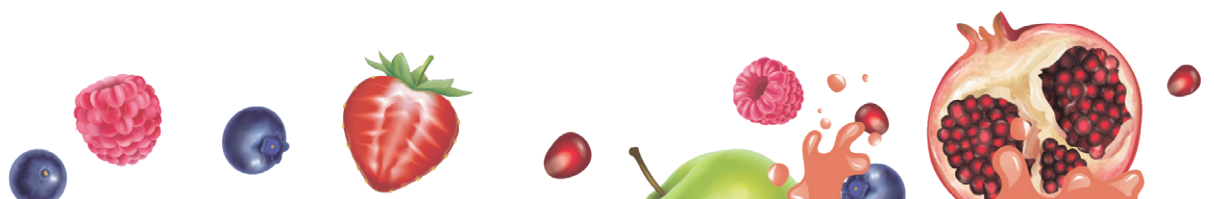
2022年中國服務品牌100強
2022 China Service Brand
Top 100



2022年深圳市315消費通和和解示範企業
315 Consumer Pass in Reconciliation demonstration
enterprise in Shenzhen in 2022



2022年鹽田區青年文明號
Youth Civilization Enterprise in Yantian District in 2022



第 2 章 CHAPTER 2

2.3.1 保障客戶權益

百果園牢牢確立一切為了顧客的觀念，追求顧客滿意，不斷洞察顧客需求並引領市場。我們注重客戶權益保護，我們嚴格遵守《中華人民共和國消費者權益保護法》等消費者保護相關法律法規，在日常運營方面，持續加強我們負責任的商業模式，多措並舉守護客戶的合法權益；在售後服務方面，不斷完善客戶投訴管理機制，加強客戶服務和投訴管理工作。

負責任營銷

百果園嚴格遵守《中華人民共和國廣告法》《網絡直播營銷管理辦法(試行)》及《規範促銷行為暫行規定》等宣傳營銷相關的法律法規，通過加強制度建設與常態化管理，確保我們所有廣告和宣傳物料使用的信息真實、準確，避免對消費者產生誤導，保障消費者合法權益。

我們制定《對外發佈數據(信息)管理規定》《新媒體運營管理規定》《品牌設計管理辦法》及《品牌管理規定》等規範文件，嚴格落實廣告和宣傳物料對外發佈前的管理和審核工作。除發佈及執行規範文件外，我們通過百果園廣告通用模板，進一步加強針對廣告素材和對外信息的規範化使用。在物料的審核方面，我們要求所有業務部門對外發佈信息前須經過與物料相匹配的系統審核流程，審核過濾不規範的內容和未經授權的素材，未經審核的信息禁止對外

2.3.1 PROTECTION OF CUSTOMERS' RIGHTS AND INTERESTS

Adhering to the concept of "all for the sake of customers", Pagoda pursues customer satisfaction by constantly getting insight into customer needs and leading the market. Attaching importance to protecting customers' rights and interests, we strictly comply 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》) and other relevant laws and regulations on consumer protection. In daily operations, we continue strengthening our responsible business model and take myriad measures to protect the legitimate rights and interests of our customers. In terms of after-sales services, we continue optimizing our customer complaint management mechanism and reinforce customer service and complaint management.

RESPONSIBLE MARKETING

Pagoda strictly complies with the *Advertising Law of the People's Republic of China* (《中華人民共和國廣告法》), the *Administrative Measures for Online Live-Streaming Marketing (Trial)* (《網絡直播營銷管理辦法(試行)》), the *Interim Provisions on the Regulation of Promotional Behavior* (《規範促銷行為暫行規定》) and other laws and regulations on publicity and marketing. By strengthening institutional construction and regular management, we ensure that all information used in our advertising and promotional materials is true, accurate and not misleading, so as to protect the legitimate rights and interests of consumers.

We have formulated regulatory documents such as the *Regulations on the Management of External Data (Information) Release* (《對外發佈數據(信息)管理規定》), the *Regulations on the Management of New Media Operation* (《新媒體運營管理規定》), the *Regulations on the Management of Brand Design* (《品牌設計管理辦法》) and the *Regulations on the Management of Brand* (《品牌管理規定》) to strictly manage and review advertising and promotional materials before they are released. In addition to the publication and implementation of regulatory documents, we

第 2 章 CHAPTER 2

發佈；在製作物料方面，我們提倡使用內部原創素材，包括圖片、視頻、字體設計，從源頭減少對外部素材的依賴，減少因使用未獲版權的素材帶來的違規風險。同時，我們不定期向業務部門及供應商提供合規營銷相關培訓，並結合我們的在線學習平台推出的《廣告合規風控實務》系列課程，持續開展合規營銷知識宣導工作，深化我們的員工與合作夥伴的合規營銷意識。

have further strengthened the standardized use of advertising materials and external information through Pagoda's general advertising template. In terms of material review, we require all business departments to go through a systematic review process that matches the materials before publishing information, to review and filter out irregular content and unauthorized materials and prohibit the release of information that has not been reviewed. In producing materials, we advocate the use of original internal materials, including images, videos and font designs, to reduce the reliance on external materials at the source and mitigate the risk of non-compliance arising from the use of non-copyrighted materials. At the same time, we provide compliance marketing-related training to business departments and suppliers from time to time, and by using a series of courses about "Advertising compliance and risk control practices" on our online learning platform, we continuously publicize compliance marketing knowledge to heighten the awareness of our employees and partners in this respect.

售後服務管理

我們根據《百果園客戶服務管理規定》建設了暢通多元的服務與投訴渠道，通過建立客戶投訴受理、處理、質檢、分析及閉環管理的客戶投訴管理體系，及時有效處理客戶訴求，落實銷售者主體責任。

AFTER-SALES SERVICE MANAGEMENT

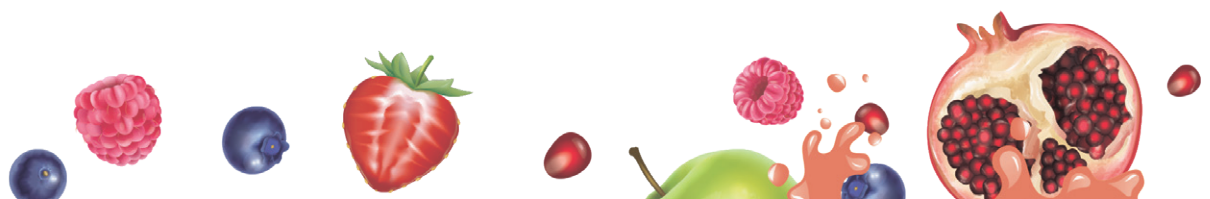
We have built a smooth and diversified service and complaint channel in accordance with the *Pagoda Regulations on Customer Service Management* (《百果園客戶服務管理規定》). With the establishment of a customer complaint management system incorporating customer complaint acceptance, processing, quality inspection, analysis and closed-loop management, we respond to customer complaints timely and effectively as part of our efforts to fulfill our main responsibility as the seller.

➤ 服務與投訴渠道

我們全面受理及監控客戶在投訴熱線、線上平台、公眾媒體留下的訴求，認真對待每一項訴求並及時進行跟進及處理，直至徹底解決客戶訴求。

➤ SERVICE AND COMPLAINT CHANNELS RESPONSIBLE MARKETING

We fully accept and monitor customers' requests on the complaint hotline, online platform and public media. Taking each complaint seriously, we follow up and deal with it in a timely manner until the customer's complaint is thoroughly settled.



第 2 章 CHAPTER 2

400 熱線服務 400 Hotline service

百果園通過400-181-1212(百果園品牌)、400-005-1527(果多美品牌)電話熱線提供服務

Pagoda provides services via 400-181-1212 (Pagoda brand), 400-005-1,527("Guo Duo Mei (果多美)") telephone hotline

在線服務 Online service

百果園提供公眾號、百果園App、百果園+小程序、百果園拼團、企業購商城、企業微信渠道的在線服務

Pagoda provides online services through its official account, Pagoda App, Pagoda+ applet, Pagoda group promotions, Enterprise shopping mall and Enterprise WeChat

現場服務 On-site service

現場管理人員協助客服專員處理疑難問題、客服部現場管理崗員工巡場監控客戶服務工作情況

On-site managerial personnel assist customer service specialists in handling difficult issues, and assist on-site personnel holding management positions in the customer service department in patrolling the site to monitor customer service

315 投訴 315 Complaint

百果園跟進及處理來自315消費者投訴平台的客戶投訴

Pagoda follows up and handles customer complaints from the 315 consumer complaint platform

微博投訴 Weibo complaint

百果園受理客戶在「新浪微博」及「新浪微博－黑貓投訴」等渠道提出的客戶投訴

Pagoda receives customer complaints on "Sina Weibo" and "Sina Weibo – Black cat complaint"

門店投訴 Store complaint

百果園門店通過現場服務及果粉社群，為客戶提供日常投訴處理渠道

Pagoda stores provide daily complaint handling channels for customers through on-site services and fruit fan communities

第 2 章 CHAPTER 2

➤ 客戶投訴處理

我們建立的客戶投訴響應機制明確，客戶服務人員正式受理客戶投訴後，責任部門需要在24小時內響應客戶，並於72小時內制定解決方案，協助客戶處理問題。此外，為更加針對性地分析客戶投訴並改善客戶服務，我們將客戶投訴按照不同的業務類型進行分類處理。截至2022年末，百果園共受理36,616件投訴，其中受理服務及品質類投訴24,702件，其他類型的投訴11,914件；已解決35,881件投訴，投訴辦結率為98%。

➤ 數字化智能服務

我們借助科技賦能，搭建數字化客戶服務系統，發揮其信息化、智能化的優勢，實現客戶生態圈的客戶服務智能化管理，進一步優化我們的客戶服務流程，提升服務質效。同時，我們通過數字化客戶服務系統，對客戶的心聲開展全面的數據收集、總結與分析，並根據分析結果輸出《客戶之聲》報告反饋至各部門，使各部門深度了解客戶的心聲。

➤ 客服專項培訓

我們為加強員工的客戶服務意識與服務水平，2022年為員工提供了多元的客服專項培訓。

➤ CUSTOMER COMPLAINT HANDLING

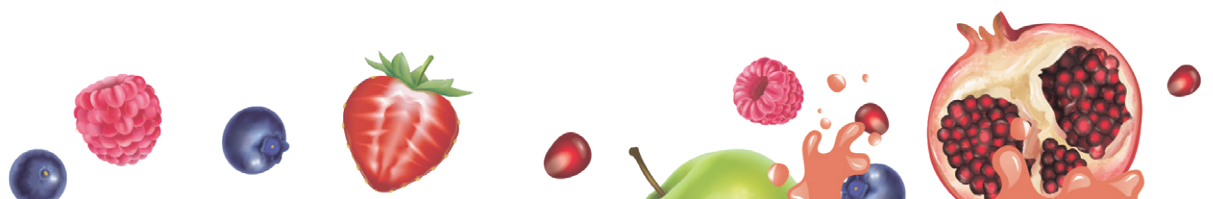
Our complaint response mechanism specifies that after customer service personnel receive a customer complaint, the responsible department needs to respond to that customer within 24 hours and develop a solution within 72 hours. In addition, we classify customer complaints by business type to analyze them in a more targeted manner and improve customer service. As of the end of 2022, Pagoda received 36,616 complaints, of which 24,702 were service and quality complaints, 11,914 were other types of complaints; 35,881 complaints were resolved, with a 98% complaint resolution rate.

➤ DIGITAL INTELLIGENT SERVICE

We have built a digital customer service system through technology empowerment. By taking the advantage of the system in informatization and intelligence, we achieve the intelligent management of customer service in the customer ecosystem, which further optimizes our customer service process and enhances service quality and efficiency. Meanwhile, through the digital customer service system, we collect, summarize and analyze data by listening to the voice of customers. After that, we output the report titled “Voice of Customers” based on the analysis results and feed the report back to various departments, to facilitate their in-depth understanding of the voice of customers.

➤ SPECIAL CUSTOMER SERVICE TRAINING

We provided diversified customer service training for our employees in 2022 to improve their awareness and level of customer service.



第 2 章 CHAPTER 2

培訓名稱 Training name	培訓內容 Training content
客服新員工培訓 Customer service training for new employees	培訓內容涵蓋公司規範文件、產品知識、溝通技巧等，幫助新員工快速了解公司規章制度及客服基本技能。 Training content covers the Company's standard documents, product knowledge, communication skills, etc., to help new employees quickly understand the Company's rules, regulations, basic customer service skills.
客服業務技能培訓 Skills training on customer service business	聚焦服務禮儀，服務創新等主題，增強員工服務意識，實現員工客服專業技能提升等。 Focus on service etiquette, service innovation and other topics to enhance the service consciousness of employees, and improve the professional skills of customer service of employees, etc.
客服部職能崗訓練營 Training camp of functional post of customer service department	通過客服部職能崗的一線員工進行崗前、崗中培訓，加強職能崗人員的專業技能與管理技能，提升部門整體素質水平。 Through pre-service and on-the-job training for front-line employees holding functional positions in the customer service department, the professional skills and management skills of the front-line employees are strengthened, and the overall quality of the department is lifted.
區域客訴技能提升培訓 Training on skill upgrading to handle regional customer complaint	解答區域及門店在日常運營過程中，針對客戶溝通及客戶投訴處理存在的疑問，進一步提升區域服務技能。 We further improve regional service skills, to clear doubts about customer communication and customer complaint handling in the daily operation of regions and stores.

第 2 章 CHAPTER 2

三無退貨

水果作為自然產物，沒辦法確保每個果品都沒有瑕疵，為此我們推出了信任服務體系「三無退貨」（無小票、無實物、無理由可退貨），為數千萬顧客構建了一個沒有後顧之憂的消費場景。根據我們的「不好吃三無退貨」規則，顧客在百果園公司指定銷售渠道購買商品後，一旦有任何不滿意，自當日起算至第 7 天，可在門店或 App 上享受信任退貨服務。顧客可在我們的官網詳細了解「不好吃三無退貨」規則。

INSTANT REFUND SERVICE

We cannot ensure that every fruit, as a natural product, is free from defects. Therefore, we launch a trust service system of "Instant refund" (no small ticket, no physical goods, no reason to return) to create a worry-free consumption scenario for tens of millions of customers. According to our "Instant refund" rule, customers who are dissatisfied with any of the products purchased through the sales channels designated by Pagoda can enjoy the refund service in stores or on the App within seven days starting from that day. Customers can learn more about the "Instant refund to consumers if our products do not taste good" rules on our website.

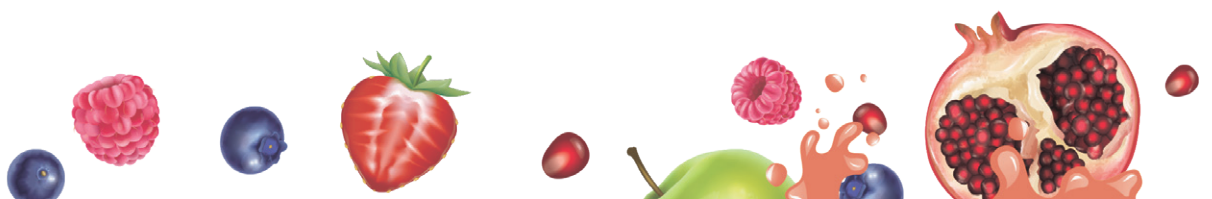
購物不滿意?
Not satisfied with your shopping?
百果園 App
Pagoda App
三無退貨
Instant refund

百果園

三無退貨
Instant refund

下載百果園 App，無需到店，直接在 App 查詢 7 天內的線上及門店訂單，進行自助退款申請。

Download the Pagoda App where you can check the online and store orders within 7 days and apply for Instant refund.



第 2 章 CHAPTER 2

百果園「三無退貨」引領和改變著水果生鮮行業的行事標準，成為了「中國式信任」的代表。2022年，我們開展了百果園「三無退貨」專項調研，有超90%的百果園用戶知道或聽說過「三無退貨」服務。

2.3.2 提升客戶體驗

我們以提升客戶體驗為核心，與客戶建立有效的溝通機制，用心傾聽客戶心聲，以切實行動為客戶提供滿意的服務。

客戶體驗活動

百果園舉辦多樣化的客戶體驗活動，創造卓越的客戶體驗的同時，幫助客戶更深入了解我們的產品與服務，為我們切實提升客戶體驗提供信任基礎。

- **產地遊活動**

我們組織開展產地遊活動，通過在種植產地與消費者互動，幫助消費者了解產品種植端的每個環節，加深對我們的信任。

Pagoda's "Instant refund" has led and changed the standard of conduct in the fresh fruit industry, becoming a representative of "Chinese trust". In 2022, we made a special survey on "Instant refund" in Pagoda. Over 90% of Pagoda users knew or heard of the "Instant refund" service.

2.3.2 IMPROVING CUSTOMER EXPERIENCE

With improving customer experience as the core, we establish a communication mechanism with customers and listen to their voices, to offer them satisfactory services with tangible actions.

CUSTOMER EXPERIENCE ACTIVITIES

We organize diversified activities to deliver an excellent customer experience. These activities help them understand our products and services more profoundly and provide a foundation of trust to improve the customer experience.

- **PRODUCTION AREA TOUR**

We organize tours to the production areas. By interacting with consumers, we help them understand every aspect of product plantation, so as to deepen their trust in us.

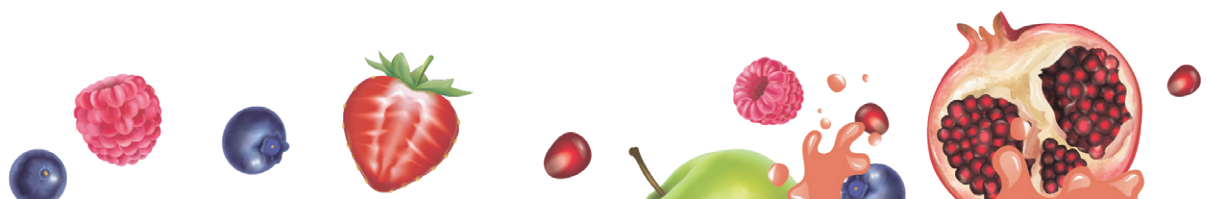
第 2 章 CHAPTER 2

厚嘟嘟糯米糍•美荔遊廣東站

Hoududu Nuomici • Litchi Tour (Guangdong Station)

2022年6月18日，百果園舉辦獵果之旅（廣東站）厚嘟嘟糯米糍•美荔遊活動，帶領消費者深入厚嘟嘟糯米糍主產區，了解荔枝從生長、種植、採摘、加工、運輸、到店的全過程，零距離體驗和了解好吃水果背後的故事。

On June 18, 2022, Pagoda held a fruit hunting tour (Guangdong Station) of Hoududu Nuomici • Litchi Tour, leading consumers to go deep into the main production areas of Hoududu nuomici litchi. There, they learned about the whole process of growing, planting, picking, processing, transporting and delivery of litchi. They tasted delicious fruits on site and learned about stories behind the delicious fruits.



第 2 章 CHAPTER 2

• 深度試吃活動

我們開展深度試吃活動，邀請顧客試吃我們的產品並給出評價，通過總結客戶的反饋，進一步改善產品與服務，進一步提升客戶體驗。

• IN-DEPTH TASTING ACTIVITIES

We carry out in-depth tasting activities, inviting customers to try our products and provide comments. We summarize customer feedback to further improve our products, services and customer experience.

百果園X褚氏農業快閃活動

Pagoda X CHU'S AGRICULTURE Activity

2022年12月，我們與褚氏農業合作，以上海為首，陸續在北京、深圳、寧波等多個城市共50家百果園門店開展了多城聯動的「喚醒心中的甜」快閃活動。我們為果粉提供現場自然的露營打卡體驗，有趣有料的農業知識，品牌聯名周邊免費送，還有新鮮可口的試吃果品。

In December 2022, we partnered with CHU'S AGRICULTURE to launch an activity of "Awakening the Sweetness in Your Heart" in 50 stores in Beijing, Shenzhen, Ningbo and other cities, starting with Shanghai. We provided fruit fans with camping experience, interesting and informative agricultural knowledge, co-branded free delivery, and fresh and delicious fruits.



客戶滿意度

百果園為更好地了解客戶對於我們的產品和服務的滿意程度，持續開展常態化的客戶滿意度管理工作，以及專項的客戶滿意度調研與淨推薦值調研(NPS)。同時，我們會根據客戶的需求進行客戶體驗改善，致力於提升我們的競爭力和客戶滿意度。

CUSTOMER SATISFACTION

Pagoda continuously conducts regular customer satisfaction management and special customer satisfaction surveys and net promoter score (NPS) surveys, to better understand how customers are satisfied with our products and services. Meanwhile, we improve our customer experience based on customer needs, to improve our competitiveness and customer satisfaction.

第 2 章 CHAPTER 2

➤ 客戶滿意度調研

百果園建立常態化的客戶滿意度調研工作機制，除開展專項的滿意度調查外，我們收集各電商平台對於百果園產品及服務的評價，並通過「神秘顧客」的調查方式，從客戶的角度考察門店的日常服務標準執行情況，以切實了解客戶真的服務體驗。

2022年12月，我們在百果園門店所在區域開展了專項的客戶滿意度調研，此次調研主要針對顧客對於百果園品牌認可度和食品安全管理表現的評價。同時，為保證調研的有效性，我們選擇了訂單頻率較高、訂單數額較大、首單發生時間點較遠的顧客群體。此次調研結果顯示，該顧客群體對於我們的品牌和服務給出高度的信任，有高達91.45%的顧客選擇百果園作為其購買水果首選平台；同時，有92.67%的顧客對百果園食品安全表示「較滿意」和「很滿意」，其中「很滿意」佔70.37%。

➤ 客戶淨推薦值（NPS）調研

百果園為客觀、深入了解顧客對於我們提供的產品和服務的整體感受，每年聘請獨立的第三方調研機構開展客戶淨推薦值（NPS）調研工作。我們的調研覆蓋門店環境、水果品質、退換貨服務等多個環節，樣本分不同地區、不同年齡和性別的人群，以確保調研結果的全面性、可靠性與有效性。2022年，百果園整體NPS調研得分59.4%，在調研對象中屬於第一梯隊（NPS得分>55%）。

➤ CUSTOMER SATISFACTION RESEARCH

Pagoda has in place a regular customer satisfaction research mechanism. In addition to special satisfaction surveys, we collect the evaluation of the products and services from various e-commerce platforms, and through the “mystery customer” survey, investigate the implementation of daily service standards of stores from the perspective of customers, so as to understand the customer experience.

In December 2022, we conducted a special customer satisfaction survey in the areas where Pagoda stores are located. The survey focused on customers' evaluation of Pagoda's brand recognition and Pagoda's performance in food safety management. To ensure the validity of the survey, we selected customers with high order frequency, large orders, and first orders that were placed long ago. The results of this survey show that this customer group has a high degree of trust in our brand and services, with 91.45% of our customers choosing Pagoda as their preferred platform for fruit purchases; with 92.67% of our customers being “more satisfied” and “very satisfied” with Pagoda's food safety, of which those who are “very satisfied” accounting for 70.37%.

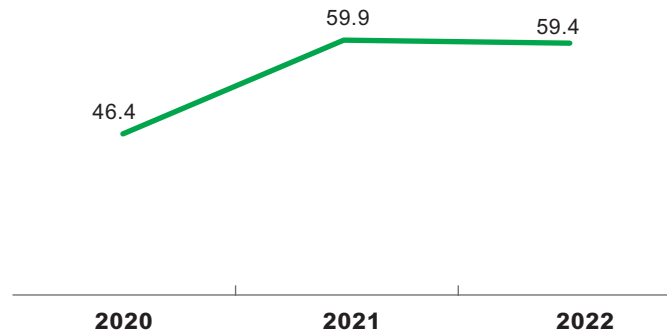
➤ NPS SURVEY

To objectively and deeply understand customers' overall feelings about the products and services we provide, Pagoda engages independent third-party research institutions to conduct NPS surveys every year. Our surveys cover a wide range of aspects such as store environment, fruit quality, return and exchange services, etc. The samples are divided by region, age and gender group to ensure the comprehensiveness, reliability and validity of the survey results. In 2022, Pagoda's overall NPS survey score is 59.4%, which is in the first tier among survey respondents (NPS score > 55%).



第 2 章 CHAPTER 2

2020-2022年百果園淨推薦值(NPS)變動情況(%)
NPS changes of Pagoda in 2020-2022 (%)
(%)



2.4 數據安全與隱私保護

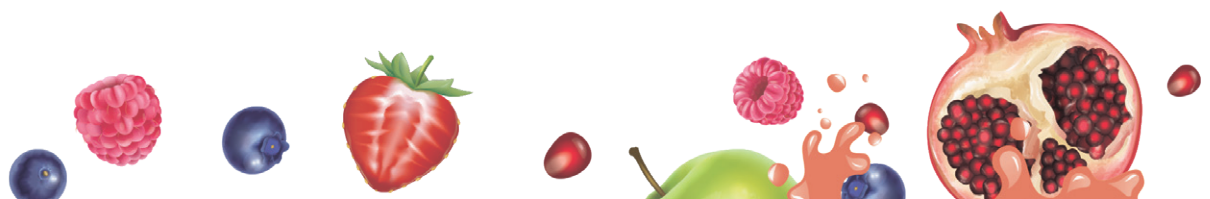
步入信息時代，百果園深知借助數字化技術改善顧客體驗的同時，合理保障顧客隱私安全，才能長久的為顧客創造價值。我們根據《中華人民共和國數據安全法》《中華人民共和國網絡安全法》《中華人民共和國個人信息保護法》等相關法律法規及行業監管和風控要求，針對數據安全和消費者隱私保護制定了一系列內部制度，涵蓋信息的收集、存儲、分級分類、使用加工、脫敏、安全事件應急處理及隱私保護等方面，打造了完善的信息安全和隱私保護制度體系，保障顧客信息安全。

2.4 DATA SECURITY AND PRIVACY PROTECTION

In this information era, Pagoda is fully aware that it can create sustainable value for customers by improving customer experience with digital technology and safeguarding customer privacy and security. In accordance with the Law of the People's Republic of China on Data Security 《中華人民共和國數據安全法》, the Law of the People's Republic of China on Network Security 《中華人民共和國網絡安全法》, the Law of the People's Republic of China on the Protection of Personal Information 《中華人民共和國個人信息保護法》 and other relevant laws and regulations as well as industry regulatory and risk control requirements, we have developed a range of internal policies on data security and consumer privacy protection, covering information collection, storage, classification, use and processing, desensitization, emergency response to security incidents and privacy protection. We establish a comprehensive system of information security and privacy protection.

第 2 章 CHAPTER 2

數據安全管理制度 Data security management policy	隱私保護管理制度 Privacy protection management system
《數據安全(個人信息保護)管理規定》 Regulations on the Management of Data Security (Personal Information Protection)	《百果園隱私政策》 Pagoda Privacy Policy
《數據(個人信息)採集管理規定》 Regulations on the Management of Collection of Data (Personal Information)	《百果園－網上購物功能隱私政策》 Pagoda – Privacy Policy on Online Shopping Function
《數據(個人信息)存儲管理規定》 Regulations on the Management of Data (Personal Information) Storage	《百果園－登錄隱私政策》 Pagoda – Login Privacy Policy
《數據(個人信息)分類分級管理規定》 Regulations on the Management of Data (Personal Information) Classification and Grading	《百果園－客服保障服務隱私政策》 Pagoda – Privacy Policy on Customer Service Protection
《數據(個人信息)使用、加工管理規定》 Regulations on Management of Data (Personal Information) Use and Processing	《百果園－會員增值服務隱私政策》 Pagoda – Privacy Policy on Member Value-added Service
《數據(個人信息)脫敏管理辦法》 Regulations on the Management of Data (Personal Information) Desensitization	《百果園－信息交互服務隱私政策》 Pagoda – Privacy Policy on Information Interaction Service
《數據(個人信息)安全事件與應急管理規定》 Regulations on Data (Personal Information) Security Incident and Emergency Management	
《數據(個人信息)安全培訓管理規定》 Regulations on the Management of Data (Personal Information) Security Training	
《數據銷毀、刪除管理規定》 Regulations on the Management of Data Destruction and Deletion	



第 2 章 CHAPTER 2

2.4.1 數據安全

百果園成立了技術委員會，由相關職能部門的關鍵負責人組成，作為公司的網絡安全、數據安全和個人信息保護管理方面的最高決策機構。此外，我們制定的嚴格的數據安全管理制度規範了百果園各業務部門在開展相關業務流程中涉及到的數據安全管理，從而降低數據安全潛在風險。此外，我們已連續多年取得ISO 27001數據安全管理體系認證。2022年7月，我們使用的核心業務系統百果園一體化會員管理系統(三級)、百果園App系統(三級)和百果園官網系統(二級)均已通過深圳市網絡安全等級保護備案，安全級別為3級。

2.4.1 DATA SECURITY

Pagoda has set up a technology committee that comprises key leaders from relevant functional departments, to serve as the highest decision-making body in charge of cybersecurity, data security and personal information protection in the Company. We have worked out a tough policy on data security management to regulate data security management in conducting relevant business processes in all business units of Pagoda, thereby mitigating potential risks to data security. In addition, we have been certified with ISO 27001 for years. In July 2022, the core business systems we use, namely the integrated membership management system of Pagoda (level 3), the App system of Pagoda (level 3) and the official website system of Pagoda (level 2), have been filed in Shenzhen with the network security level of 3.



百果園ISO 27001數據安全管理體系認證證書
Pagoda ISO 27001 certification in data security management



百果園App系統和百果園一體化會員管理系統已獲得深圳市網絡安全等級保護三級證書
The App system and the integrated membership management system of Pagoda has obtained the level 3 certificate in network security protection in Shenzhen



百果園官網系統則已獲得深圳市網絡安全等級保護二級證書
The official website system of Pagoda has obtained the level 2 certificate in network security protection in Shenzhen

我們已建立針對軟件、硬件、數據庫、網絡的日常監控和維護的機制，並積極開展第三方信息安全審計工作，盡早排查整改信息安全風險漏洞，確保信息安全系統與管理的有效性及可靠性。2022年，我們邀請請第三方機構對百果園官網、App和一體化會員管理系統開展了2次漏洞檢測，檢測結果表示均未發現中、高危系統漏洞，說明百果園系統未存在安全隱患。

We have established a mechanism for daily monitoring and maintenance of software, hardware, database and network. We carry out third-party information security audits to detect and eliminate information security risks and loopholes as early as possible, to ensure the effectiveness and reliability of information security system and management. In 2022, we invited a third-party organization to conduct two vulnerability tests on the official website system, the App system and the integrated membership management system. The test results showed that no signs of medium – or high-risk system vulnerabilities, indicating no security risks of Pagoda's system.

第 2 章 CHAPTER 2

此外，我們按照網絡安全等級保護制度的要求，還採取入侵防範、身份鑒別、安全審計等防範危害網絡安全行為的技術措施，並使用雲監控平台監測、記錄服務器端網絡運行狀態、網絡安全事件，並保留對應日誌時間不少於6個月。我們還制定了《數據安全容災備份與恢復管理規定》，規範數據備份要求、備份週期、備份模式等相關安全要求，還採取了數據加密、網絡鑒權、權限訪問控制等技術措施，以保障網絡免受干擾、破壞或者未經授權的訪問，訪問網絡數據洩露或者被竊取、篡改。

2.4.2 隱私保護

我們嚴格遵守《個人信息保護法》《數據安全法》《消費者權益保護法》及《深圳經濟特區數據條例》等要求，合法處理消費者的個人信息，並最小範圍，僅收集消費者為完成業務需要的必要個人信息。我們在涉及收集個人隱私數據的關鍵環節如客戶服務、會員登陸等制定了一系列隱私政策，並實施多項具體措施充分保護消費者的隱私。我們亦成立專門的數據團隊領導實施及審查內部數據隱私保護政策及操作。

我們在處理個人信息的產品環節均公示了隱私政策，包括《百果園App&百果園+微信小程序隱私政策》《百果園兒童個人信息保護規則及監護人須知》及《百果園+支付寶小程序隱私政策》等，其中說明了公司收集、使用、委託處理、對外提供、轉移、公開個人信息的情況，並通過彈窗等顯著方式向用戶展示並獲得用戶的同意。在涉及處理敏感個人信

In addition, based on the policy on protection of network security, we adopt technical measures to prevent network security hazards such as intrusion prevention, identity identification and security audit. We also monitor and record the network operation status and network security events on the server side with the cloud monitoring platform, and keep the corresponding logs for at least 6 months. We have also drawn up the *Regulations on the Management of Disaster Recovery and Backup of Data Security* (《數據安全容災備份與恢復管理規定》), which provide for data backup, backup cycle, backup mode and other related security aspects. We have also adopted technical measures such as data encryption, network authentication and access control to protect the network from interference, damage or unauthorized access, and prevent network data from being leaked, stolen or tampered with.

2.4.2 PRIVACY PROTECTION

In strict accordance with the *Personal Information Protection Law* (《個人信息保護法》), the *Data Security Law* (《數據安全法》), the *Law on Protection of Consumer Rights and Interests* (《消費者權益保護法》), and the *Data Regulations of the Shenzhen Special Economic Zone* (《深圳經濟特區數據條例》), we handle consumers' personal information lawfully and collect only the personal information necessary for completing our business within the minimum scope. We have formulated a mix of privacy policies in key links involving the collection of personal data, such as customer service and member login, and have implemented measures to adequately protect consumer privacy. We have also established a dedicated data team to lead the implementation and review of our internal data privacy policies and practices.

We have published our privacy policies in the links that handle Personal Information, Including The *Privacy Policy of Pagoda App & Pagoda+Wechat App* (《百果園 App & 百果園+微信小程序隱私政策》), the *Rules for the Protection of Children's Personal Information and Notice to Guardians of Pagoda* (《百果園兒童個人信息保護規則及監護人須知》) and the *Privacy Policy of Pagoda+Alipay AppLET* (《百果園+支付寶小程序隱私政策》). The privacy policies provide for



第 2 章 CHAPTER 2

息、向第三方提供個人信息等情形下，我們還制定有單獨的《個人信息授權協議》，並通過彈窗、勾選等顯著方式進行公示並獲得用戶的單獨同意。

我們的《數據(個人信息)存儲管理規定》和《數據安全(個人信息保護)管理規定》中有明確規定，僅在實現處理目的所必要的最短時間內對個人信息進行存儲，並在個人信息存儲期限屆滿後予以刪除或匿名化處理，同時留存響應記錄。此外，我們的《數據銷毀、刪除管理規定》也對敏感個人數據採取了加密存儲、授權訪問、去標識化展示等隱私保護措施。用戶註銷賬號後，我們會及時、有效地刪除其個人敏感信息，如手機號碼、地址等，僅按照法律規定及將訂單數據、交易數據繼續留存3年以上。

2.4.3 信息安全培訓

百果園定期開展員工數據安全意識培訓，我們向員工全力普及法律法規新動向和應對舉措，向員工講解國家法律法規，並宣導公司數據安全管理制度，介紹數據安全概念，數據安全與員工的關係以及實現數據安全的方法等。2022年，我們組織了2次數據安全相關的全員培訓，分別為數據安全相關制度培訓和數據安全意識培訓，涉及到IT相關的所有崗位，培訓覆蓋率達到100%，其中學習完成率和考試通過率為99.06%。通過相關培訓，員工不僅豐富了數據安全管理規範的知識儲備，且增強了數據安全合規意識。

the information collected, used, entrusted, provided to the public, transferred and disclosed by the Company and displayed to the users through pop-up windows and in other prominent ways with the consent of users. In cases involving the handling of sensitive personal information and the provision of personal information to third parties, we also have a separate *Authorization Agreement on Personal Information* (《個人信息授權協議》), which is publicized with the consent of users through pop-ups and checkboxes and in other prominent ways.

The Regulations on the *Management of Data (Personal Information) Storage* (《數據(個人信息)存儲管理規定》) and the Regulations on the *Management of Data Security (Personal Information Protection)* (《數據安全(個人信息保護)管理規定》) stipulate that personal information shall be stored only in the shortest time necessary for processing and be deleted or anonymized after the expiration of the storage period, and the corresponding records shall be kept. In addition, our Regulations on the *Management of Data Destruction and Deletion* (《數據銷毀、刪除管理規定》) set forth privacy protection measures such as encrypted storage, authorized access, and de-identified display of sensitive personal data. After users cancel their accounts, we will promptly delete their sensitive information such as phone numbers and addresses. Only order data and transaction data will be kept for more than 3 years pursuant to legal requirements.

2.4.3 INFORMATION SECURITY TRAINING

Pagoda regularly trains employees on data security. We go all out to popularize new trends in laws and regulations and corresponding measures, and explain national laws and regulations to employees. We publicize our data security management system, and introduce the concept of data security, the relationship between data security and employees, and methods to achieve data security. In 2022, we organized two training on data security system and awareness, targeting all employees in IT-related positions, with a 100% coverage rate and a 99.06% completion and examination passing rate. The training not only enriched the data security management standard but also raised employees' awareness of data security and compliance.

本章節響應的SDGs
SDGs responded to in this chapter



好吃為伴， 共建可持續產業鏈

“Deliciousness” as the Partner, Jointly Building a Sustainable Industry Chain



百果園致力於打造一個從種植到零售的綠色生態產業鏈，將自身的可持續發展要求拓展並滲透至上下游。我們積極實現全產業鏈管理，在每個產業鏈環節，我們以實現「好吃的水果」為目的，標準化管理上游供應商及下游加盟商。我們始終秉持開放和共贏的態度，積極開展行業交流與溝通，提升顧客認知。我們承諾，將與供應商、加盟商及行業夥伴攜手相伴，為共同打造綠色、安全、可持續的產業鏈生態圈做出持之以恆的貢獻。

Pagoda is committed to building a green eco-industrial chain that integrates cultivation and retail, expanding its own sustainability requirements to the upstream and downstream links. We work to implement management throughout the entire industry chain. In each industry chain, we work to achieve the goal of “delicious fruits” by standardizing the management of upstream suppliers and downstream franchisees. Holding an open and win-win attitude, we engage in industry exchanges and communication to expand our popularity. We, by working with our suppliers, franchisees and industry partners, promise to make persistent contributions to building a green, safe and sustainable industry chain ecosystem.



第3章 CHAPTER 3

3.1 與加盟商共同發展

百果園堅定選擇加盟發展道路，與加盟商結成一榮俱榮，一損俱損的命運共同體。我們持續為加盟商提供多維扶持，在不斷的與加盟商的溝通、交流和培訓中，增加加盟商對百果園文化和戰略的認同感，提升加盟商信心，建立互信互愛的可持續發展關係。截至2022年12月31日，百果園共有2,320位加盟商夥伴，加盟門店總數超5,600家。

2022年，我們榮膺廣州國際連鎖加盟展大會組委員頒發的「最具投資價值連鎖品牌」榮譽稱號，百果園的加盟模式受到行業認可。

3.1.1 加盟商溝通

我們將加盟商視為自己的業務合作夥伴，鼓勵加盟商之間互相學習、良性競爭。我們與加盟商保持密切溝通，輸出門店標準化運營規範，並在其經營過程中至始至終提供多維度的幫助。我們亦通過樹立模範門店的方式，將績效表現突出的加盟商優秀經營和管理方法分享給其他加盟商。

為促進公司與加盟商更好的發展，建立公司與加盟商之間更順暢的溝通渠道，特成立深圳百果園實業(集團)股份有限公司加盟商委員會(以下簡稱「加委會」)。加委會是由與百果園簽約特許合同的特許人在公司組織下自願組建的以加盟商為主體的組織。



3.1 COMMON DEVELOPMENT WITH FRANCHISEES

Pagoda firmly chooses to pursue development with franchisees, and Pagoda and franchisees are a community sharing “both loss and glory”. We continue providing multi-dimensional support for franchisees. In the continuous communication, exchange and training with franchisees, we increase the sense of identity of franchisees with our culture and strategy, and enhance their confidence, to establish a sustainable relationship of mutual trust and love. As of December 31, 2022, Pagoda had 2,320 franchisee partners and a total of over 5,600 franchised stores.

In 2022, we were awarded the title of “Most Valuable Chain Brand” by the organizing committee of the Expo Franchising Guangzhou, and our franchise model was recognized by the industry.

3.1.1 FRANCHISEE COMMUNICATION

We treat franchisees as our business partners and encourage mutual learning and benign competition among them. We maintain close communication with our franchisees, output standardized operating practices for our stores, and provide multi-dimensional assistance throughout their operations. We also set up model stores to share the excellent operation and management methods of franchisees with outstanding performance to other franchisees.

A franchisee committee of Shenzhen Pagoda Industrial (Group) Corporation Limited (hereinafter referred to as the “Franchisee Committee”) has been established to boost the development of the Company and franchisees and establish a smoother communication channel between the Company and franchisees. The Franchisee Committee is voluntarily established and led by the franchisees who have signed franchise contracts with Pagoda under the organization of the Company.

百果園榮獲「最具投資價值連鎖品牌」稱號
Pagoda won the title of “Most Valuable Chain Brand”

第 3 章 CHAPTER 3

通過加委會形式，委會成員可由區域發起相互之間的交流學習、座談會、巡店幫扶、日常提議反饋等活動。同時，百果園也會統一組織的全國範圍的加委會成員開展交流學習、提議議案等交流活動。此外，加委會成員日常可自行發起各類圍繞經營管理的交流學習等活動。

加委會旨在發揮優秀加盟商的正能量和百果園持續倡導的利他文化精神，通過溝通機制的建立，傳遞榜樣和標桿的能量，形成良好的加盟環境和氛圍，不僅減少了因信息斷層產生的溝通成本，同時，為加盟商夥伴創建了更好的溝通平台和互幫互助的良好氛圍。

The members of the Franchisee Committee can initiate mutual exchanges and learning, seminars, store inspection and assistance, daily proposal and feedback, and other activities. Meanwhile, they are organized to carry out exchange and learning, make proposals and other communication activities. They can also initiate various exchange and learning activities with the theme of operation and management on a daily basis.

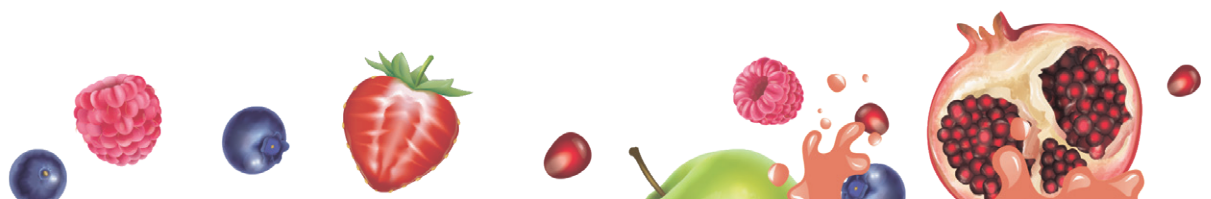
The Franchisee Committee aims to bring into play the positive energy of excellent franchisees and the spirit of altruistic culture continuously advocated by Pagoda. Through the establishment of communication mechanisms, the Franchisee Committee transmits the energy of model franchisees and fosters a good franchise atmosphere. This will not only bring down the communication cost arising from the information gap, but also create a better communication platform and foster a good atmosphere for franchise partners to help each other.

開展首屆加盟商交流會，搭建良性交流平臺

Carrying out the first franchisee exchange meeting to build a favorable communication platform

2022年8月28日，百果園於雲南大理，開展了首屆加盟商交流會，面向所有加盟商委員會成員，通過組織開展各成員之間的經驗分享和交流、演講比賽等活動，建立加盟商之間的雙向交流平臺，提升加盟商委員會成員的經營能力和百果園企業文化認同感，並提升加盟商滿意度。

On August 28, 2022, Pagoda held the first franchisee exchange meeting in Dali, Yunnan Province, for all the Franchisee Committee members. Through activities such as experience sharing and exchange among members and speech contests, a two-way communication platform among franchisees was established to enhance the management ability of the Franchisee Committee members and their sense of recognition with Pagoda's corporate culture, and improve franchisee satisfaction.



第3章 CHAPTER 3

3.1.2 賦能加盟商

自各加盟商加入百果園開始，我們在加盟門店從實習營業員到在崗店長的晉升階梯中的各個關鍵崗位節點開展多維度的賦能和培訓，包括文化心性、知識技能、制度與安全等培訓內容，旨在提升加盟商及門店員工的文化認同感、事業使命感、門店客服和客訴處理能力及安全管理能力等。

同時，我們擁有成體系的加盟商幫扶和激勵機制，包括門店選址、開業支持、員工培訓、業務運營指導以及IT系統支持等，從准入到門店運營管理全方位賦能加盟商。

◇ 門店選址賦能

在幫助加盟商選址開店方面，我們制定《百果園品牌門店選址、評估管理辦法》，規範加盟商門店選址、評估及保證店鋪質量和食品安全。我們聘請專業第三方選址公司，就商圈定位、店鋪位置、店鋪內部結構、符合國標食品安全選址等要素對地點進行評估，協助加盟商選址開店。

◇ 門店設計和裝修賦能

在幫助加盟商門店選址後，我們幫助每一位加盟商夥伴開展門店設計和裝修工作，為此，我們制定了門店裝修標準管理相關內部制度，根據嚴格要求選擇符合資質的施工方，並對施工結果進行驗收，達到標準後加盟商可投入使用。

3.1.2 EMPOWERING FRANCHISEES

Since franchisees have joined Pagoda, we provide multi-dimensional empowerment and training for employees holding key positions in the promotion ladder, including trainee salesperson and in-service store manager. The training topics include culture and mentality, knowledge and skills, and system and safety. The empowerment and training aim to enhance the cultural identity, business mission, customer service, complaint handling ability and safety management ability of franchisees and store employees.

Moreover, we have systematic franchisee support and incentive mechanism, covering store site selection, opening support, employee training, business operation guidance and IT system support, empowering franchisees in all aspects from access to store operation and management.

◇ EMPOWERING STORE SITE SELECTION

In helping franchisees select store sites, we have formulated the Administrative Measures for Selecting and Evaluating Locations for Brand Store Locations of Pagoda (《百果園品牌門店選址、評估管理辦法》) to regulate the site selection and evaluation of franchisees' stores, and to ensure store quality and food safety. We engage a professional third-party site selection company to evaluate the locations from aspects of business district positioning, store location, store internal structure, compliance with national food safety standards and other factors, to assist franchisees in selecting sites and opening stores.

◇ EMPOWERING STORE DESIGN AND DECORATION

After site selection, we help each franchisee partner to design and decorate stores. For this purpose, we have developed internal policies on the management of store decoration standards. We, in strict accordance with the policies, select qualified construction sides and check and accept the construction results, to ensure that they are up to standard before use.

第 3 章 CHAPTER 3

◇ 數字化賦能

百果園不斷提升門店運營的數字化能力，加強門店區域化精細化運營，進一步向廣大加盟商推廣數字化經營管理系統。我們的ERP系統已為加盟商提供包含智能訂貨、智能定價、智能化動態銷管以及關鍵運營指標提升等信息化系統和功能，全面提升加盟門店經營效率。2022年，我們已經全面將百果園ERP系統更新至第二代自研系統，並將持續開展系統升級及優化工作，以進一步完善智能訂貨與動態銷管，強化端到端的快速連接及數據分析能力。此外，在門店銷售活動的記錄方面，為確保信息記錄真實性和準確性，以及記錄的便利性，我們實施綜合門店POS系統，以方便加盟商及時、精準、詳盡地將銷售活動記錄及保存到位，此系統實時連接ERP系統並受其監控。

◇ 運營支持

百果園建立了分區經營體系，基於門店所處商圈周邊的動態數據，通過智能訂貨系統為門店匹配個性化產品組合、定價及促銷活動，幫助門店實現精細化運營，降低加盟商運營難度。同時，加盟商可通過百果園的門店助手信息系統實時掌握其門店的運營情況。

此外，我們會在品牌宣傳及營銷環節向加盟商提供營銷支持，例如節假日、特別活動日的專項營銷方案，幫助加盟商進行多渠道宣傳。

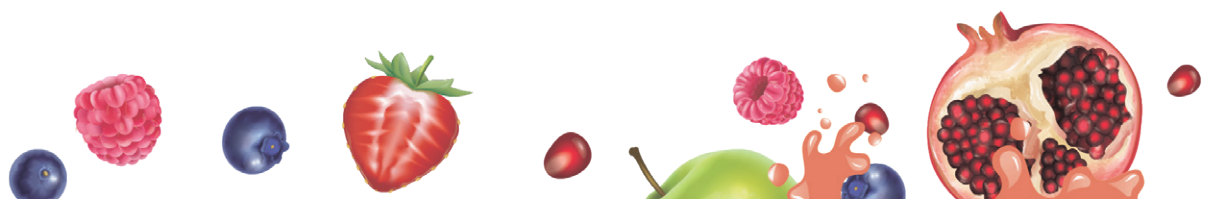
◇ DIGITAL EMPOWERMENT

We keep improving the digital capability of store operations, strengthening regionalized and refined store operations, and further promoting digital management systems to our franchisees. Our ERP system has such information systems and features as intelligent ordering, intelligent pricing, intelligent dynamic sales management and improvement of key operational indicators, which can comprehensively elevate the operational efficiency of franchised stores. In 2022, we fully upgraded our ERP system to the second-generation self-innovative system. We will continue optimizing the system to further refine intelligent ordering and dynamic sales management, and strengthen quick end-to-end connectivity and data analysis capabilities. To ensure the authenticity, accuracy and convenience of sales records of stores, we implement an integrated store POS system to facilitate franchisees recording the sales activities and saving the records in a timely, accurate and detailed manner. This system can be connected to and monitored by the ERP system in real time.

◇ OPERATION SUPPORT

Pagoda has established a zonal operation system. Based on the dynamic data of the business districts of stores, the system matches personalized product mix, pricing and promotional activities for stores through the intelligent ordering system, to help stores achieve refined operation and help alleviate the difficulties faced by franchisees in operation. Meanwhile, the franchisees can grasp the operation condition of stores in real time through the assistant information system of Pagoda.

Furthermore, we provide marketing support to franchisees in brand promotion and marketing, such as special marketing programs on holidays and special event days, to help them conduct multi-channel promotion.



第 3 章 CHAPTER 3

◇ 教育培训赋能

百果園擁有一套成熟的加盟商培訓體系，對店長、店員進行全面及常規的培訓，為加盟商培養、儲備人才。培訓內容涵蓋食品安全、營銷方法、客戶服務、運營維護以及心性提升等。同時，在日常經營中，我們會為門店指派區域運營和督導經理，對門店經營和管理進行指導。

◇ EMPOWERING EDUCATION AND TRAINING

Pagoda has a mature franchisee-specific training system that provides comprehensive and regular training for store managers and employees, cultivating and reserving talents for franchisees. The training content covers food safety, marketing method, customer service, operation and maintenance, and mental enhancement. In daily operations, we also assign regional operation and supervisory managers to provide guidance on store operation and management.

向加盟商開展食品安全知識培訓 Food safety training for franchisees

2022年8月，百果園邀請第三方藝康集團，面向全體加盟商、店長和員工，開展了一次經營文化大會。大會上公司向加盟商開展食品安全知識的培訓，旨在提升門店對食品安全的重視，並督促相關食品安全管理標準在門店落地。

In August 2022, Pagoda invited a third party, Ecolab, to hold a business culture conference with the participation by all franchisees, store managers and employees. At the conference, the Company provided franchisees with knowledge on food safety, to make the stores attach more importance to food safety, and urged the implementation of relevant food safety management standards.



$$x^2 + 3(c) + ab$$

$$f(x) [a+b] + v_i$$

$$\sqrt{ab}(c) x^2 + 3$$

$$f = -0.5 z^2 \frac{\sqrt{I}}{\sqrt{I}+1}$$

$$3 + f(x) + v_i$$

$$K = \frac{[NH_3]^2}{[N_2][H_2]^3}$$

$$\ominus + [a] 7x + 3$$

$$5x^2 + a(b) + v_i$$

$$sb + [a] + (c) x^3$$

食品安全知識培訓

Food safety training

艺康食品安全
彭迅崗

$$H_2SiO_3$$


2022年11月
Everywhere It Matters.

$$N_2 + 3H_2 \rightleftharpoons 2NH_3$$

$$\sqrt{ab}(c) x^2 + 3$$

$$sb + [a] + (c) x^3$$

1

$$f(x) [a+b] + v_i$$

$$x^2 + 3(c) + ab$$

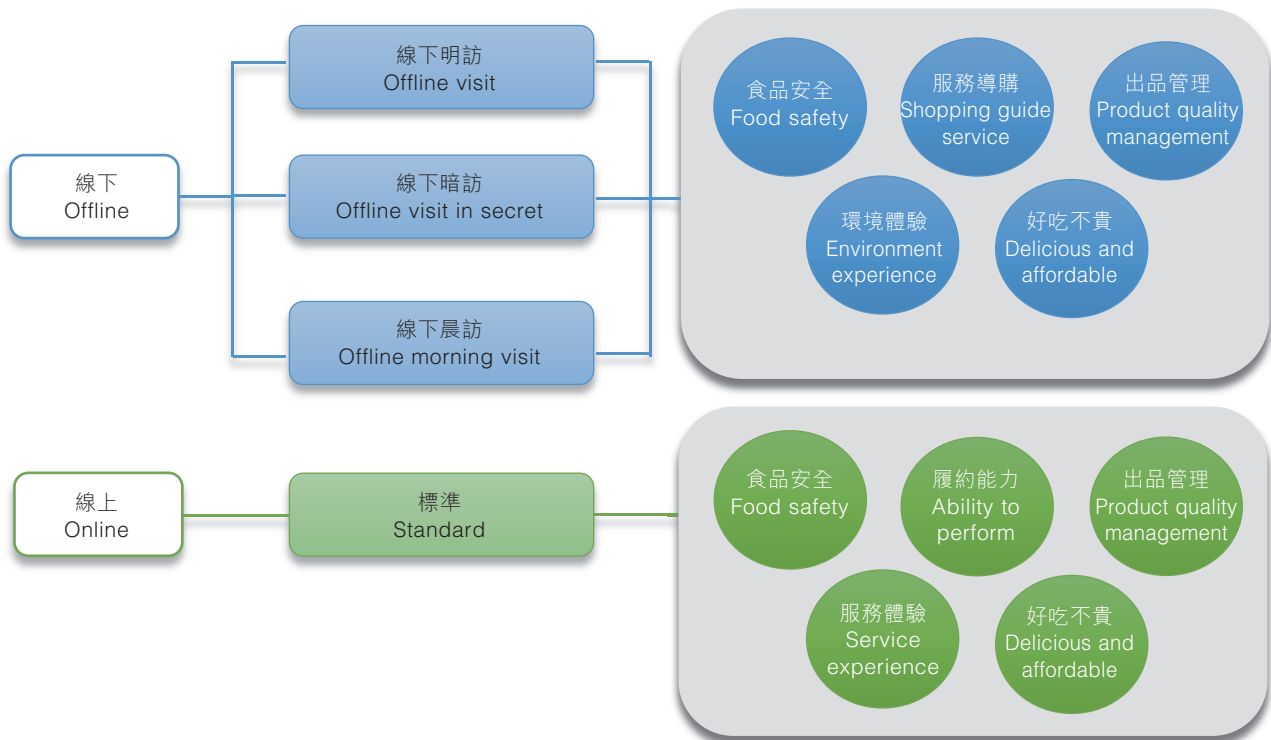
第 3 章 CHAPTER 3

3.1.3 加盟商管理

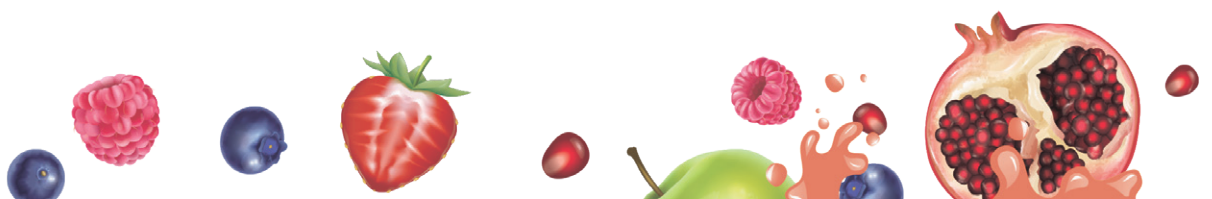
我們注重並規範加盟商門店標準化經營管理，我們依據《中華人民共和國食品安全法》《中華人民共和國消費者權益保護法》以及《商業特許經營管理條例》等法律法規的規定，結合公司實際，制定了《百果園品牌加盟店經營管理規定》，規範加盟店及加盟商的門店經營活動。

3.1.3 FRANCHISEE MANAGEMENT

We value and regulate the standardized management of franchisee stores. In accordance with the *Food Safety Law of the People's Republic of China* (《中華人民共和國食品安全法》), the *Law on Protection of the Rights and Interests of Consumers of the PRC* (《中華人民共和國消費者權益保護法》) and the *Regulations on the Management of Commercial Franchising* (《商業特許經營管理條例》) and other laws and regulations, the Company has formulated the *Administrative Regulations on the Operation of Branded Franchised Stores of Pagoda* in light of the particular conditions of the Company, which regulate the business activities of franchised stores and franchisees.



百果園「五行標準」評價體系
"Five criteria" evaluation system of Pagoda



第 3 章 CHAPTER 3

我們對加盟商實施統一的、多維度的運營管理指導，以實現門店標準化運營。我們制定了運營「五行標準」，以保證產品質量、食品安全、消費者體驗和加盟商的良性可持續發展。「五行標準」的五個維度分別為食品安全、環境體驗、服務導購、出品管理和好吃不貴。此外，我們圍繞這五大主題建立了五行標準題庫，每個主題下設多項考核指標。我們根據每月的「月度主題」從題庫中進行自由組合，形成當月五行標準，並對加盟門店開展嚴格考核及評審，以保障食品品質及服務質量。

同時，我們建立了「神秘顧客」明訪暗訪機制，聘請第三方神秘客對「線上／線下門店」開展隨機標準抽查，評估結果納入加盟商綜合評分體系中。另外，我們制定了《百果園公司兼職神訪員管理辦法》，以規範對神訪員的招募、培訓和管理。

此外，我們設立加盟店違規評審小組，負責審批涉及加盟店經營管理的規章制度，對加盟店底線違規行為的處理作出最終裁決，對加盟店底線違規行為的申訴終審以及對加盟店違規管理工作進行監督和審查。我們評估加盟門店的安全管理，包括服務和產品質量事故、安全事故、虛假操作、三無退貨行為、侵佔公司資產；評估加盟門店的食品安全管理，包括是否銷售隔夜的開切水果和過期商品、使用壞果、隔夜開切水果和過期商品做試吃、果切、贈送等行為；以及門店客訴處理不當和其他管理不當行為，包括將公司授權的信息、數據或規定的保密信息傳播給百果園體系內非相關人員或非百果園體系人員。

We implement a unified, multi-dimensional operational management guide for our franchisees to standardize their store operations. We have developed “five criteria” for operations to ensure product quality, food safety, consumer experience, and the sound and sustainable development of our franchisees. The five dimensions of the “criteria” are food safety, environmental experience, shopping guide service, product quality management, and delicious and affordable. We have established a question bank around these five themes, with multiple assessment indicators under each theme. We make a free combination of the questions based on the “monthly theme” to form the five criteria for the month, and conduct strict assessments and evaluation of the franchised stores to ensure food and service quality.

Meanwhile, we have established a “mystery shopper” mechanism, hiring third-party mystery customers to spot checks on “online/offline stores”. The check results are incorporated into the comprehensive rating system for franchisees. We have formulated the Administrative Measures for Part-time Mystery Visitors of Pagoda (《百果園公司兼職神訪員管理辦法》) to regulate the recruitment, training and management of mystery visitors.

In addition, we have established a violation review panel for franchised stores, which is responsible for approving rules and regulations on the operation and management of franchised stores, making final decisions on the handling of violations by franchised stores, finalizing appeals against the violations, and monitoring and reviewing the violation management of franchised stores. We evaluate the safety management of franchised stores from aspects of service and product quality incidents, safety incidents, false operations and Instant refund, and misappropriation of the Company's assets. We evaluate the food safety management of franchised stores, including whether they sell overnight cut fruits and expired merchandise, and whether they use bad fruits, overnight cut fruits and expired merchandise for sampling, fruit cutting, and giveaways. In addition, we evaluate the presence of improper complaint handling and other mismanagement in stores, including the dissemination of information, data or prescribed confidential information authorized by the Company to non-related personnel within the Pagoda system or to non-Pagoda system personnel.

第 3 章 CHAPTER 3

3.2 負責任的供應鏈管理

我們充分介入上游供應鏈，持續推動自有種植基地和合作種植基地規範化建設，在減少流通環節、提高果品質量穩定性的同時，倡導供應商使用綠色環保材料，並持續促進當地種植戶和果農提質增效的能力，以種植技術、生產資料、採購處理等，對當地農戶的可持續發展全面賦能。

3.2.1 供應商管理

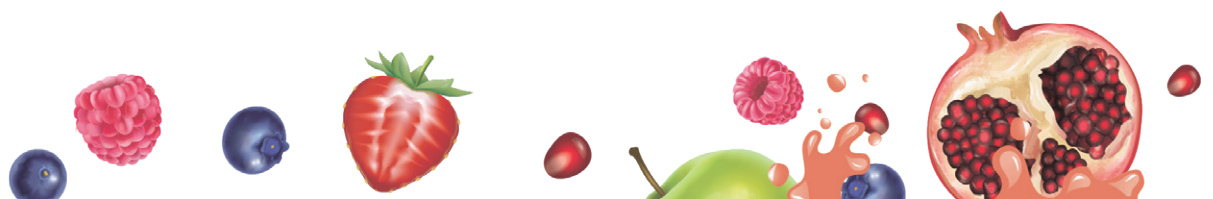
穩定、可持續的供應鏈是百果園為客戶提供優質產品和服務的重要基礎。為此，公司制定並嚴格遵守《供應商准入管理規定》《國產水果供應商管理規定》《進口鮮果供應商管理規定》及《產品委託生產管理規定》等相關管理制度，明確供應商准入考核、評估監督和退出等方面的詳細規定，減少供應鏈風險。公司的供應商主要分為食品供應商和非食品供應商。2022年，與公司發生交易的鮮果供應商共有1,400餘家，其中60%來自華東、華南地區。

3.2 RESPONSIBLE SUPPLY CHAIN MANAGEMENT

Fully involved in the upstream supply chain, we keep standardizing our own plantation bases and cooperative plantation bases. While streamlining distribution links and improving the stability of fruit quality, we encourage suppliers to use green materials and make local growers and fruit farmers more capable of improving quality and efficiency. We empower the sustainable development of local farmers with planting technology, production materials and procurement processing.

3.2.1 SUPPLIER MANAGEMENT

A stable and sustainable supply chain is an important foundation for Pagoda to deliver quality products and services to its customers. For this reason, the Company has formulated and strictly complied with relevant management policies, such as the Regulations on Supplier Access Management (《供應商准入管理規定》), the Regulations on Supplier Management of Domestic Fruits (《國產水果供應商管理規定》), the Regulations on Supplier Management of Imported Fresh Fruits (《進口鮮果供應商管理規定》) and the Regulations on Management of Entrusted Production (《產品委託生產管理規定》), which specifies supplier access evaluation, supervision and withdrawal, in order to mitigate supply chain risks. The Company's suppliers are mainly divided into food suppliers and non-food suppliers. In 2022, there were over 1,400 fresh fruit suppliers that had transactions with the Company, of which 60% came from the East and South China.



第 3 章 CHAPTER 3

百果園依循「Q. C. D. S」原則對供應商進行管理，即堅持品質 (Quality)、成本 (Cost)、交付 (Delivery) 與服務 (Service) 並重的原則。針對新供應商，我們嚴格按照四項原則標準，並考慮與公司長期發展戰略和核心競爭力的適配性，對供應商進行前期調查，並形成供應商考察報告，評估供應商的准入必要性。此外，本公司在新供應商招標、考核評估階段，重視供應商價值觀與公司價值觀之匹配程度，包含但不限於對供應商的社會責任表現、利義文化等價值觀進行評價。同時，我們對新供應商進行考核時，將生產環境、環保資質認證、食品安全等元素納入准入評估體系，如要求供應商提供《食品經營許可證》《有機認證證書》《綠色食品證書》《無公害食品證書》及《生產許可證》等相關資質證明證書。

Pagoda manages its suppliers based on the “Q.C.D.S (quality, cost, delivery and service)” principle. For new suppliers, we will conduct a preliminary investigation, prepare supplier appraisal reports and evaluate the necessity of supplier access in alignment with our long-term development strategy and core competitiveness. At the bidding and evaluation stages, we place emphasis on the compatibility of the suppliers' values with the Company's values, including but not limited to evaluating the suppliers' performance in fulfilling their social responsibilities, culture of the greater good and shared interests and other values. Meanwhile, in evaluating the access of new suppliers, we incorporate elements such as production environment, environmental qualification certification and food safety into the access evaluation system, requiring suppliers to provide relevant qualification certificates such as the Food Business License (《食品經營許可證》), Organic Certification (《有機認證證書》), Green Food Certificate (《綠色食品證書》), Pollution-free Food Certificate (《無公害食品證書》) and Production License (《生產許可證》).

第 3 章 CHAPTER 3

我們對供應商的評估考核機制是多元化的，根據不同類型的供應商制定了相應的考核機制。以國內水果供應商為例，水果供應商作為百果園的主要供應商，我們對其有一系列考核指標，包括其資信、資質證明、經營相關信息、聲譽、種植技術、種植經驗及採後加工、水果質量的穩定性、全年穩定供應量、食品安全控制及保證等，我們根據這些考核評估指標，最優化甄選可靠、可信賴的供應商，有效避免潛在食品安全、品質把控、誠信及供應鏈及時性風險事項的發生。

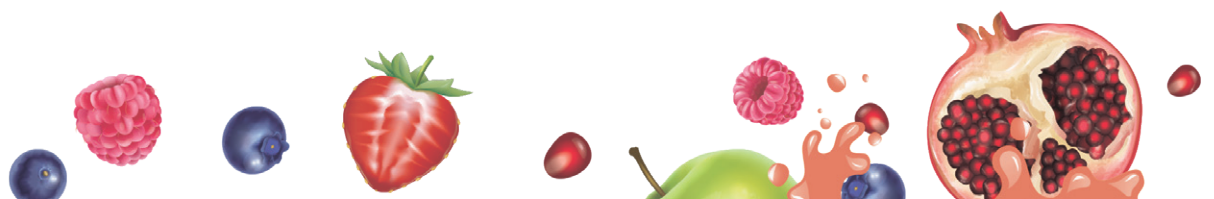
本公司對國內以及海外鮮果供應商實行A-E評估分級機制，與評級A、B、C的供應商繼續合作；評級結果為D的供應商，我們將與其進行溝通改進，並跟進改進結果；評估結果為E的供應商，我們將要求此類供應商提供《供應商改善報告》，並督促其進行整改的同時，同步尋找替代供應商。2022年，我們對全部國內外供應商進行考核評估，覆蓋率達100%，符合標準的供應商比例為98%。

Our supplier evaluation mechanisms are diversified, varying with supplier types. Taking domestic fruit suppliers as an example, we have an array of evaluation indicators for fruit suppliers that are our major suppliers, including their creditworthiness, qualification, business-related information, reputation, planting technology, cultivation experience and post-harvest processing, stability of fruit quality, stable supply throughout the year, and food safety control and assurance. We select reliable and trustworthy suppliers based on these evaluation indicators to defuse potential risks in food safety, quality control, integrity and supply chain timeliness.

The Company implements an A-E evaluation and grading system for domestic and overseas fresh fruit suppliers, and continues working with suppliers with A, B and C ratings. We communicate with suppliers with a D rating to improve their performance and follow up on performance. We require suppliers with an E rating to provide a Supplier Improvement Report (《供應商改善報告》), urge them to improve their performance, and seek alternative suppliers. In 2022, we evaluated all domestic and foreign suppliers, with a 100% coverage rate, of which 98% met the criteria.



百果園「Q. C. D. S」供應商准入四項原則
"Q.C.D.S" principle of Pagoda for supplier access



第 3 章 CHAPTER 3

3.2.2 廉潔採購

為防止採購環節中貪污腐敗事件的發生，百果園主要從行為約束和意識宣貫兩方面開展供應商反腐敗管理。百果園要求所有供應商於採購合同中同步簽訂《反商業賄賂協議》，協議內容涵蓋供應商投訴舉報電話，員工和供應商均可通過電話熱線舉報潛在或疑似貪污的事件。2022年，簽署《反商業賄賂協議》的供應商比例為100%。此外，重大節假日前，公司會向採購相關部門推送廉潔自律相關教育資料要求全員學習，包括但不限於「六禁止一要求」，廉潔宣傳視頻等，向員工宣貫廉潔自律意識和規範。

3.2.3 綠色採購

我們還積極向供應商等合作夥伴傳達環保要求與期望，希望能在建立持續、長遠的合作關係的基礎上，攜手共建可持續發展的綠色供應鏈。

在運輸環節，百果園積極引入擁有電動卡車車隊的服務供應商，協助百果園的果品順利地從配送中心送至加盟門店，相比於傳統燃油車，新能源車的使用大大降低了碳排放。截至報告期末，我們的新能源電動車輛使用比例為14.5%。同時，我們建議水果供應商使用可回收的籃子來代替紙箱，若供應商使用紙箱，我們建議供應商對紙箱進行回收。

3.2.2 PROCUREMENT WITHOUT CORRUPTION

In order to prevent corruption in connection with procurement, Pagoda carries out supplier anti-corruption management from two aspects: behavior restraint and awareness promotion. All suppliers are required by Pagoda to sign an Anti-Commercial Bribery Agreement as part of their procurement contracts. Such an agreement stipulates a complaint hotline that can be accessed by both employees and suppliers to report potential or suspected corruption cases. In 2022, 100 percent of suppliers signed the Anti-Commercial Bribery Agreement. In addition, before major holidays arrive, Pagoda pushes materials on integrity and self-discipline to procurement-related departments for all employees to learn, including but not limited to the “six prohibitions and one requirement”, integrity promotion videos, etc., with a view to promoting the awareness and norms of integrity and self-discipline to the employees.

3.2.3 GREEN PROCUREMENT

We also actively clarify environmental requirements and express expectations to suppliers and other partners in the hope of building a sustainable green supply chain while establishing a sustainable and long-term cooperative relationship.

Pagoda actively engages service providers with electric truck fleets to transport fruits smoothly from distribution centers to franchised stores. Compared with traditional fuel vehicles, the use of new energy vehicles greatly reduces carbon emissions. As of the end of the Reporting Period, the proportion of new-energy electric vehicles we used was 14.5%. We also suggest that the fruit suppliers use recyclable baskets instead of cartons. If the suppliers use cartons, we suggest that the suppliers recycle the cartons.

第 3 章 CHAPTER 3

在包裝材料方面，我們使用的各種包裝材料分為全生物降解、環保可回收塑料、紙製品等。在採購零售包裝材料時，我們要求供應商提供環境影響審批等相應的環境資質證明，並要求印刷供應商提供排污許可證。同時，我們更傾向選擇具有ISO 14001認證、FSC認證的包裝材料供應商。此外，我們傾向於聘請使用環保建築材料的承包商進行門店的裝修。

未來，我們將進一步界定並識別供應鏈環境及社會風險點，包括勞工權益、童工、強迫勞工、健康和 safety、環境保護和商業道德等；強化供應鏈環境及社會風險管理體系的搭建；規範識別及評估供應鏈環境及社會風險點的程序。

3.2.4 賦能供應商

我們重視與百果園文化和理念契合、志同道合的供應商，並視供應鏈共同進步、和諧發展為己任，不斷通過種植技術、生產資料和信息技術分享等方式全面賦能供應商。

種植技術賦能

按照貨品來源的渠道，百果園的果品供應商可分為三大類，分別為自有種植基地、合作種植基地，和產地果品直採。對自有種植基地和合作種植基地果品供應商，我們持續為其提供有針對性的農業技術資源和幫扶機制，旨在促進供應商夥伴和百果園協同成長。

我們始終規範自有種植基地的種植技術、生產資料、採後處理等管理事宜，並不斷向自有種植基地農戶輸入最新種植技術和生產標準。

We use a variety of packaging materials that can be classified as fully biodegradable plastics, environmentally friendly and recyclable plastics, paper products, etc. In terms of retail packaging materials, we require suppliers to provide relevant environmental qualifications such as environmental impact approval, and require printing suppliers to provide emission permits. Furthermore, we prefer to choose packaging material suppliers with ISO 14001 certification and FSC certification. In addition, we prefer to hire contractors who use environmentally friendly building materials to decorate our stores.

In the future, we will further define and identify environmental and social risk points in the supply chain, including labor rights, child labor, forced labor, health and safety, environmental protection and business ethics; strengthen the establishment of an environmental and social risk management system in the supply chain; standardize procedures for identifying and evaluating environmental and social risk points in the supply chain.

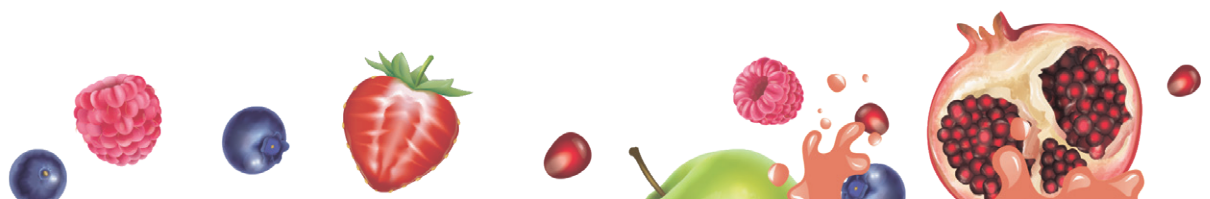
3.2.4 EMPOWERING SUPPLIERS

We value like-minded suppliers who embrace the culture and philosophy of Pagoda and regard the common progress and harmonious development with the supply chain as our own responsibility. We continue to provide full assistance to suppliers by sharing planting technology, means of production and information technology.

PLANTING TECHNOLOGY EMPOWERMENT

By the product sources, the fruit suppliers of Pagoda can be divided into three categories: owned plantation bases, cooperative plantation bases and growers in the places of origin. For fruit suppliers of owned plantation bases and cooperative plantation bases, we continue to provide targeted agricultural technology resources and assistance mechanisms, aiming at promoting the collaborative growth between supplier partners and Pagoda.

We have always standardized the management of planting technology, means of production, post-harvest treatment and other matters for owned plantation bases, and constantly brought the latest planting technology and production standards to growers of owned plantation bases.



第 3 章 CHAPTER 3

我們為合作種植基地從生產到採購運營提供全流程技術指導與賦能。於生產環節，我們為當地種植戶和果農提供技術人員現場指導，包含栽培技術指導、標準化技術操作規程指導、施肥、打藥澆水時間操作指導、果品各生產階段技術操作指導等。於申購、採購、調配、定價及收購入庫環節，我們亦提供全流程技術指導。我們始終致力於強化合作種植基地數據管理規範、用藥規範，並協助核心基地提煉種植生產標準。

We provide whole-process technical guidance and empowerment for cooperative plantation bases from production to procurement operation. For the production process, we assign technological personnel to provide on-site guidance for local growers and fruit farmers, including cultivation technique guidance, standardized technical operating procedures guidance, guidance on fertilization, insecticide spraying and water irrigation timing, and technical operation guidance across all fruit production stages. We also provide whole-process technical guidance for subscription, purchasing, allocation, pricing, acquisition and warehousing. We have been committed to strengthening the standardization of data management and insecticide use for cooperative plantation bases, and assisting the core bases in working out plantation production standards.

傳遞負責任供應鏈理念，分享果蔬質量保障技術

Conveying the concept of a responsible supply chain and sharing the technologies of fruit and vegetable quality assurance

2022年5月29日，百果園在深圳龍崗總部三樓好果子大學堂舉行了主題為「百果連枝，芳華共鑄」的2022百果園集團供應商大會。大會上，百果園專家顧問中心專家楊少檜在大會上分享了溫度對果蔬品質的影響，向大家介紹了溫度是影響果蔬呼吸作用重要的環境因素，他表示，溫度預示保鮮壽命，溫度決定產品品質。

On May 29, 2022, Pagoda held its 2022 annual supplier conference themed "Joining Hands for Common Prosperity" at the Haoguozi School on the third floor of its headquarters in Longgang, Shenzhen. During the conference, Yang Shaogui, an expert from the Pagoda Experts and Consultants Center, shared the impact of temperature on the quality of fruits and vegetables. He explained that temperature is an important environmental factor that affects the respiration of fruits and vegetables, and it determines their freshness and quality.



第 3 章 CHAPTER 3

此外，我們為當地農戶提供金融支持，協助合作基地當地困難種植戶和果農申請個人貸款，幫助當地種植戶及果農實現個人發展。

In addition, we provide financial support to local farmers, assist local disadvantaged growers and fruit farmers of the cooperative bases in applying for personal loans, and help local growers and fruit farmers achieve personal development.

陽光興農，賦能當地農戶可持續發展

Sunshine promotes agriculture and enables local farmers to develop sustainably

百果園海南王品對當地困難農戶提供普惠金融服務，賦能當地農戶可持續發展。目前海南王品的農戶如果是當地農戶，可以通過與海南王品簽訂的銷售訂單合同、地租合同等相關資料向當地的合作銀行申請到個人貸款。此與供應商的合作案例，被評為「陽光興農」典範，並被廣大銀行推薦至深圳市銀行業協會進行宣傳。

Hainan Wangpin provides inclusive financial services to local disadvantaged farmers to enable their sustainable development. Currently, if the farmers of Hainan Wangpin are local farmers, they can apply for personal loans from local cooperative banks by providing relevant documents such as sales order contracts and land lease contracts signed with Hainan Wangpin. This case of cooperation with suppliers has been recognized as a model of "sunshine promotes agriculture" and has been recommended by many to banks Shenzhen Banking Association for publicity.

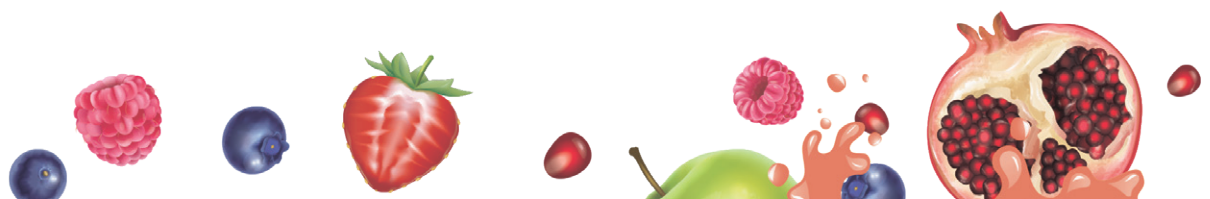


數字化賦能

我們正在應用並將持續探索前沿科技技術如人工智能、大數據等賦能傳統管理模式，智能化、精準化提升水果質量管控，從而提升企業運維效率、減少果品損耗、保障果品的質量、新鮮度和安全性。此外，我們已在種植、採購、倉配等供應鏈環節實現數字化系統搭建，全流程精準及嚴格管理，確保顧客最終享用到放心、安全、好吃的水果。

DIGITAL EMPOWERMENT

We are applying and will continue to explore cutting-edge technologies such as artificial intelligence and big data to empower traditional management methods, and intelligently and accurately improve the quality control of fruits. This will enhance our operational efficiency, reduce fruit wastage, and ensure the quality, freshness and safety of fruits. In addition, we have completed digital system construction in the supply chain links such as plantation, procurement, warehouse distribution, with precise and strict management across the entire process, to ensure that safe, delicious and high-quality fruits are available to customers.



第 3 章 CHAPTER 3

➤ 創新科技推動種植產業

我們於2022年全新成立了果蔬產業四化研究院，圍繞信息化、數字化、智能化和機械化，聚焦具有產業共性的技術需求，將人工智能、物聯網等技術和果蔬產業實際落地需求和場景結合，研發創新型硬件和軟件應用，旨在能夠推動產業發展。目前研究院正在發力AI無人巡檢，病蟲害預警預測，農業機器人等能夠引領果蔬產業發展，同時具有產業共性的技術研究。我們將持續優化上游種植的數字化管理系統，加強對農業數據的智能化運用，實現對種植基地果品及其他生鮮品類產量及質量的精準預測與精確管理，並提高技術人員的工作效率。

➤ 智能倉配保障果品品質

我們的全國倉配網絡目前在全國有29間倉庫，均同時作為區域初加工和配送中心。我們將城市區位、交通便利性、周邊門店數等作為我們設立初加工配送中心的考量因素。水果運達初加工配送中心後，我們的百果園ERP系統記錄各批次貨物的詳情，包括水果類型、數量、產地、質量等級等，並隨後標記條形碼並儲存於合適溫度的倉儲間，精準把控每一種品類的水果的品控管理。

➤ INNOVATIVE TECHNOLOGY DRIVES THE PLANTING INDUSTRY

In 2022, we established the Fruit and Vegetable Industry Four-prone Research Institute, focusing on common industrial technology needs related to informatization, digitization, intellectualization, and mechanization. It integrates technologies such as artificial intelligence and the Internet of Things with practical needs and scenarios in the fruit and vegetable industry to develop innovative hardware and software applications that promote industrial development. Currently, the institute is working on AI unmanned inspection, pest and disease warning and prediction, agricultural robots, and other common industrial technologies that lead the development of the fruit and vegetable industry. We will continue to optimize the digitization management system of upstream planting, strengthen the intelligent application of agricultural data, accurately predict and manage the production and quality of fruit and other fresh products at the plantation bases, and improve the work efficiency of technical personnel.

➤ INTELLIGENT WAREHOUSE DISTRIBUTION ENSURES FRUIT QUALITY

Currently, our warehousing distribution network in China comprises 29 warehouses, which serve as both regional initial processing and distribution centers. We consider city location, transportation convenience, and surrounding store numbers as factors in setting up our initial processing and distribution centers. After the fruit is delivered to the initial processing and distribution center, our Pagoda ERP system records detailed information about each batch of goods, including fruit type, quantity, origin, quality grade, etc., and then marks the barcode and stores them in suitable temperature-controlled warehouses, accurately controlling the quality of each fruit category.

第 3 章 CHAPTER 3

此外，我們正在對數字化智能倉儲物流系統進行升級，這將使我們有效減少普遍的倉儲及物流失誤，包括提貨失誤、數量錯誤及錯誤配送等。我們認為升級後的倉儲及物流系統將成為我們未來發展的重要戰略優勢。同時，我們正在通過安裝自動上架和出庫系統提升倉儲自動化水平。我們亦正在優化物理倉儲設計（主要為倉儲智能車輛的路線規劃），以支持上述升級。我們可以通過物聯網和實時數據共享進行快速送貨和補貨，以確保水果的新鮮度和質量。

In addition, we are currently upgrading our digital intelligent warehousing and logistics system, which will help us reduce common warehousing and logistics errors, including pickup errors, quantity errors, and incorrect distribution. We believe that the upgraded warehousing and logistics system will become an important strategic advantage for our future development. Meanwhile, we are enhancing the level of warehousing automation by installing an automatic shelving and outbound system. We are also optimizing the physical warehouse design (primarily for the route planning of warehouse smart vehicles) to support the aforementioned upgrade. We can ensure the freshness and quality of fruits through expedited delivery and restocking using the Internet of Things and real-time data sharing.

3.3 促進行業進步

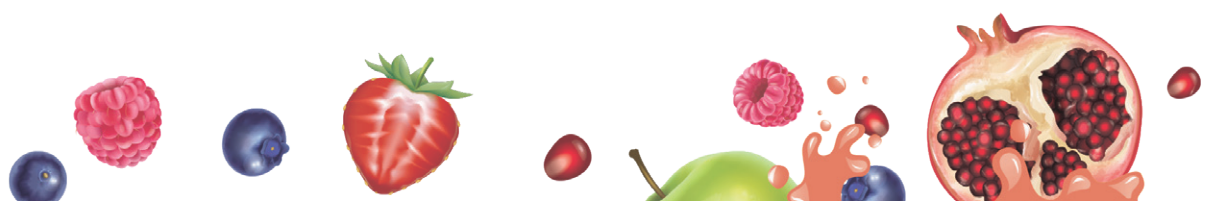
百果園視促進行業共同進步為己任，積極加入行業協會，推動行業企業之間交流與共同進步。我們不斷分享自身先進農業技術和經營方法論，發揮行業標桿作用，攜手同行企業共同進步、共贏發展。

3.3 PROMOTING INDUSTRY-WIDE PROGRESS

Pagoda regards promoting the common progress within the industry as its own responsibility, actively joins industry associations, and promotes communication and common progress among peers. We constantly share our advanced agricultural technology and management methods, play a leading role in the industry, and work together with peers for common progress and win-win development.

以下為百果園加入的部分行業協會及所作貢獻的情況：

The followings are some of the industry associations that Pagoda has joined and the contributions that Pagoda has made:

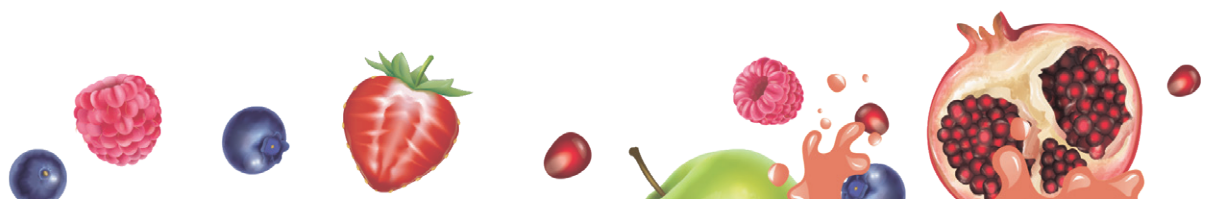


第 3 章 CHAPTER 3

協會名稱 (部份) Name of Association (Partial)	活動與貢獻 Activity and Contribution
中國連鎖經營協會 (CCFA) China Chain Store & Franchise Association ("CCFA")	<ul style="list-style-type: none"> 積極參與行業合作，開展新技術推廣，發佈新理念與倡議。 Actively participating in industry cooperation, promoting new technologies, and releasing new ideas and initiatives. 參加協會各項行業榮譽的推選活動，發揮行業標桿作用，提升品牌知名度和美譽度。 Participating in the selection activities for various industry honors of CCFA, playing a benchmark role in the industry, and enhancing brand awareness and reputation. 參與行業政策和標準的制定，推動行業進步。 Participating in the formulation of industry policies and standards and promoting industry progress. 參加協會專題會議、培訓、海內外考察、店訪等活動，與業內專家、同行交流行業管理技術、趨勢和最佳實踐。 Participating in special conferences, training, domestic and overseas visits, store visits organized by CCFA and exchanging industry management techniques, trends, and best practices with industry experts and peers.
廣東省連鎖經營協會 (GCOA) Guangdong Chain Operations Association ("GCOA")	<ul style="list-style-type: none"> 積極參與協會活動，2022年榮獲「廣東商業抗疫保供企業」「抗議愛心貢獻企業單位」稱號。 Actively participating in activities of GCOA and being awarded the titles of "Guangdong Business Anti-pandemic and Supply Guarantee Enterprise" and "Anti-pandemic Charitable Enterprise" in 2022.
中國果品流通協會 (CFMA) China Fruit Marketing Association ("CFMA")	<ul style="list-style-type: none"> 協助協會其他成員提升經營水平，發展果品專業合作社和「貿工農」一體化、「產供銷」一條龍、連鎖配送等經營模式，促進果品產業化和果品流通現代化。 Assisting other members of CFMA in improving management level, developing operation models such as specialized fruit cooperatives, "trade, industry, agriculture" integration, "production, supply, and marketing" one-stop services, and chain distribution, and promoting fruit industrialization and modernization of fruit circulation. 組織果品行業的信息交流活動，辦好會刊、信息專刊、網站等，為會員、企業、行業提供信息和諮詢服務。 Organizing information exchange activities in the fruit industry, operating magazines, professional information issues, websites, etc., to provide information and consulting services for members, enterprises, and the industry. 組織和舉辦果品行業的商品展銷會、博覽會和廣告宣傳，組織企業經營管理經驗總結交流、理論研討、學術交流、論壇等活動，發展與行業相關的社會公益事業。 Organizing and holding fruit industry trade fairs, exhibitions, and advertising campaigns, organizing business management experience summary exchange, theoretical seminars, academic exchanges, forums, and other activities, and developing social welfare undertakings related to the industry.

第 3 章 CHAPTER 3

協會名稱 (部份) Name of Association (Partial)	活動與貢獻 Activity and Contribution
<p>中國農業技術推廣協會 (CATEA) China Agro-technological Extension Association (“CATEA”)</p>	<ul style="list-style-type: none"> • 開展農業技術推廣科學的理論研究和學術交流，總結交流先進經驗，促進科學管理。 • Conducting theoretical research and academic exchanges on scientific agricultural technology promotion, summarizing and exchanging advanced experiences, and promoting scientific management. • 推廣應用農業科技成果和先進技術，編輯出版農業技術推廣刊物和科普讀物，普及農業科學技術知識。 • Promoting and applying agricultural scientific and technological achievements and advanced techniques, editing and publishing agricultural technology promotion publications and popular science readings, popularizing knowledge of agricultural science and technology. • 對農業技術推廣工作提出合理化建議，發揮諮詢參謀作用。 • Giving reasonable suggestions for agricultural technology promotion to play the consulting role. • 開展培訓和各種科技活動，提高農業技術推廣人員和農民的科技素質。 • Conducting training and various scientific and technological activities to improve the scientific and technological literacy of agricultural technology promotion personnel and farmers. • 促進多元化的農業技術推廣體系和隊伍的建設。 • Fostering the construction of a diversified agricultural technology promotion system and team. • 圍繞農業技術的推廣應用，為農民提供產前、產中和產後的系列化服務，向會員推介優質農用產品和農產品，舉辦不同形式的農業博覽會、農用產品展覽展銷會，促進市場經濟的發展，為涉農企業會員搭建交流平臺。 • Providing a series of services for farmers before, during, and after production for the promotion and application of agricultural technology, recommending high-quality products for agricultural use and farm products to members, and holding agricultural expos and farm products exhibitions in various forms to foster the development of the market economy and build a communication platform for members of agricultural-related enterprises. • 開展國際和地區間的農業科技交流與合作，發展同國外農業技術推廣等科學技術團體和科技工作者的友好交流與合作。 • Conducting international and regional exchanges and cooperation in agricultural science and technology, and developing friendly exchanges and cooperation with foreign agricultural technology promotion and other scientific and technological organizations and workers.



第 3 章 CHAPTER 3

百果園憑藉自身先進農業技術實力，受邀參與、審核多項行業級、團體級標準的研討與制定。截至本報告期末，我們發佈了1項行業標準，5項團體標準，其中，2項團體標準已投入實施。

With its own advanced agricultural technology strength, Pagoda has been invited to participate in the discussion, review and formulation of several industry and group standards. As of the end of the Reporting Period, we published 1 industry standard and 5 group standards, among which 2 group standards have been put into practice.

參與主體 Participant	類型 Type	標準名稱 Name of Standard	標準狀態 Status of Standard
深圳百果園實業(集團) 股份有限公司 Shenzhen Pagoda Industrial (Group) Corporation Limited	行業標準 Industry standard	中國果品流通協會－果品分級標準證明 China Fruit Marketing Association – Fruit Grading Standard Certificate	已發佈 Published
	團體標準 Group standard	商品品質標準評估指南 Guidelines for the Assessment of Commodity Quality Standards	已發佈 Published
		即食鮮切果蔬製作服務規範(食品經營者) Service Specification on Production of Ready-to-eat Fresh-cut Vegetables and Fruits (For Food Trader)	已發佈 Published
		初級農產品食品安全管理要求(種植類) Requirements for Safety Management of Primary Agricultural Products and Foods (Plantation Category)	已發佈 Published
		富硒蘋果(參與審核) Selenium-enriched Apples (participate in review)	已實施 Effective
		「紅美人」橘橙等級與包裝貯運(參與審核) “Red Beauty” Citrus Grade, Packaging, Storage and Transportation (participate in review)	已實施 Effective

百果園深知自身應承擔的社會責任，依託自身影響力、帶動力及輻射力強的優勢，堅持領航產業鏈，助力行業企業融通發展的良性生態體系。

Pagoda is well aware of its social responsibilities, and relying on its strong influence, driving force, and radiation advantages, it insists on leading the industry chain and helping to build a healthy ecosystem for the integrated development of enterprises in the industry.

第 3 章 CHAPTER 3

在「農產品流通可持續發展項目」中分享專業知識和經驗

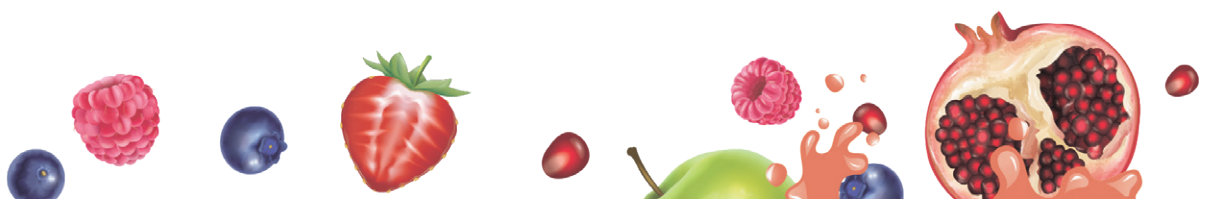
Sharing expertise and experience in the Sustainable Development Project of Agricultural Products Circulation

2022年8月，百果園在由中國連鎖經營協會（CCFA）主辦的「農產品流通可持續發展項目」啟動會上對減少生鮮農產品流通損耗、解決生鮮利潤之困、助力供應鏈綠色發展等話題，以及農業可持續生產和流通方面的專業知識和經驗進行了深入分享。該項目啟動會上，《農產品流通可持續發展行動倡議書》正式發佈。

In August 2022, Pagoda shared its expertise and experience in topics, such as reducing the loss of fresh agricultural products during circulation, addressing the problem of profitability, facilitating the green development of the supply chain, as well as in the sustainable agricultural production and circulation at the kick-off ceremony of Sustainable Development Project of Agricultural Products Circulation sponsored by China Chain Store & Franchise Association (CCFA). At the ceremony, the Action Proposal on Sustainable Development of Agricultural Products Circulation was released.

百果園作為該項目首批參與企業之一，依託自身紮實果蔬產銷全鏈路基礎，積極響應國家鄉村振興戰略及綠色循環低碳創新的要求，更好發揮連鎖新零售企業及消費品平台企業的渠道優勢，助力農業高質量、可持續發展。

As one of the first participating enterprises in this project, Pagoda, relying on its solid full-chain foundation of fruit and vegetable production and sales, actively responds to the national rural revitalization strategy and the requirements of green, circular and low-carbon innovative development, and gives better play to the channel advantages of the new chain retail enterprise and consumer goods platform enterprise to facilitate the high-quality and sustainable development of agriculture.



第 3 章 CHAPTER 3

與寧夏農業農村廳戰略簽約，品牌與技術加持助力寧夏農業綠色發展

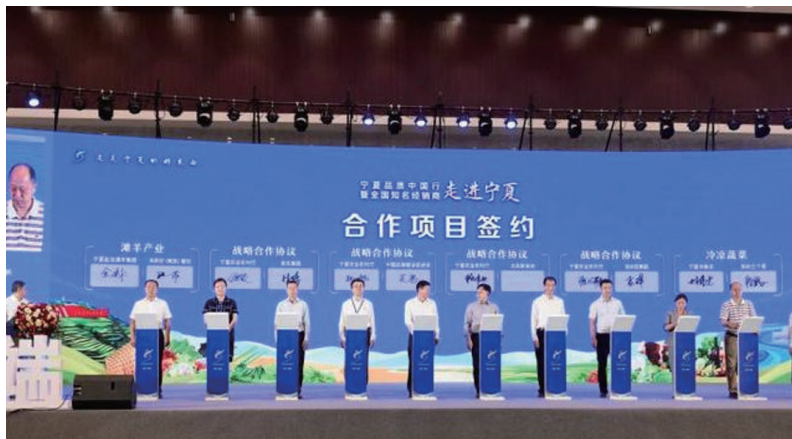
The brand and technology empowers the green development of agriculture in Ningxia under the strategic contract with the Agricultural and Rural Affairs Department of Ningxia

2022年，由寧夏回族自治區農業農村廳主辦的「這是寧夏的好東西」寧夏品質中國行暨全國知名經銷商走進寧夏活動順利開啟。其中，於本次活動重要議程產銷對接大會上，百果園集團和寧夏園藝技術推廣站簽署了戰略合作協議，雙方在鄉村振興、農業可持續發展方面達成的共識，共同推動BLOF (BioLogical Farming)生態和諧型種植技術在寧夏自治區的試驗與落地，種植生產符合百果園三個零蔬菜公司和百果園產品標準的果蔬產品，並由百果園集團包銷，把「三個零」優質果蔬打造成寧夏出品的優質產品名片。

In 2022, "Quality Specialities of Ningxia" – the Ningxia Quality China Tour, i.e. the event welcoming famous distributors from all over China to Ningxia, sponsored by the Agricultural and Rural Affairs Department of the Ningxia Hui Autonomous Region, kicked off successfully. In the production and marketing connection conference, an important agenda of this event, Pagoda and Ningxia Horticultural Technology Promotion Station signed a strategic cooperation agreement. The two sides reached a consensus on rural revitalization and agricultural sustainability, and jointly promoted the experiment and implementation of the ecological harmonious the BLOF (Bio Logical Farming) planting technique in the Ningxia Autonomous Region. Under this agreement, fruit and vegetable products that meet the standards of Pagoda's "three zeros" vegetable company and Pagoda fruits and vegetables will be planted, and sold exclusively by Pagoda, so as to make "three zeros" fruits and vegetables a symbol of high-quality products produced in Ningxia.

未來，百果園集團將持續發揮品牌和渠道優勢，進一步在寧夏地區推廣BLOF種植技術，讓寧夏的農業企業更多的了解這項技術對改良土壤的優勢，了解生態和諧型種植技術對農業可持續發展的利好。為農業的可持續發展助力，為寧夏自治區創辦國家農業綠色發展現行區貢獻一份力量，共同努力讓天下人享受好水果、好蔬菜，以及好食材。

In the future, Pagoda will continue to leverage its brand and channel advantages to further promote BLOF planting technique in Ningxia, so as to let agricultural enterprises in Ningxia know more about the advantages of this technique in soil improvement and the benefits of ecologically harmonious planting technique for sustainable agricultural development. In this way, we aim to support the sustainable development of agriculture and contribute to the establishment of a national agricultural green development zone in Ningxia Autonomous Region, and allow all people to enjoy good fruits, vegetables and ingredients.



本章節響應的SDGs
SDGs responded to in this chapter



好吃為根， 打造綠色生態化運營模式

“Deliciousness” as the Foundation,
Creating a Green and Ecological Operation Model

百果園致力保持環境之美，通過實際行動彰顯公司對社會責任的擔當，努力讓生態環境更美好。我們不斷加強氣候變化應對措施，建立更加科學、合理的種植系統及運營模式，探索更加生態環保的農產品，同時注重維護生態環境的平衡。我們將節能降耗的理念貫徹落實到各個業務環節，在增強自身節儉意識的基礎上，提高對果品包裝環保效益的重視，規範綠色環保包裝的管理，並同步減少各業務環節產生的環境污染物，努力降低我們對環境造成的負面影響，打造低碳環保且可持續發展的業務體系。

Pagoda is committed to maintaining a beautiful environment, demonstrating its sense of social responsibility through practical actions to improve the ecological environment. We have strengthened our response to climate change, established a more scientific and rational plantation system and operation mode, and explored more ecologically friendly agricultural products, while maintaining the balance of the ecological environment. We will implement the concept of energy conservation and consumption reduction in all aspects of our business. While strengthening our sense of thrift, we will pay more attention to the environmental benefits of fruit packaging, standardize the management of green and environmentally friendly packaging, and simultaneously reduce the environmental pollutants generated in all aspects of business with a view to reducing the negative impact of our operation on the environment and create a low-carbon, environmentally friendly, and sustainable business system, and ultimately protect the ecosystem.

第 4 章 CHAPTER 4



百果園環境目標
Environmental goals of Pagoda

第 4 章 CHAPTER 4

4.1 應對氣候變化

溫室氣體排放帶來的氣候變化是當下全球共同面對的重大挑戰之一，隨著《聯合國氣候變化框架公約》第27次締約方大會（COP 27）的召開，以及中國「碳達峰、碳中和」等一系列應對全球氣候變化的中長期目標與規劃的制定，百果園也積極開展範圍一和範圍二的溫室氣體核算工作，並及時制定與實施適合公司的節能減排運營計劃。本報告期內，公司參考氣候相關財務信息披露工作組（Task Force on Climate-Related Financial Disclosures, TCFD）建議，以及香港聯合交易所新發佈的《氣候信息披露指引》，合理開展氣候變化應對工作。

4.1.1 溫室氣體管理

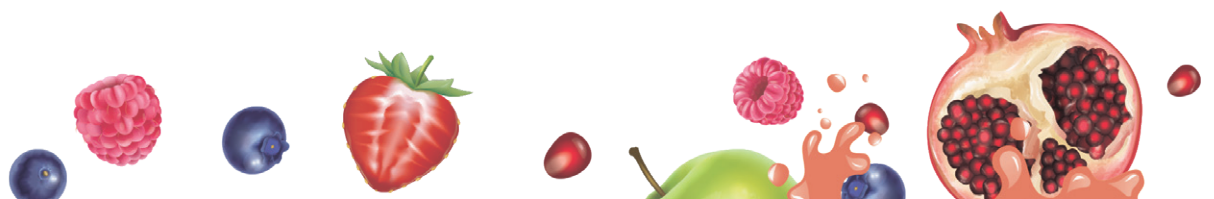
我們的溫室氣體排放主要來自範圍二的外購電力，主要的電力消耗設備為配送中心的冷庫及果製品工廠的生產設備，其次溫室氣體排放來自於範圍一的冷庫製冷劑消耗與公司自有車輛燃油。本報告期內，百果園主要統計了全國自營的16個配送中心、位於東莞和上海的2個果製品工廠、以及總部和全資子公司辦公室的範圍一和範圍二的溫室氣體排放量，具體的溫室氣體排放數據請見下表：

4.1 RESPONDING TO CLIMATE CHANGE

Climate change caused by greenhouse gas emissions is one of the major challenges facing the world at present. Following the 27th Conference of the Parties to the *United Nations Framework Convention on Climate Change* (COP27) and the formulation of a series of medium and long-term goals and plans for addressing global climate change, such as “carbon peaking and carbon neutrality” in China, Pagoda also actively carries out accounting of greenhouse gas within scope 1 and scope 2, and timely develops and implements energy conservation and emission reduction operation plans suitable for the Company. During the Reporting Period, the Company has referred to the Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the *Guidance on Climate Disclosures* newly published by the Hong Kong Stock Exchange to make reasonable climate change response.

4.1.1 GREENHOUSE GAS MANAGEMENT

Our greenhouse gas emissions mainly come from the purchased electricity of scope 2. The main electricity consumption equipment is the refrigeration storage in the distribution center and the production equipment in the fruit products factory. The second source of greenhouse gas emissions is the refrigerant consumption for the refrigeration storage and the Company's vehicle fuel of scope 1. During the Reporting Period, Pagoda mainly collected the scope 1 and scope 2 greenhouse gas emissions which generated by the 16 self-operated distribution centers across China, the 2 fruit products factories in Dongguan and Shanghai, as well as the offices of the headquarters and wholly-owned subsidiaries. The specific data of greenhouse gas emissions is set out in the table below:



第 4 章 CHAPTER 4

溫室氣體排放 Greenhouse gases emissions	單位 Unit	2022年 2022
範圍一排放量 Emissions of Scope 1	噸二氧化碳當量 tCO ₂ e	29,416.77
範圍二排放量 Emissions of Scope 2	噸二氧化碳當量 tCO ₂ e	17,033.18
總排放量 Total emissions	噸二氧化碳當量 tCO ₂ e	46,449.95
總排放密度 Total emission intensity	噸二氧化碳當量／百萬元收入 tCO ₂ e/million yuan revenue	4.11

公司已經分別對範圍一和範圍二的溫室氣體採取有針對性的節能減排舉措，例如通過選用環保節能設備、加強冷庫保溫效果、優化日常維護管理等方法減少能耗浪費，具體內容可查看「4.3資源使用」章節。

The Company has taken targeted measures to conserve energy and reduce the emission of greenhouse gases within scope 1 and scope 2 respectively, such as reducing waste of energy consumption by selecting environment-friendly and energy-saving equipment, strengthening the thermal insulation effect of refrigeration storage, optimizing daily maintenance and management. For details, please refer to section 4.3 *Use of Resources*.

另外，公司範圍三的溫室氣體排放主要來自配送中心聘用的第三方物流車隊。我們正在逐步增加第三方車隊中的新能源汽車比例，並利用TMS系統優化其配送路線，積極打造綠色高效的運輸車隊，以減少運輸環節的範圍三的溫室氣體排放。同時，百果園打造的特許加盟模式要求加盟商自行負擔加盟門店的水電費用，可進一步幫助公司降低範圍三的溫室氣體排放。

In addition, greenhouse gas emissions of scope 3 mainly come from the third-party logistics fleet engaged by the distribution centers. We are gradually increasing the proportion of new energy vehicles for the third-party logistics fleet, optimizing their distribution routes by using the TMS system, and actively building a green and efficient transport fleet to reduce greenhouse gas emissions within scope 3 generated during transportation. Furthermore, the franchise model created by Pagoda requires franchisees to afford the cost of water and electricity for their own franchised stores, which can further help the Company to reduce greenhouse gas emissions of scope 3.

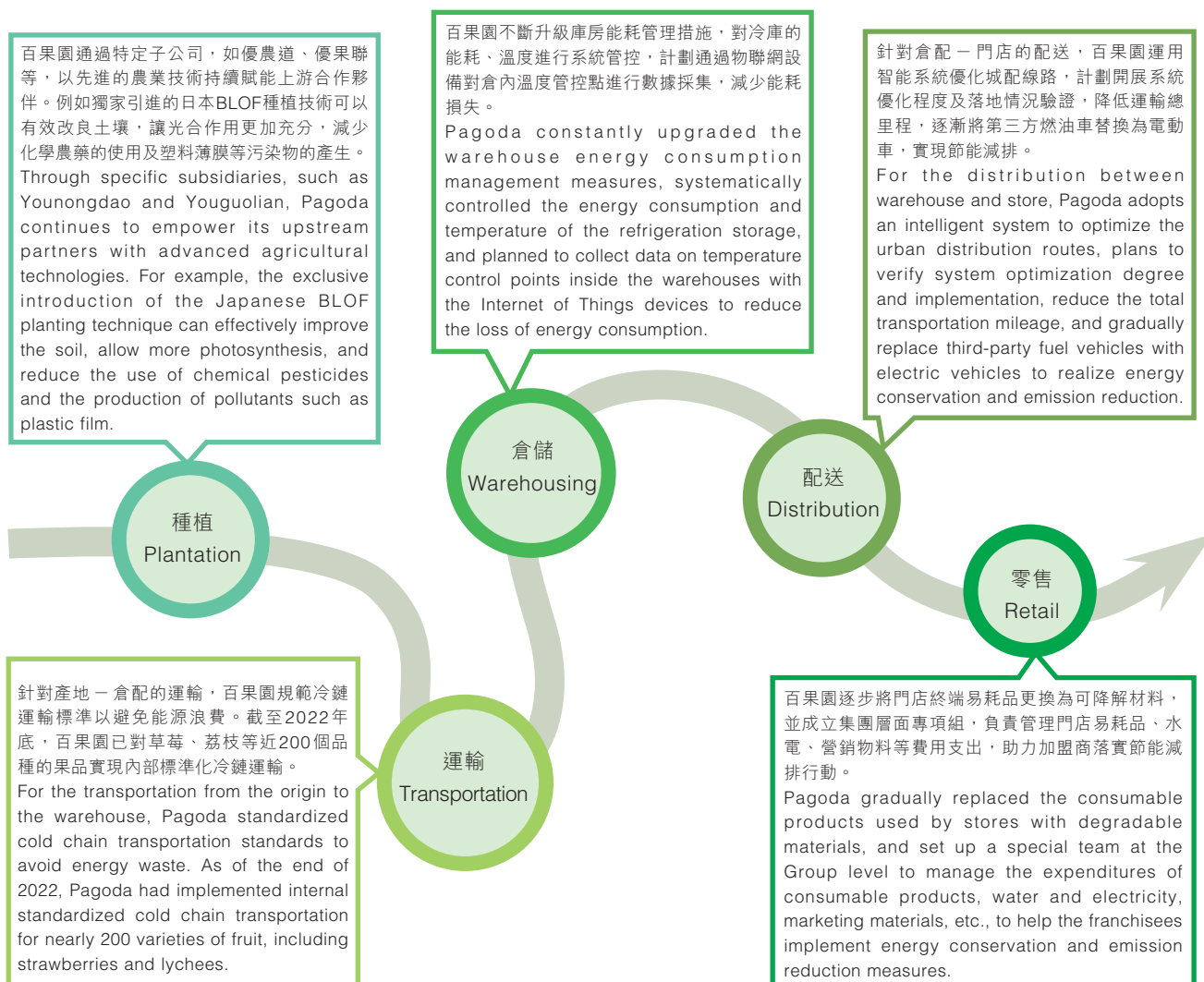
第 4 章 CHAPTER 4

4.1.2 節能減排戰略規劃

百果園將節能減排納入公司未來的發展規劃，積極於產業鏈各環節落實環境目標，致力打造可持續的產業鏈生態圈。我們針對種植、運輸、倉儲、配送及零售等環節分別制定了節能減排工作計劃，以切實可行的方案推動自身及供應鏈業務的低碳轉型。

4.1.2 STRATEGIC PLANNING FOR ENERGY CONSERVATION AND EMISSION REDUCTION

Pagoda has incorporated energy conservation and emission reduction into its future development plan, actively implemented environmental goals in all industrial chain links, and committed itself to create a sustainable industrial chain ecosystem. We have developed energy conservation and emission reduction plans in terms of planting, transportation, warehousing, distribution and retail to promote the low-carbon transformation of our own business and supply chain business with practical solutions.



第 4 章 CHAPTER 4

4.1.3 氣候變化風險及機遇

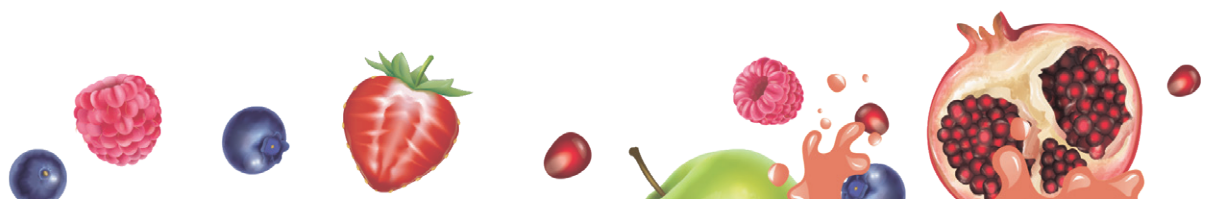
百果園於上市前已初步識別了業務中與氣候變化相關的物理風險與轉型風險，分析了潛在機遇。本報告期內，我們進一步按照TCFD和香港聯交所的披露框架分析重點業務環節中的氣候變化風險，並實施一系列科學合理的管理制度與措施，期望能有效控制並降低氣候風險給業務帶來的負面影響，積極應對氣候變化帶來的發展機遇。在極端天氣預測方面，我們利用彩雲天氣App預測未來一週的天氣變化，及時根據降雨或颱風等級等天氣情況對應調整訂購及銷售等經營計劃，同時我們也積極引導供應商提升對天氣的關注度，以增強業務全鏈條對極端天氣的應對能力；在極端天氣應對方面，我們根據業務流程分別從種植、加工、倉儲、配送、零售、裝修等環節制定具體的風險控制措施，以保障員工人身安全並降低業務損失，具體如下表所示：

4.1.3 RISKS AND OPPORTUNITIES OF CLIMATE CHANGE

Before going public, Pagoda preliminarily identified the physical and transition risks related to climate change in its business, and analyzed the potential opportunities. During this Reporting Period, we further analyzed climate change risks in key aspects of business in accordance with the disclosure framework of TCFD and the Hong Kong Stock Exchange. We implemented a series of scientific and reasonable management systems and measures in the hope of effectively controlling and reducing the negative impact of climate risks on business, and actively responding to the development opportunities brought about by climate change. In terms of extreme weather forecasts, we used Caiyun Weather App to forecast the weather changes in the coming week, and timely adjusted the business plans such as ordering and sales based on weather conditions, such as rainfall or typhoon levels. Meanwhile, we also actively guided suppliers to pay more attention to the weather, so as to enhance the ability of the whole business chain to cope with extreme weather. In terms of coping with extreme weather, we have formulated specific risk control measures in terms of planting, processing, warehousing, distribution, retail, decoration and other aspects based on the business process, so as to ensure the personal safety of employees and reduce business losses. These measures are set out in the following table.

第 4 章 CHAPTER 4

分類 Category	時間範圍 Time Range	氣候相關風險 Climate-related Risk	對百果園的潛在影響 Potential Impact on Pagoda	我們的應對措施 Our Response Measures
◆ 實體風險 ◆ Physical risks				
急性 Acute	中長期 Medium and long-term	高溫、乾旱、冷凍、暴雨、颱風、洪水、雷暴及沙塵暴等極端天氣事件頻發 Extreme weather events such as high temperatures drought, freezing, torrential rain, typhoons, floods, thunderstorms and dust storms occur frequently	<ul style="list-style-type: none"> 田間作物受損，例如高溫導致果蔬腐壞、乾旱導致作物水分流失、暴雨或颱風導致作物外表破損等以及農業設施損壞等 Crops get damaged, such as fruit and vegetable spoilage due to high temperatures moisture loss due to drought, crop appearance damage due to heavy rains or typhoons, and damage to agricultural facilities 果製品加工設施損壞，導致生產成本增加或產品供應量不足 Fruit processing facilities get damaged, resulting in increased production costs or insufficient product supply 倉儲設備受損且運輸配送安全風險增加，導致果蔬破損變質或發生交通事故 Storage equipment gets damaged and transportation and distribution safety risks increase, resulting in fruit and vegetable damage and deterioration or traffic accidents 	<ul style="list-style-type: none"> 種植基地進行極端天氣預測與預警，制定極端天氣應急處置方案，成立應急小組並提前安排物資儲備、檢查設備設施安全性並進行必要的加固措施；同步採取作物保護措施，包括及時搶收已成熟的作物和就地開展作物防護，例如在接到低溫凍害、乾熱風等災害天氣預報後，我們立即協助農戶採取熏煙、增強植物抗逆境能力等防範措施。 The plantation bases make extreme weather predictions and early warning, formulate emergency treatment plans for extreme weather, set up emergency teams, reserve sufficient materials in advance, check the safety of equipment and facilities and take necessary reinforcement measures; take crop protection measures simultaneously, including timely harvesting of mature crops and on-site crop protection. For example, after receiving the forecast of low temperatures that may result in freezing damage, dry and hot wind and other disasters, we immediately assist farmers in taking preventive measures such as smoking and enhancing anti-stress ability of plants.

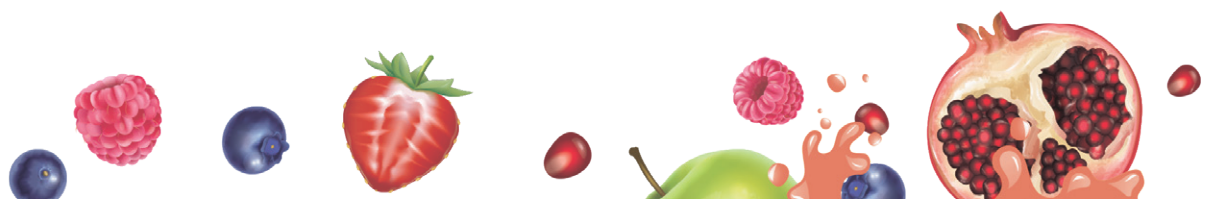


第 4 章 CHAPTER 4

分類 Category	時間範圍 Time Range	氣候相關風險 Climate-related Risk	對百果園的潛在影響 Potential Impact on Pagoda	我們的應對措施 Our Response Measures
慢性 Chronic	長期 Long-term	現場水文特徵、季節性降水等氣候模式的變化加劇 The change in climate patterns, such as the on-site hydrological characteristics and seasonal precipitation, is exacerbated	<ul style="list-style-type: none"> • 實體門店顧客流量下降或顧客需求降低導致收入減少 • Revenue decreases due to decreased customer traffic to physical stores or weakening customer demand • 門店裝修工程無法開展、原料供應中斷或設施受損，導致施工進度延期或額外維修費用等支出 	<ul style="list-style-type: none"> • 果製品工廠制定安全生產管理制度，由安委會負責對防雨、防雷電、防中暑、防滑等工作進行季節性的檢查，及時採取應對極端天氣的防護措施，以保證設備安全運轉，減少安全隱患。 • Fruit products factories formulate a production safety management system. The safety committee takes charge of seasonal inspection on prevention from rain, lightning, heat stroke, skid, etc., and timely taking protective measures against extreme weather to ensure the safe operation of equipment and reduce safety risks.
	長期 Long-term	全球變暖形勢加劇 Global warming is on the rise	<ul style="list-style-type: none"> • The store decoration project cannot be carried out, the supply of raw materials is interrupted or the facilities are damaged, resulting in the delay of construction progress or additional maintenance expenses • 僱員安全隱患增加，發生中暑或其他安全事故，導致勞動力管理成本增加 • Increased employee safety hazards, heat stroke or other safety accidents, resulting in increased labor management costs 	<ul style="list-style-type: none"> • 配送中心針對暴雨或颱風等極端天氣制定應急預案，及時檢查倉庫的漏雨情況與排水工作設施狀態並密閉門窗，儲備防汛沙袋和應急物資，同時提醒送貨司機出行時保持車距緩慢行駛。 • Distribution centers make emergency plans for extreme weather such as rainstorms or typhoons, timely check the rain leakage and drainage facilities of the warehouses, seal the doors and windows, reserve flood control sandbags and emergency supplies, and remind delivery drivers to keep a safe distance and drive slowly.

第 4 章 CHAPTER 4

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				<ul style="list-style-type: none"> • 門店會通過天氣預報觀測未來一週及當日的天氣變化，可提前按需訂貨以確保果品儲備充足，並按百果園門店運營標準進行貨品儲備與銷售以確保果品新鮮度；另外門店亦會舉行雨天貨品特價出清等活動吸引客流，或開展線上商城及外賣專題活動增加銷量。 • Stores observe the weather changes in the next week and on that day through the weather forecast, and can order in advance according to demand to ensure adequate stock of fruit, and stock and sell goods according to the operating standards of Pagoda stores to ensure the freshness of fruit. In addition, stores also hold activities such as special offers on rainy days to attract customers, or carry out special activities such as online shopping malls and take-out to increase sales.

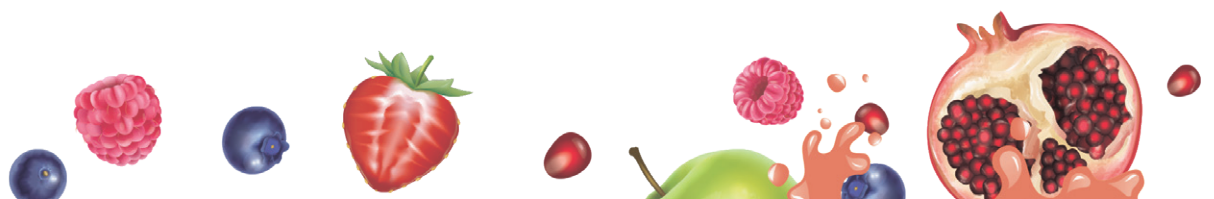


第 4 章 CHAPTER 4

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				<ul style="list-style-type: none"> • 工程設計中心及時關注天氣變化，在極端天氣來臨前會要求供應商提前訂購建材並提高人力投入以加快施工進度，避免延誤工期，同時還會督促施工方開展成品保護措施。 • The engineering design center pays attention to weather changes in time. Before extreme weather comes, it requires suppliers to order building materials in advance and increase manpower input to speed up construction progress and avoid delay. Meanwhile, it urges the construction party to take protection measures for finished works. • 我們為各地員工設立高溫補貼，並組織開展極端天氣應急演練及相關培訓，於種植、加工、配送及零售等各環節實施應對極端天氣風險的防控措施，以保證僱員安全。 • We set up high-temperature subsidies for all of our employees in China, and organize emergency drills and related training to implement preventive and control measures against extreme weather risks in terms of planting, processing, distribution and retail to ensure the safety of employees.

第 4 章 CHAPTER 4

分類 Category	時間範圍 Time Range	氣候相關風險 Climate-related Risk	對百果園的潛在影響 Potential Impact on Pagoda	我們的應對措施 Our Response Measures
◆ 轉型風險 ◆ Transition risks				
政策和法律變更 Changes in policies and laws	短期 Short-term	碳排放定價提高 Higher carbon emission pricing	<ul style="list-style-type: none"> • 合規成本增加 • Compliance cost increases 	<ul style="list-style-type: none"> • 百果園持續探索並實施符合業務特點的低碳發展戰略，核算並披露公司溫室氣體排放，嚴格遵守外部監管要求 • Pagoda continues to explore and implement low-carbon development strategies in line with business characteristics, accounts and discloses its greenhouse gas emissions, and strictly complies with external regulatory requirements
	短期 Short-term	加強碳排放披露義務 Obligation of carbon emission disclosure is strengthened		
	短期和中期 Short and medium-term	污染物排放監管更加嚴格 Tightened regulation of pollutant discharge		
市場 Market	短期和中期 Short and medium-term	原料成本上漲 Material cost increases	<ul style="list-style-type: none"> • 投入成本(如能源、水、包裝)和產出需求(如廢棄物處理)變化導致生產成本提高 • Higher production costs due to changes in input costs (e.g., energy, water, packaging) and output requirements (e.g., waste disposal) 	<ul style="list-style-type: none"> • 我們推行節能降耗的生產措施，減少電力、水資源浪費和固體廢棄物的排放，降低業務對資源的消耗及環境的污染 • We implement energy-saving and consumption-reducing production measures to reduce electricity and water wastage and solid waste discharge, and to reduce the consumption of resources and environmental pollution from our business



第 4 章 CHAPTER 4

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科技創新 Scientific and technological innovation	中長期 Medium and long-term	向低碳排放技術過渡的成本 Costs of transitioning to low-carbon technologies	<ul style="list-style-type: none"> 高耗能倉儲及製冷設施的提前淘汰 Early phase-out of high energy-consuming storage and refrigeration facilities 應用新型低碳生產技術(如綠色包裝、清潔能源)的支出增加 Increased spending on the application of new low-carbon production technologies (e.g., green packaging, clean energy) 	<ul style="list-style-type: none"> 我們選用節能環保的生產設備，提高能源利用效率，採取節能管理措施，減少能耗浪費 We use energy-saving and environmentally friendly production equipment, improve energy efficiency, and adopt energy-saving management measures to reduce energy waste 我們持續增加可回收或可降解的綠色包裝使用，未來計劃引進光伏發電設施，以助力公司低碳轉型 We continue to increase the use of recyclable or biodegradable green packaging and plan to introduce photovoltaic power generation facilities in the future to facilitate our low-carbon transformation
聲譽影響 Reputational impact	中長期 Medium and long-term	消費者偏好轉變 Shift in consumer preferences	<ul style="list-style-type: none"> 消費者對健康及環保的意識增強，更傾向於選擇安全生態的產品 Consumers' awareness of health and environmental protection increases so that they prefer to choose safe and ecological products 	<ul style="list-style-type: none"> 我們使用有機種植技術生產安全、生態、營養、好吃的果蔬產品，以獲得消費者的青睞 We use organic planting techniques to produce safe, ecological, nutritious and delicious fruit and vegetable products to gain the attention of consumers

第 4 章 CHAPTER 4

綠色低碳經濟轉型是社會全行業的共同任務，百果園在應對氣候變化相關風險的同時不斷優化我們的管理體系，以便更好地把握住氣候變化所帶來的發展機遇，實現業務的可持續發展。

隨著科技的進步，百果園不斷提高對資源的使用效率，通過智能系統優化運輸路線提升配送效率，並通過包裝循環和節能降耗措施降低運營成本；我們努力找尋適合百果園的低碳能源，以進一步降低溫室氣體排放風險並獲得長期的低碳技術投資回報。同時，我們致力於研發並應用環保生態的新型技術產品，以順應大眾健康飲食的趨勢，堅持向顧客提供安全、生態、營養、好吃的水果和蔬菜，持續打造良好的品牌形象並提高我們的市場佔有率。

在未來的發展道路上，百果園將繼續加強自身業務韌性，憑藉受社會信賴的產品和服務增加營業收入，通過合理的可持續戰略規劃提高我們的運營能力，踐行企業社會責任，助力雙碳目標的實現。

The transformation to a green and low-carbon economy is a common task for all industries in society. While addressing the risks associated with climate change, Pagoda constantly optimizes its management system in order to better grasp the development opportunities brought about by climate change and achieve sustainable business development.

With the advancement of technology, Pagoda continuously improves resource utilization efficiency, optimizes transportation routes through intelligent systems to improve delivery efficiency, and reduces operating costs through packaging recycling and energy-saving measures. We strive to find low-carbon energy suitable for Pagoda in order to further reduce greenhouse gas emissions and obtain long-term low-carbon technology investment returns. In addition, we are committed to researching and developing new environmentally friendly and ecological technological products, in order to meet the trend of healthy diets, constantly provide customers with safe, ecological, nutritious, and delicious fruits and vegetables, continuously build a good brand image, and increase our market share.

In the future, Pagoda will continue to strengthen its business resilience, increase revenue with trusted products and services, improve operational capabilities through sustainable strategic planning, and fulfill corporate social responsibilities to help achieve the dual carbon goals.



第 4 章 CHAPTER 4

4.2 生態保護

百果園嚴格遵守國家生態環境保護要求，貫徹落實黨中央及國務院決策部署，積極響應「十四五」規劃中有關綠色發展的政策，通過引進生態環保技術落實生態環境質量改善目標，加速公司業務低碳轉型的同時持續提升種植環節的生態系統質量和穩定性。對於種植業來說，如何解決化學肥料和化學農藥對生態的危害是行業需要共同克服的難題。農田大量使用化學肥料和化學農藥會導致土壤惡化、造成水源污染以及增加病蟲侵害。例如，過量施用化學肥料容易造成土壤板結、酸化、養分失調，還會造成土壤中有益微生物的數量和活性下降；當化學肥料隨降雨或澆灌流入周圍水體時，會造成農業面源污染，導致藻類滋生、魚類缺氧死亡，繼而破壞水生環境；而且增施化學肥料還會導致作物抗病蟲能力減弱，使其更易遭受病蟲侵染，繼而增加消滅病蟲害的農藥用量，威脅生態系統平衡和食品安全。

因此，為減輕農作對生態環境的負擔以及保證食品健康安全，百果園分別從利用生態種植技術進行化學肥料減量、採用環保的防蟲技術替代化學農藥、開展土壤改良維護等方面著手，切實保護種植端的生態環境，提高農業的環境效益，打造可持續的有機種植生態系統。

4.2 ECOLOGICAL PROTECTION

Pagoda strictly follows the national requirements for ecological and environmental protection, implements the decisions and deployments of the Central Committee of the CPC and the State Council, actively responds to green development policies in the 14th Five-Year Plan, implements ecological and environmental quality improvement targets through the introduction of ecological and environmental protection technologies, and accelerates the Company's low-carbon transformation while continuously enhancing the quality and stability of the planting ecosystem. In the planting industry, addressing the harm of chemical fertilizers and pesticides to the environment is a common challenge that needs to be overcome by the whole industry. Excessive use of chemical fertilizers and pesticides in agricultural fields can lead to soil degradation, water pollution, and increased pest damage. For example, overuse of chemical fertilizers can cause soil compaction, acidification, nutrient imbalance, and a decrease in the number and activity of beneficial microorganisms in the soil. When chemical fertilizers flow into surrounding water bodies along with rain or irrigation, it can cause agricultural non-point source pollution, leading to algal blooms, fish hypoxia, and the destruction of the aquatic environment. Moreover, the increased use of chemical fertilizers can weaken crop resistance to pests, making them more susceptible to infections, and subsequently increasing the amount of pesticides required to control pests, thereby threatening the balance of the ecosystem and food safety.

As such, to reduce the burden of agricultural production on the environment and ensure food safety and health, Pagoda has taken measures to use ecological planting technique to reduce the use of chemical fertilizers, use environmentally friendly pest control technologies to replace chemical pesticides, and carry out soil improvement and maintenance to protect the ecological environment at the plantation side and improve the environmental benefits of agriculture, creating a sustainable organic plantation ecosystem.

第 4 章 CHAPTER 4

4.2.1 生態種植模式

百果園盡力降低種植工作對生態環境的破壞，我們積極開展有機肥料研發，將其供給到果品和蔬菜的種植農戶，作為優果聯和優農道向農戶推廣生態種植技術的有力支撐，以有效減少作物所需的化學肥料、化學農藥及化學激素，打造安全、環保、生態的種植模式。

有機種植技術

在作物種植方面，百果園的各等級鮮果和「三個零」蔬菜分別使用中國台灣生態種植技術和日本BLOF種植技術，其原理是通過有機肥替代化學肥料，減少使用化學農作物料並改善土壤性狀，緩解種植區生態系統壓力，更有利於作物健康生長。

4.2.1 ECOLOGICAL PLANTING PATTERN

Pagoda is committed to minimizing the ecological impact of planting practices. We actively engage in the research and development of organic fertilizers that are supplied to fruit and vegetable growers as a strong support of Youguolian and Younongdao for promoting ecological planting techniques to farmers to effectively reduce the need for chemical fertilizers, pesticides, and hormones in crop cultivation, with a view to creating a safe, environmentally friendly, and ecological planting pattern.

ORGANIC PLANTING TECHNIQUE

In terms of crop planting, Pagoda's various grades of fresh fruits and "three zeros" vegetables are grown with Taiwan's ecological planting technique and Japan's BLOF planting technique, which involve replacing chemical fertilizers with organic fertilizers, reducing the use of chemical crop materials, improving soil conditions, and mitigating ecological system pressures in plantation areas, ultimately promoting healthy crop growth.

中國台灣生態技術

Taiwan's Ecological Technology



優果聯使用的中國台灣生態技術體系是通過補充土壤有機質、培養根圈有益微生物、調節土壤水分及空氣比例的方式，為植物根系營造適宜的生長環境，通過更加生態自然的手段優化作物生長狀態，並顯著減少化學肥料和化學農藥的使用。例如水果梨項目的種植基地在使用優果聯生態技術後，其作物土壤更加肥沃且土壤中微生物種類明顯增加，植株的根系多且粗壯，與普通種植技術效果形成鮮明對比。

Taiwan's ecological technology system used by Youguolian is achieved by supplementing soil organic matter, cultivating beneficial microorganisms in the root zone, and adjusting the ratio of soil moisture and air to create a suitable growth environment for plant roots. Using more ecologically natural methods to optimize crop growth conditions, significantly reduces the use of chemical fertilizers and pesticides. For example, after using the ecological technology of Youguolian in the pear plantation base, the crop soil became more fertile with a noticeable increase in the types of microorganisms in the soil. The plant's root system became more numerous and sturdy, forming a clear contrast effect with ordinary planting techniques.



第 4 章 CHAPTER 4

日本 BLOF 技術 Japanese BLOF Technology



優農道引進的日本BLOF技術體系主要以生產資料變革為基礎，即通過利用廢棄的含氨基酸、水溶性碳水化合物自然物料，如米糠、牡蠣殼粉、花生殼、蘑菇渣等，將其按照一定配比進行假堆、發酵、陳化後熟等工藝生產肥料。BLOF技術使用的這種有機肥料能使板結土壤變得鬆軟，改善土壤條件並提供植物所需要的營養元素，從而增加作物產量、提高蔬菜品質，增強植株的抗病性。BLOF技術可同步實現不用化學合成肥料、化學合成農藥、化學合成激素，大幅減輕對自然土壤環境的化學污染，有助於生態系統恢復，實現自然和諧的農業體系。

The BLOF technology system introduced by Younongdao is mainly based on the transformation of means of production, that is, using waste natural materials such as rice bran, oyster shell powder, peanut shell and mushroom residue that contain amino acids and water-soluble carbohydrates to produce fertilizers through processes such as fake pile, fermentation, aging, and maturation in a certain proportion. The organic fertilizers used under the BLOF technique can make the compacted soil loose, improve the soil conditions and provide the necessary nutrients for plants, thereby increasing crop yields, improving vegetable quality, and enhancing plant disease resistance. BLOF technique needs no chemical synthetic fertilizers, pesticides, and hormones, greatly reducing chemical pollution to the natural soil environment, benefiting the restoration of the ecological system, and realizing a natural and harmonious agricultural system.

肥料技術

在肥料生產方面，我們推動生產資料變革，利用回收的動植物副產物作進行有機肥生產，具體包括蘑菇渣、木薯渣、米糠、豆渣、油渣、咖啡渣等，我們挑選易分解、無毒害、無腐壞的原材料，並不斷研發有機肥配方，調整各營養元素配比，生產更益於作物生長的有機肥料。未來我們將完善土壤處方系統的搭建，即抽取不同種植基地的區域土壤進行樣品檢測，依據不同的土壤性質，有針對性地設計適合其農作物生產的肥料配方並生成肥料。

FERTILIZER TECHNOLOGY

In terms of fertilizer production, we promote the change of means of production and use recycled animal and plant by-products for organic fertilizer production, specifically including mushroom residue, cassava residue, rice bran, soybean residue, oil residue, coffee residue and etc. We select raw materials that are easy to decompose, non-toxic and non-rotten, and continuously develop organic fertilizer formulas and adjust the proportion of nutrient elements to produce organic fertilizers benefit crop growth. In the future, we will improve the establishment of the soil prescription system. Alternatively, we will take samples of regional soils from different plantation bases for testing, design fertilizer formulas based on the nature of different soils and generate fertilizers suitable for their crop production.

第 4 章 CHAPTER 4

在作物施肥方面，我們引進了精準施肥技術，結合不同作物的生長特點、所屬地域以及肥料利用率等情況，綜合分析各指標對作物的生長影響，並有針對性地設計作物施肥方案，以有效提高肥料的利用率，減少肥料的使用量。通過精準施肥技術，我們幫助彌宗農戶減少了1/3的肥料使用量，同時作物產量還有所增加。

4.2.2 環保防蟲體系

大規模使用化學農藥，會破壞生態系統平衡，因為化學農藥在殺死害蟲的同時，也殺傷了害蟲的天敵，使自然界天敵群落遭受破壞，害蟲與天敵間失去平衡，造成害蟲猖獗，破壞了自然界的生態平衡。同時，農藥噴灑揮發及殘留還會造成大氣、水體及土壤的多重污染。另外，長期使用農藥易使害蟲產生抗藥性，不僅會引發濫用農藥的惡性循環，還會加劇對生態環境的污染和對生態系統的破壞。

百果園為減少化學農藥的使用，建立了病蟲害綜合防禦體系，及時預防病蟲害的發生，並引入新型植物「疫苗」技術提升作物自身對蟲害的抵抗力，還使用綠色防控手段替代化學農藥，通過環保安全的防蟲措施維護生態系統的平衡，保護種植區域的美好環境。

We have introduced precision crop fertilization technology. By considering the growth characteristics of different crops, their location, and fertilizer utilization rates, we comprehensively analyze the impact of various indicators on crop growth. We then design targeted crop fertilization plans to effectively improve fertilizer utilization rates and reduce fertilizer usage. With the precision fertilization technology, we have helped farmers of the Mi Clan reduce their fertilizer usage by 1/3, while crop yields have increased to some extent.

4.2.2 ENVIRONMENTALLY FRIENDLY PEST CONTROL SYSTEM

The widespread use of chemical pesticides can disrupt the balance of ecosystem, while killing pests, these pesticides may also harm the natural enemies of these pests. This can lead to a disruption in natural enemy community and unbalance between the pests and their natural enemies, resulting in uncontrollable pest populations and damage to the natural ecosystem. In addition, the spraying, evaporation, and residue of pesticides can cause multiple forms of pollution in the air, water, and soil. Long-term use of pesticides can also lead to pests developing resistance to the chemicals, initiating a vicious cycle of overuse and exacerbating pollution ecological environment and damage to the ecosystem.

Pagoda has established a comprehensive defense system against pests to reduce the use of chemical pesticides. We prevent the occurrence of pests and diseases by introducing new plant "vaccine" technologies to improve the crops' resistance to pests. Additionally, they substitute chemical pesticides with green pest control methods. Through environmentally-friendly and safe pest control measures, we maintain the balance of the ecosystem and protect the beautiful environment of the planting area.



第 4 章 CHAPTER 4



病蟲害綜合防禦體系 Integrated pest and disease defense system

- 我們建立病蟲觀察體系，通過採用黏蟲板、誘蟲燈監測害蟲出沒規律，分析總結病蟲在某一區域、對某個作物的危害特點及病害的發生規律，以便第一時間提出解決方案，有針對性的出具病蟲害預防方案，防範於未然。
- We establish a pest monitoring system by using sticky traps and pest lure lamps to monitor the occurrence rules of pests. We analyze and summarize the harmful characteristics of pests in a certain area and to a certain crop, as well as the occurrence rules of diseases and pests so as to provide timely solutions and targeted pest prevention plans to prevent them from happening.



植物「疫苗」技術 Plant “vaccine” technology

- 我們引入最新科學研究成果，將一些能為作物提供免疫力和抵抗力的綠色技術和產品在不同的果樹和產區進行試驗，如測試氨基寡糖素對瓜類的抗病力誘導等。若某技術效果驗證有效，我們則會將其推廣於種植基地，以提高作物抗病力，有效減少植株發病及使用農藥的機率。
- We introduce the latest scientific research results and conduct tests on some green technologies and products that can provide immunity and resistance to crops in different fruit trees and production areas, such as testing the induction of amino oligosaccharides on the disease resistance of melons. If a certain technology proves to be effective, we will promote it in our plantation bases to increase crop resistance to disease and effectively reduce the probability of plant disease and pesticide use.

第 4 章 CHAPTER 4



綠色防控體系 Green control system

- 我們利用作物病蟲害規律研究成果，人為創造良好的生存環境，如通過作物避雨減少高濕性病害的發生、用防蟲網減少化學農藥的使用及蟲害的發生等；
- We use the results of the study on crop disease and pest rules to artificially create a favorable living environment, such as reducing the occurrence of high-humidity diseases by sheltering crops from rain, reducing the use of chemical pesticides and the occurrence of pests by using pest nets, and so on;
- 我們引入生物農藥、生物天敵，替代一部份化學藥劑的使用，如應用捕食蟎、微生物菌劑等；
- We introduce bio-pesticides and natural enemies to replace the use of some chemicals, such as using predatory mites and microbial agents;
- 我們進行土壤改良並加強植株根系，促進作物健壯生長，從而提高其自身免疫力，減少化學農藥使用以及增強植株抗病性；
- We conduct soil improvement and strengthen plant roots to promote robust growth of crops, thereby increasing their immunity, reducing the use of chemical pesticides, and enhancing their disease resistance;
- 我們規範生產種植的環境衛生要求，及時去除病原蟲源，降低傳播媒介和感染幾率等。
- We regulate the environmental sanitation requirements for production and planting, timely remove sources of diseases and pests, and reduce the probability of transmission and infection.

4.2.3 土壤改良與維護

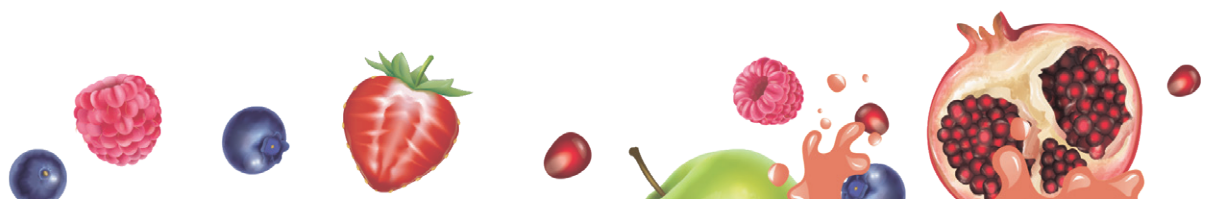
土壤是化學肥料農藥在環境中的貯藏庫與集散地，施入農田的化學物質大部份會將被土壤膠粒及有機質吸附並殘留於土壤中，繼而導致土壤板結、營養失衡等問題。

對於水果種植，我們積極開展果園土壤改良與維護工作，具體包括土壤改良技術、抗種茬技術以及草生栽培技術等，可以有效解決土壤貧瘠、劣化的現象，維護良好的土壤狀態，穩定作物產量並保護種植區的生態環境。

4.2.3 SOIL IMPROVEMENT AND MAINTENANCE

Soil is a storage and distribution center for chemical fertilizers and pesticides in the environment. Most of the chemicals applied to farmland are absorbed by and retained in soil particles and organic matter, leading to problems such as soil compaction and nutrient imbalance.

For fruit planting, we actively carry out soil improvement and maintenance in the orchards, including soil improvement techniques, stubble-resistant techniques, and grass cultivation techniques, to effectively solve the problems of soil poverty and degradation, maintain a good soil condition, stabilize crop yields and protect the ecological environment in the plantation area.



第 4 章 CHAPTER 4



土壤改良技術 Soil improvement techniques

通過分析作物適宜的生長條件，並結合土壤檢測結果，我們有針對性的設計土壤改良方案，以便在建園初期即可為作物提供良好的生長環境。比如，我們利用元謀青棗公司土壤改良方案，通過在貧瘠的土地上大量增加土壤有機質，一次性將貧瘠的土地改造為適宜青棗生長的土壤，並實現種植畝產的大幅增長。By analyzing the suitable conditions for crop growth and considering the results of soil testing, we design targeted soil improvement plans, in order to provide a good crop growth environment at the beginning of orchard construction. For example, we utilized the soil improvement plan of Yuanmou Green Jujube Company to massively increase organic matter in infertile soil, transforming it to be suitable for green jujube growth, and resulting in a significant increase in crop yield per mu.



草生栽培技術 Grass cultivation techniques

草生栽培是優果聯技術體系的一項基本要求，即所有優果聯服務基地和訂單果園都禁止使用除草劑。我們通過提倡草生栽培理念、設計草生栽培配套技術(如草種選擇、管理辦法等)，不僅可以有效避免除草劑的使用，還能夠有效提高土壤有機質和土壤抗逆境(高溫、連續降雨)能力，以涵養水源及減少水土流失。Grass cultivation is a basic requirement of the Youguolian technological system, which means that all Youguolian service bases and order orchards are prohibited from using herbicides. By promoting the concept of grass cultivation and designing grass cultivation supporting technologies (e.g., grass seed selection, management practices), we can not only effectively avoid the use of herbicides, but also effectively improve soil organic matter and soil resistance to adversity (high temperature, continuous rainfall) in order to conserve water and reduce soil erosion.



抗重茬技術 Stubble-resistant techniques

通過土壤改良、微生物防治、輪茬等手段，我們降低瓜類、草莓等短期作物連作障礙，實現了對種植土壤栽培力度的維護，既有效改善了土壤劣化現象，又提高了水果品質及產量。With soil improvement, microbial control, and crop rotation, we have minimized the barriers to crop succession for short-term crops such as melons and strawberries. We have also achieved maintenance of cultivation power in planting soils. This not only effectively fixes soil degradation but also improves the quality and yield of fruits.



元謀青棗基地草生栽培現場
Site of grass cultivation at the Yuanmou Green Jujube base

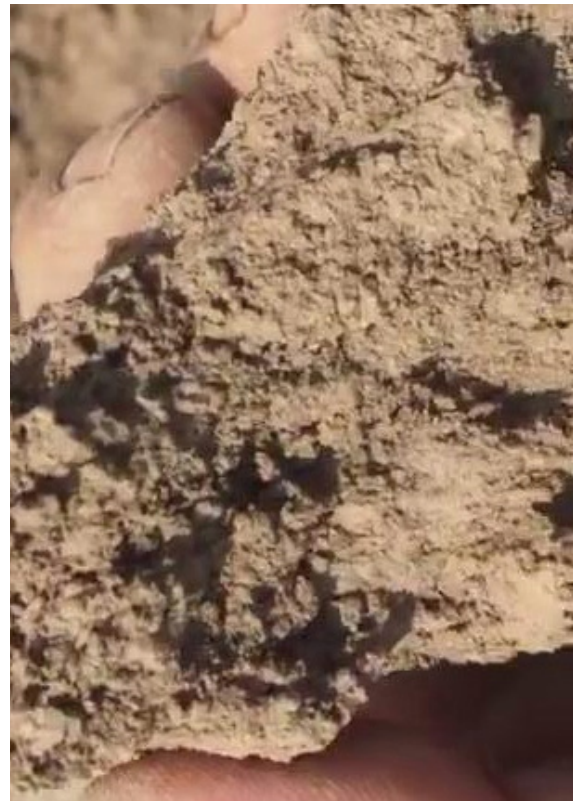
第 4 章 CHAPTER 4

對於蔬菜種植，我們「三個零」蔬菜使用的BLOF技術也能對土壤起到保護作用。BLOF技術可以迅速的恢復土壤的團粒結構，使土壤通氣利於植物和微生物呼吸，同時能夠保水保肥；其次還能恢復土壤的生物性，促進有益於植物的微生物繁殖，並抑制有害微生物，有利於為植物創造一個友好的生態環境。

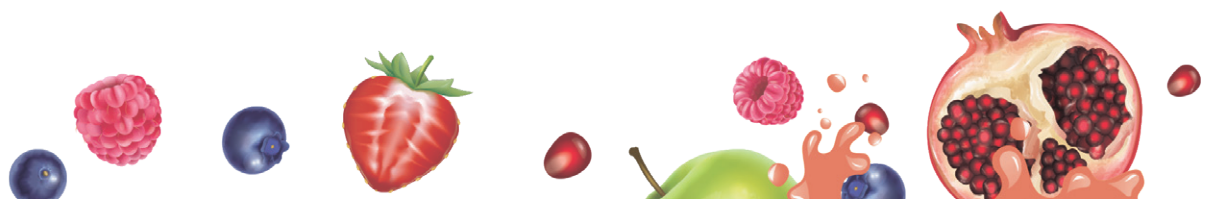
For vegetable planting, the BLOF technology used in our "three zeros" vegetable production can also protect the soil. BLOF technology can quickly restore the soil's granule structure, improve the soil's ventilation for plant and microbial respiration, and help retain moisture and nutrients. Additionally, it can restore the soil's biology, promote the reproduction of beneficial microorganisms for plant growth, and inhibit harmful microorganisms, creating a friendly ecological environment for the plants.



BLOF技術處理後的土壤結構疏鬆
Loosened soil structure created by BLOF technology



未經處理的土壤結構板結
Bound soil structure without the use of BLOF technology



第 4 章 CHAPTER 4

4.3 資源使用

百果園始終將節能降耗作為發展的重要任務之一。減少能源及水資源的消耗是應對氣候變化的有效途徑，同時也是實現公司綠色低碳轉型的必經之路。我們已針對業務中的重點耗能和耗水環節制定了有效的節能降耗舉措，同時亦在辦公室倡導節約行為，提高員工的低碳辦公意識，打造綠色低碳職場。

4.3.1 能源

百果園將能源管理視為降低成本和增強業務韌性的重要保障，我們分析重點耗能環節，並有針對性的制定節能方案，從日常運維及操作層面提高能源使用效率。我們配送中心及果製品工廠的用電是重點耗能環節。在電力消耗方面，我們的主要用電設備具體包括配送中心的倉儲冷庫及自動傳輸帶、果製品工廠的初加工及深加工機械等。對於重點耗能設施，我們會選用高效的節能設備並採取科學合理的節能運營舉措，並考慮逐步增加清潔能源的應用，期望在降低生產成本的同時助力雙碳目標的達成。

4.3 USE OF RESOURCES

Pagoda always regards energy conservation and consumption reduction as important tasks for development. Reducing energy and water consumption is an effective way to address climate change and a necessary path for the Company's green and low-carbon transformation. We have formulated effective measures to conserve energy and reduce consumption for key energy and water consumption parts of our business, and promote conservation behavior in the office to raise employees' awareness of low-carbon office, and create a green and low-carbon workplace.

4.3.1 ENERGY

Pagoda regards energy management as an important guarantee to reduce costs and enhance business resilience. We analyze key energy-consuming parts and develop targeted energy-saving plans to improve energy efficiency in daily operations and management. Our distribution centers and fruit processing factories are key energy-consuming parts. In terms of electricity consumption, our main electricity-consuming equipment includes the storage refrigerators and automatic conveyor belts in the distribution centers, and the preliminary processing and deep processing machinery in the fruit processing factories. For key energy-consuming facilities, we use efficient energy-saving equipment and scientific and reasonable energy-saving operations measures. We also consider gradually increasing the use of clean energy to help achieve dual carbon goals while reducing production costs.

第 4 章 CHAPTER 4

配送中心節能舉措

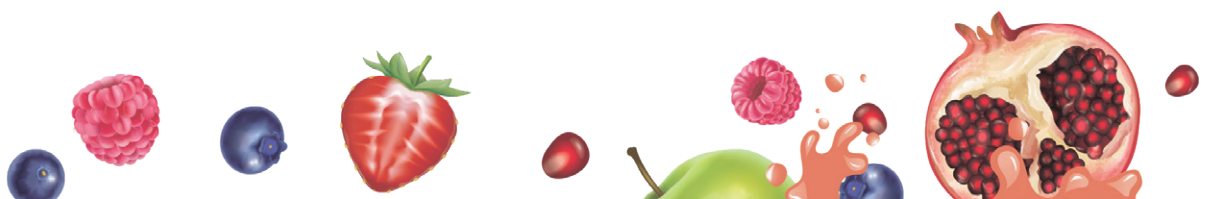
Energy saving initiatives for distribution centers

- 冷庫安裝LED燈等節能設備，提高電力使用效率，減少電力浪費；
- Installing energy-saving equipment such as LED lights in refrigeration storage to improve the efficiency of electricity use and reduce power waste;
- 加強冷庫保溫設施，增加門窗密閉性以及隔間，以減少溫度損失和能耗浪費；
- Strengthening refrigeration storage insulation facilities, increasing door and window impermeability as well as compartments to reduce temperature loss and energy waste;
- 定期對製冷設備進行保養與檢查，指定冷庫區域負責人，明確內部保養頻率及檢查事項等規定，保證製冷設備清潔且處於通風環境，及時監控設備情況，發現異常及時上報處理，通過日常運維使設備處於高效工作狀態，減少能耗損失；
- Regularly maintaining and inspecting refrigeration equipment, designating the person in charge of the refrigeration storage area, clarifying the frequency of internal maintenance and inspection and other provisions to ensure that refrigeration equipment is clean and in a ventilated environment, monitoring the equipment in a timely manner and reporting any abnormalities promptly, with a view to making equipment operate efficiently and reducing energy consumption loss through such daily operation and maintenance;
- 進行冷庫工作員工節能操作培訓，每週向配送中心人員宣導隨手關閉冷庫門、燈的要求，通過加強員工的工作細節處理延長製冷設備壽命，減少設備高強度工作頻率，避免能源浪費。
- We conduct training on energy-saving operation for the staffs of the cold storage, and promote the requirement of closing the cold storage doors and lights manually to the staffs of the distribution center every week, so as to enhance the work details of the staffs. By strengthening the work details of employees, we can extend the life of refrigeration equipment, reduce the frequency of high-intensity work of equipment, and avoid energy waste.



配送中心隨手關門標識

“Closing door behind” sign in the distribution center



第 4 章 CHAPTER 4

在燃料消耗方面，我們主要外聘第三方車隊實現倉儲到門店的果品配送，僅自有少量公務車，因此車輛燃油量較小。另外，為響應交通運輸部的《綠色交通「十四五」發展規劃》政策，助力新能源和清潔能源運輸裝備推廣應用，對於自有車輛，我們使用電動叉車替代燃油叉車，使用油混電的公務車替代純燃油車；而且我們還積極引導物流企業使用排放達標的配送車輛，鼓勵供應商使用新能源車輛，目前配送車隊中新能源車輛佔比約 14.5%；同時，我們利用智能運輸管理系統（TMS）優化產品從冷庫到門店的配送路線，可以有效降低車輛用油並縮短配送時間，助力範圍三溫室氣體減排工作，並且我們計劃於下一財年完成全國配送中心的 TMS 上線工作，以進一步提升用車及配送效率，減少燃料消耗。

In terms of fuel consumption, we mainly outsource third-party fleets to deliver fruits from warehouses to stores. We only have a few company-owned cars for commercial use, so the fuel consumption of our vehicles is relatively low. In response to the 14th Five-Year Plan for Green Transportation Development policy of the Ministry of Transportation, and to promote the use of new energy and clean energy transportation equipment, we replace our fuel forklifts with electric forklifts and replace pure fuel vehicles with hybrid fuel-electric business vehicles. We actively guide logistics companies to use emission-compliant delivery vehicles and encourage suppliers to use new energy vehicles. At present, new energy vehicles in the delivery fleet account for about 14.5%. At the same time, we use the smart Transport Management System (TMS) to optimize the delivery route from refrigeration storage to stores, which can effectively reduce fuel consumption and shorten delivery time and greenhouse gas emissions of scope 3. We plan to complete the application of TMS in all distribution centers across China in the next fiscal year to further improve the efficiency of vehicle use and delivery, and reduce fuel consumption.



第三方新能源運輸車隊
Third-party new energy transportation fleet

在新能源應用方面，我們計劃未來在配送中心開展節能光伏照明系統改造，通過使用綠色電力等清潔能源進一步降低溫室氣體排放，我們積極進行業務低碳轉型，幫助國家碳中和目標的順利落地。

In terms of new energy applications, we plan to renovate an energy-saving photovoltaic lighting system in our distribution centers in the future, and further reduce greenhouse gas emissions through the use of green electricity and other clean energy sources. We are actively engaged in the low-carbon transformation for our business to facilitate the achievement of the national carbon neutral target.

第 4 章 CHAPTER 4

本報告期內，百果園的各類能源消耗數據如下表所示：

During the Reporting Period, the energy consumption by Pagoda is listed below:

能源消耗 Energy consumption		單位 Unit	2022年 2022
直接能源消耗 Direct energy consumption			
可再生能源 Renewable energy	生物質燃油耗量 Biomass fuel consumption	千個千瓦時 kWh in '000s	2.45
不可再生能源 Non-renewable energy	煤炭耗量 Coal consumption	千個千瓦時 kWh in '000s	947.15
	液化石油氣耗量 Consumption of liquefied petroleum gas	千個千瓦時 kWh in '000s	104.96
	煤氣耗量 Gas consumption	千個千瓦時 kWh in '000s	4.80
	汽油耗量 Gasoline consumption	千個千瓦時 kWh in '000s	237.78
	柴油耗量 Diesel consumption	千個千瓦時 kWh in '000s	163.20
間接能源消耗 Indirect energy consumption			
電力耗量 Electricity consumption		千個千瓦時 kWh in '000s	20,841.84
能源消耗總量 Total energy consumption		千個千瓦時 kWh in '000s	22,302.18
能源消耗總密度 Total energy consumption intensity		千個千瓦時／百萬元收入 kWh in '000s/million yuan revenue	1.97



第 4 章 CHAPTER 4

4.3.2 水資源

百果園亦將合理利用水資源視為公司實現可持續發展的保障之一，我們科學合理地使用水資源，加強重點耗水業務環節的水資源管理，以減少水資源浪費，實現對水資源的可持續利用與保護。在水資源管理方面，我們主要利用節水灌溉技術提高種植基地的水資源使用效率，利用水循環系統降低保鮮製冷設備的耗水，同時還通過規定用水設備的維保要求減少不必要的水資源浪費。公司業務運營的各環節均不存在求取水資源的困難。

◇ 節水灌溉

在種植灌溉方面，我們依據國家《農田灌溉水質量標準》進行澆灌用水的水質淨化，並在水果和蔬菜的種植基地引入了精準灌溉技術。我們通過分析不同作物的需水特點、種植土壤保水率以及對比不同灌溉方式的優缺點，因地制宜地設計各類作物的灌溉方案，以提高灌溉用水的利用效率，達到節約用水的目的。同時，我們還採用智能化灌溉系統，通過在田間安裝土壤濕度探頭，時刻監測田間濕度，根據監測數據實現精準灌溉，並額外採用滴灌和微噴灌技術設備，與普通漫灌方式相比可大幅提高水資源利用率。

4.3.2 WATER RESOURCES

Pagoda uses water resources in a scientific and rational manner and strengthens water management in key water-consuming operations to reduce water wastage and achieve sustainable use and protection of water resources. In terms of water resource management, we mainly use water-saving irrigation technology to improve the efficiency of water use in our plantation bases, use water recycling systems to reduce the water consumption of our freshness and refrigeration equipment, and reduce unnecessary water waste by stipulating maintenance requirements for water-using equipment. We have no difficulty obtaining water for all aspects of our business operations.

◇ WATER-SAVING IRRIGATION

In terms of planting irrigation, we purify the irrigation water according to the national *Agricultural Irrigation Water Quality Standard* and introduce precision irrigation technology in the plantation bases of fruits and vegetables. By analyzing the water demand characteristics of different crops, the water retention rate of planting soil and comparing the advantages and disadvantages of different irrigation methods, we design irrigation schemes for various crops according to local conditions in order to improve the utilization efficiency of irrigation water and achieve the goal of water conservation. We also adopt smart irrigation system by installing soil moisture probes in the fields to monitor the field moisture at all times and realize precise irrigation according to the monitored data, and additionally adopt drip irrigation and micro-sprinkler irrigation technology and equipment, which can significantly improve the utilization rate of water resources compared with ordinary diffuse irrigation method.



元謀青棗基地精準滴灌設施
Precision drip irrigation facilities at the Yuanmou Green Jujube base

第 4 章 CHAPTER 4

◇ 節水設備

在節水工藝方面，我們倉儲冷凍庫的製冷系統以及製品工廠凍乾冷卻水塔使用循環水，不外排，可節省大量用水。

◇ 節水施工

在門店施工方面，我們制定的《百果園加盟店裝修現場安全管理細則》中規定了施工用水規範，要求施工單位節約用水，及時檢查水龍頭及閥門狀態，嚴禁跑冒滴漏等情況的發生。

本報告期內，百果園的水資源消耗情況詳見下表：

◇ WATER-SAVING EQUIPMENT

In terms of water saving process, the refrigeration system of our warehouse freezers and the freeze-dry cooling water tower of our manufacturing plants use recycled water and do not discharge outside, which can save a lot of water.

◇ WATER-SAVING CONSTRUCTION

In terms of store construction, our *Rules of Pagoda for On-site Safety Management for Franchise Decoration* stipulates the construction water norms, requiring construction units to conserve water, a timely inspection of faucets and valve status, and prohibiting the occurrence of running, leaking and dripping.

During the Reporting Period, the water resources consumed by Pagoda are detailed below:

水資源消耗 Water consumption	單位 Unit	2022年 2022
水資源使用量 Water consumption	立方米 m ³	349,991.34
水資源使用密度 Water consumption intensity	立方米／百萬元收入 m ³ /million yuan revenue	30.94

4.3.3 裝修建材

在門店裝修方面，我們要求施工承包方挑選並使用符合國家環保標準的建築材料，而且我們會收集裝修建材的環保檢測報告，以確保板材及油漆等裝修材料符合環保標準。例如，我們要求飾面板採用環保生態板，且所有裝修板材中的甲醛含量需達到E1級；油漆中甲醛、重金屬及其他有害物質需低於國家規定的相應標準限值；電線、開關插座應具有3C認證證書等。同時，裝修材料需根據現場實際需求採買，並盡可能地回收利用建材邊角料，避免浪費。

4.3.3 DECORATION MATERIALS

For store decoration, we require construction contractors to select and use building materials that meet national environmental standards. We collect environmental testing reports on decoration materials to ensure that decoration materials such as panels and paints meet environmental standards. For example, we require wood veneers to be made of environmentally friendly ecological boards, and the formaldehyde content of all decorative panels should reach the E1 level. Formaldehyde, heavy metals and other harmful substances in paints should be lower than the corresponding standard limits set by the State. Electric wires and switches and sockets should have 3C certification. Additionally, the decoration materials should be purchased based on the actual needs of stores, and scraps of building materials should be recycled as much as possible to avoid waste.



第 4 章 CHAPTER 4

另外，我們將門店的翻新頻率從5年一次延長到8年一次，並提倡精簡裝修項目，例如推薦加盟商選擇經濟版裝修模式以及增加木質組合貨架的安裝等，通過降低現場施工頻率和減少建材使用等方式，減輕裝修場所的噪音與粉塵污染，減少建築材料的消耗和建築垃圾的產生，打造綠色環保的零售門店。

Additionally, we are extending the frequency of renovating our stores from once every 5 years to once every 8 years, and promoting austere renovation. For example, the franchisees are recommended to choose the economic version of the decoration model and increase the installation of wooden combination shelves. We create sustainable and environmentally friendly retail stores by reducing the frequency of on-site construction and the use of building materials, reducing noise and dust pollution at the decoration sites, reducing the consumption of building materials and the generation of construction wastes.

4.3.4 節儉意識宣導

對於集團總部，我們積極向員工開展節水節電意識宣導，通過每月定期在工作群中發佈資源節儉規範要求以及張貼節電標識的方式倡導員工隨手關燈、合理使用空調、勿浪費糧食、紙張等節儉行為。同時，總部還每月進行用水用電量的波動分析，及時查明水電消耗量增加的原因，並相應加強員工宣導力度和辦公室巡視頻率。

4.3.4 PROMOTION OF SENSE OF THRIFT

For the Group headquarter, we actively promote employees' awareness of water and electricity conservation by regularly disseminating resource conservation standards requirements in work groups every month and posting electricity conservation signs to encourage them to turn off lights when not in use, use air conditioning reasonably, avoid wasting food, paper and other resources. The headquarter also conducts a monthly analysis of fluctuations in water and electricity consumption to promptly identify the reasons for the increase in water and electricity consumption, and correspondingly strengthens the staff awareness promotion and office inspection frequency.

對於加盟門店，我們鼓勵加盟商採取節水節電的經營管理措施，我們的加盟模式要求加盟店主自行負擔零售門店水電費用，有效促進其減少對電力和水資源的消耗和浪費，以達到節能降耗的效果。

For franchised stores, we encourage franchisees to adopt water and electricity saving management measures. Our franchise model requires franchisees to pay for their own retail store utilities, effectively promoting their efforts to reduce consumption and waste of electricity and water resources in order to achieve energy conservation and consumption reduction.



百果園節儉宣傳標識
Pagoda frugality promotion sign

第 4 章 CHAPTER 4

4.4 包裝管理

百果園盡力緩解果蔬產品包裝及門店裝修建材對環境造成的負擔，我們嚴格遵守國家及地方政府出台的食品包裝和裝修材料相關的法律法規。我們主要通過採用可回收循環的運轉箱以及增加環保包裝材料的使用比例等方式，減少廢棄包裝的產生及包裝對環境的污染，並持續在產品種植、轉運及零售環節推進可持續的包裝管理模式。同時，我們主動選擇環境友好型的裝修材料，以進一步減輕對環境的影響。

4.4 PACKAGING MANAGEMENT

Pagoda makes every effort to alleviate the environmental burden caused by packaging fruit and vegetable products and the building materials used for store decoration. We strictly comply with the laws and regulations on food packaging and decoration materials issued by central and local governments. We are working to reduce the production of waste packaging and the environmental pollution from the packaging by using recyclable transit boxes and increasing the proportion of environmentally friendly packaging materials. We continue to promote sustainable packaging management in the planting, transportation and retailing of our products. In addition, we proactively choose environmentally friendly decoration materials to further reduce our impact on the environment.

4.4.1 產品種植

在果蔬產品的種植環節，我們會使用地膜或防蟲網等物料，我們傾向於選擇環保材質的物料並對其進行回收循環使用。

4.4.1 PRODUCT PLANTING

In the planting process of fruits and vegetables, we use materials such as plastic film or insect nets. We prefer to choose environmentally friendly materials and recycle them for further use.



種植環節的物料管理

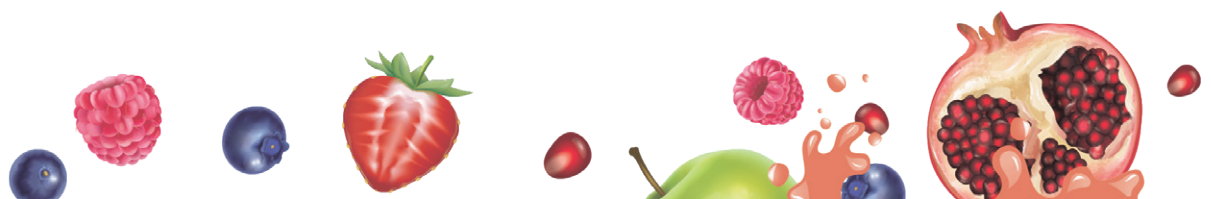
Material management of planting

物料回收 Material recycling

- 取消反光膜的使用，對於必要的大棚膜、保溫地膜等，每年使用後按既定流程回收，達到固定年限後交由廢品站處理
- Discontinuing the use of reflective film. For necessary greenhouse and insulating films, recycling them each year with established procedures, and after reaching the fixed lifespan, disposing them at the waste disposal site

物料替代 Material substitution

- 利用防蟲網替代單果套袋技術，相比之下可以減少大量塑料（紙張）和殺蟲劑的使用，同時防蟲網連續回收並循環使用5年
- Utilizing insect-proof nets as a substitute for individual fruit bagging technology can significantly reduce the use of plastic (paper) and insecticides. At the same time, insect-proof nets can be continuously recycled and used for up to 5 years



第 4 章 CHAPTER 4



百果園防蟲網技術
Pagoda's insect-proof net technology



其他農戶單果套袋技術
Other farmer's single-fruit bagging technology

4.4.2 產品轉運

在果蔬產品的轉運環節，我們主要遵循包裝減量和包裝回收循環兩個原則對產品的包裝進行管理。

4.4.2 PRODUCT TRANSPORTATION

In the transit process of fruits and vegetables, we primarily follow two principles, namely reducing the packaging amount and packaging recycling, to manage the packaging of products.



轉運環節的包裝管理

Packaging management of transportation

包裝減量
Packaging
reduction

- 盡量使用大包裝，減少轉運箱的使用
- Using large packages as far as possible and reducing the use of transit boxes
- 在保證果品完好的基礎上，減少網套等一次性包材的使用
- While ensuring the integrity of fruits, reducing the use of disposable wrapping materials such as net sleeves

包裝回收
Packaging
recycling

- 由產到倉：回收果蔬供應端到配送中心使用的紙箱，每年回收紙箱約2,000多噸，均交給有資質的第三方進行處理，同時鼓勵果蔬供應商用可回收循環的運轉箱替代紙箱
- From the place of origin to warehouse: recycling cartons used from the supply side of fruits and vegetables to the distribution centers. Over 2,000 tons of cartons are recycled each year and disposed of by qualified third parties. Fruit and vegetable suppliers are encouraged to replace cartons with recyclable transit boxes
- 由倉到店：配送中心到門店的包裝使用可重複利用的周轉筐及保溫箱
- From warehouse to store: using reusable crates and insulation chests for packaging from distribution centers to stores

第 4 章 CHAPTER 4

4.4.3 產品零售

在果蔬產品的零售環節，我們嚴格挑選包裝供應商，注重使用環境友好型的包裝材料及包裝減塑。門店零售包裝種類包括吸管、購物袋、外賣袋、產品包裝盒或包裝袋、果切盒、禮品盒或果籃，以及水果標籤，我們會審查上述包裝供應商的環保資質，並同步提高可降解包裝的採購比例。

4.4.3 PRODUCT RETAIL

For the retail of fruit and vegetable products, we strictly select packaging suppliers and prefer environmentally friendly packaging materials and pay attention to the use of environmentally friendly packaging materials and packaging plastic reduction. Store retail packaging includes straws, shopping bags, takeaway bags, product boxes or packaging bag, fruit cut boxes, gift boxes or fruit baskets, and fruit labels. We review the environmental credentials of our packaging suppliers and simultaneously increase the proportion of biodegradable packaging purchased.



零售環節的包裝管理

Packaging management of retail

包裝供應 Packaging supply

- 審查果品零售包裝供應商的環評及相關環保資質，更傾向於選擇具有ISO 14001環境管理體系認證的商家
- Reviewing the EIA and related environmental qualifications of fruit retail packaging suppliers, and preferring to choose those with ISO 14001 environmental management system certification
- 要求包裝印刷廠商提供排污許可，更傾向於選擇具有FSC森林認證的商家
- Requiring packaging printers to provide emissions permits, preferring to choose suppliers with FSC forest certification

包裝減塑 Reducing plastic packaging

- 全部吸管、部份購物袋及果品包裝盒使用可生物降解的甘蔗渣或其他新型可降解材料
- All straws, some shopping bags and fruit packaging boxes are made of biodegradable bagasse or other new degradable materials
- 普通產品包裝盒或包裝袋、果切盒使用食品接觸級的環保塑料
- Using food-contact grade eco-friendly plastics for ordinary product packaging boxes or bags, as well as fruit-cutting boxes
- 水果禮品盒或禮品籃等採用紙質材料
- Using paper materials for fruit gift boxes or gift baskets
- 產品外賣使用環保可重複使用的無紡布袋
- Use environmentally friendly reusable non-woven bags for takeaway products
- 鼓勵到門店消費的顧客自帶購物袋
- Encourage customers to bring their own shopping bags when they visit the stores



第 4 章 CHAPTER 4



百果園零售環保包裝
The environmentally friendly retail packaging of Pagoda

本報告期內，百果園採購的產品包裝中生物可降解包裝佔比9%，紙質包裝佔比27%，環保塑料包裝佔比64%。

During this Reporting Period, among the product packaging Pagoda has purchased, biodegradable packaging accounts for 9%, paper packaging accounts for 27% and environmentally friendly plastic packaging accounts for 64%.

包裝消耗 Packaging consumption	單位 Unit	2022年 2022
轉運紙箱消耗量 Transportation carton consumption	噸 ton	2,242.97
零售包裝消耗量 Retail packaging consumption	噸 ton	11,068.18
包裝消耗總量 Total packaging consumption	噸 ton	13,311.15
包裝消耗總密度 Total packaging consumption intensity	噸／百萬元收入 ton/million yuan revenue	1.18

第 4 章 CHAPTER 4

4.5 排放物管理

百果園不涉及嚴重污染生態環境的業務，我們承諾以綠色環保的方式進行生產經營，嚴格遵守《中華人民共和國環境保護法》等環保相關的法律法規，規範固體廢棄物及廢水等環境排放物管理，保證合規運營，踐行可持續發展理念。

4.5 EMISSIONS MANAGEMENT

Pagoda is not engaged in business that enormously pollutes the ecological environment. To be specific, we committed ourselves to green operations. We will be in conformity with the *Environmental Protection Law of the People's Republic of China*. To do that, we will regulate the discharge management of solid waste and wastewater. That is how we can secure the compliant operation and practice sustainable development Pagoda.

4.5.1 固體廢棄物

百果園環境排放物中的固體廢棄物是我們關注及管理的重點。百果園產生的固體廢棄物可分為無害固體廢棄物及有害固體廢棄物，其中無害固體廢棄物主要有壞果及果皮等廚餘垃圾、包裝紙箱和廢紙等生活垃圾；有害固體廢棄物主要為廢硒鼓及廢墨盒等辦公垃圾。同時，我們也要求負責加盟門店裝修的施工方合理處置工程垃圾。

4.5.1 SOLID WASTE

The solid waste discharged by Pagoda is at the top of our concerns and management. The solid waste produced by Pagoda falls into those that are harmless and harmful. The former mainly includes kitchen waste such as bad fruit and peel, packaging cartons and scrap paper and other household waste; the latter primarily consists of waste toner cartridges and scrap ink cartridges. In addition, we asked the party responsible for the decoration of franchise stores to dispose of the construction waste.

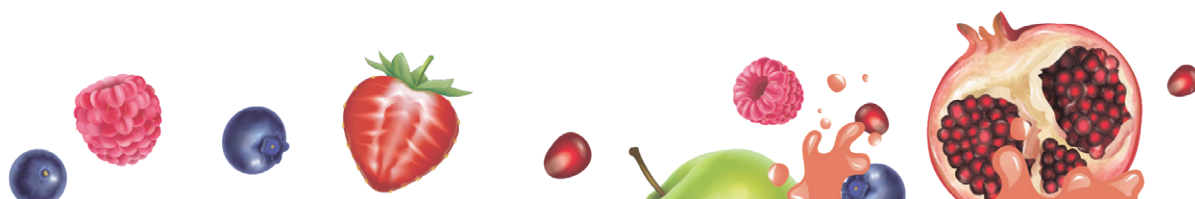
- 配送中心產生的壞果、果製品工廠產生的果皮在乾濕分離後放到園區指定的垃圾桶由第三方運營商統一清運處理或回收用於百果園內部有機肥的生產
- The bad fruit produced by the distribution center and the fruit peels produced by the fruit product factory are separated as the dry and the wet and put into the designated trash can in the park for the operators of the cooperative manufacturers to clear and dispose of or recycle them for the production of organic fertilizer inside Pagoda

- 從果品供應商處回收的包裝紙箱和辦公廢紙等可回收垃圾，在統一收集後交由環保回收商處理
- Recyclable refuse, such as packaging cartons and scrap office paper, collected from fruit suppliers, is then handed over to environmental scrap dealer

固體廢棄物處理措施
Solid waste disposal measures

- 辦公室產生的廢硒鼓、廢墨盒等有害固體廢棄物由供應商統一回收處理
- Scrap toner cartridges, ink cartridges and other harmful solid waste produced in the office shall be collected and processed by the supplier

- 門店裝修產生的廢棄建築材料要求做到「日產日清」，嚴禁亂堆亂放，及時分裝並安排車輛清運，對於含有乳膠漆和水泥砂漿的廢料，統一清運到政府指定的垃圾堆放點
- The abandoned construction materials produced by the store decoration are required to be "daily clear". It is prohibited to pile them in a disorderly way, and they shall be sorted out for transportation with vehicles. The waste containing latex paint and cement mortar shall be transported to the refuse piling point designated by the government



第 4 章 CHAPTER 4



轉運包裝紙箱回收
Recycling of transportation cartons

本報告期內，百果園產生的各類固體廢棄物數據具體如下表所示：

During the Reporting Period, the waste of all kinds produced by Pagoda is listed below:

固體廢棄物排放 Discharge of solid waste	單位 Unit	2022年 2022
無害固體廢棄物 Non-hazardous solid waste		
食品垃圾重量 Weight of food waste	噸 ton	955.050
生活垃圾重量 Weight of domestic waste	噸 ton	0.003
無害固體廢棄物排放總量 Non-hazardous solid waste total discharge	噸 ton	955.053
無害固體廢棄物排放總密度 Non-hazardous solid waste total discharge intensity	噸／百萬元收入 ton/million yuan revenue	0.08
有害固體廢棄物 Hazardous solid waste		
廢硒鼓／墨盒 Scrap toner cartridge/ink cartridge	噸 ton	12.51
有害固體廢棄物排放總量 Hazardous solid waste total discharge	噸 ton	12.51
有害固體廢棄物排放總密度 Hazardous solid waste total discharge intensity	噸／百萬元收入 ton/million yuan revenue	0.001

* 加盟門店裝修建材等工程垃圾不計入。

* The construction waste from decoration materials for franchised stores is not included.

第 4 章 CHAPTER 4

4.5.2 廢水

百果園種植基地不產生灌溉廢水，主要的廢水來自於果製品工廠的清洗廢水以及實驗室廢水，涉及生物的實驗廢水會先進行高壓滅菌，然後與清洗廢水一同收集由廠區內的污水處理設施進行三級處理，內部處理達到《污水綜合排放標準》三級標準後，與辦公區的生活廢水統一排放至市政管網，由城市污水廠進行處理。對於加盟門店裝修產生的施工廢水，我們嚴禁施工方隨地潑倒。

4.5.2 WASTEWATER

In the Pagoda plantation base, there is no irrigation wastewater, the wastewater principally comes from cleaning wastewater of fruit products factory and laboratory wastewater. Experimental wastewater involving biology will be autoclaved first, and then collected with cleaning wastewater for tertiary treatment by sewage treatment facilities within the plant. The wastewater, when reaching tertiary of internal treatment in accordance with the *Integrated Wastewater Discharge Standard*, will, together with the wastewater in the office area, be discharged to the municipal pipe network and treated by the municipal sewage plant. For the construction wastewater, we prohibit the constructor from pouring the construction wastewater everywhere.

4.5.3 廢氣

百果園的主體業務不涉及大規模有組織廢氣排放，僅少量公務車燃油和供暖鍋爐燃煤產生小部份廢氣排放，具體的大氣污染物質包括氮氧化物、硫氧化物及顆粒物，各類廢氣排放數據如下表所示：

4.5.3 EXHAUST GAS

The main business of Pagoda does not involve large-scale organized exhaust gas emissions. Only a small amount of fuel oil for official vehicles and coal burning for heating boilers produce a small amount of exhaust emissions. Specific air pollutants include nitrogen oxides, sulphur oxides and particulates, and the exhaust gas of all kinds are listed below:

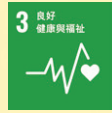
廢氣排放 Exhaust gas emissions	單位 Unit	2022年 2022
氮氧化物 Nitrogen oxides	千克 kg	453.61
硫氧化物 Sulfur oxides	千克 kg	431.83
顆粒物 Particulates	千克 kg	31.70
廢氣排放總量 Total exhaust gas emissions	千克 kg	917.13
廢氣排放總密度 Total exhaust gas emission intensity	千克／百萬元收入 kg/million yuan revenue	0.08



第5章 CHAPTER 5

本章節響應的SDGs

SDGs responded to in this chapter



好吃為人， 成就員工幸福人生

“Deliciousness” for the People, Contributing to the Wellbeing of Employees

百果園持續關注員工權益、職業發展、健康安全等領域，致力於創造一個尊重、包容、安全的工作環境。經過20多年的發展，百果園已經從一個單一水果零售店發展成了一個具有科技和資本屬性的，以現代零售為龍頭，並貫穿全產業鏈，涵蓋一二三產業的生態型的經濟體。我們堅信隨著百果園不斷穩健發展，我們有能力為各類人才提供廣闊而巨大的發展空間；反過來人才亦助推百果園的可持續發展通道，我們致力於開展多元的培訓及明晰的職業發展規劃，堅持為員工創造廣闊的發展平台。其次，我們堅守家文化，帶領百果園人共同追求「身體好、家庭好、事業好」的圓滿人生。

Pagoda stays focused on employee rights, career development, health and safety, and commits itself to a respectful, inclusive and safe working environment. Thanks to its over two-decade development, Pagoda has blossomed into an ecological economy with technology and capital attributes from what it began as single retail fruit stores. It, putting modern retail models at its very core and through the whole industrial chain, extends to cover the primary, secondary and tertiary industries. We are convinced that the steady development of Pagoda will enable us to afford an enormous development space for all kinds of talents; In turn, they also contribute to the sustainable development channel of Pagoda. We are dedicated to diversified training, clear career development plans, and a broad employee development platform. In addition, we, committed to the family culture, lead the people of Pagoda to pursue a happy life that is “good in health, families and careers.”

第 5 章 CHAPTER 5

5.1 保障員工權益

百果園嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》及《中華人民共和國未成年人保護法》等法律法規，制定《百果園總部員工手冊》《百果園總部招聘管理規定》等人事管理制度，切實保障員工權益，涉及包括薪酬、解僱、招聘與晉升、工時與假期、平等機會、多樣性、反歧視及其他福利等權益。

5.1.1 合規僱傭

本公司的招聘流程貫徹落實公平、公正、公開的原則，嚴格抵制宗教、種族、性別等歧視，擇優錄取合適的人選。我們嚴格禁止運營過程中發生任何形式的僱傭童工、強制勞動及職場騷擾等行為。如若發現僱傭童工和強迫勞工事件，我們將向有關負責部門報告，以立即採取後續行動。公司所有員工均符合國家法律法規所規定的最低工作年齡要求。本報告期內，我們未發生任何使用童工、強迫勞動、歧視和騷擾的事件。

我們致力於打造多元包容的職場環境，嚴格遵守《中華人民共和國婦女權益保障法》及《女職工勞動保護特別規定》，承諾在工作場所中支持和促進性別平等，為所有員工提供公平招聘、培訓和晉升機會。截至本報告期末，百果園女性員工佔比42.75%；高級及中級管理層女性佔比為31.12%。未來，我們將進一步加強從員工僱傭到員工發展與留任環節中提升性別多元化的方案和措施。

5.1 SAFEGUARDING EMPLOYEES' RIGHTS AND INTERESTS

Pagoda is in conformity with the *Labor Law of the People's Republic of China*, *Labor Contract Law of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of Minors* and other laws and regulations, and has formulated and enacted the *Pagoda Headquarter Employee Handbook* (《百果園總部員工手冊》), *Regulations of Pagoda Headquarter on Recruitment* (《百果園總部招聘管理規定》) and other human resource management policies. This is to effectively protect the rights and interests of employees, including compensation, dismissal, recruitment and promotion, working hours and rest periods, equal opportunities, diversity, anti-discrimination, and other benefits.

5.1.1 COMPLIANT RECRUITMENT

The Company's recruitment was conducted in the principles of fairness, justice and openness. That means resisting discrimination on religion, race and gender and selecting the best candidates based on merit. We prohibit any form of child labor, forced labor and workplace harassment in our operations. If any incidents of child labor or forced labor are discovered, we will report to the relevant responsible department for immediate follow-up action. All employees of the Company meet the minimum working age requirements stipulated by national laws and regulations. We had no incidents of child labor, forced labor, discrimination or harassment during the Reporting Period.

We are committed to creating a diverse and inclusive workplace, strictly adhering to the *Law of the People's Republic of China on the Protection of Women's Rights* and the *Special Provisions on the Labor Protection of Female Employees*, and committed to supporting and promoting gender equality in the workplace, providing fair recruitment, training, and promotion opportunities for all employees. As of the end of this reporting period, the proportion of female employees in Pagoda was 42.75%; The proportion of women in senior and middle-level management is 31.12%. In the future, we will further strengthen schemes and measures to enhance gender diversity from employee employment to employee development and retention.



第 5 章 CHAPTER 5

招聘渠道

百果園建設校園招聘、內部招聘、社會招聘三種招聘渠道，通過線上線下、校企合作等多元的招聘形式，廣納優秀人才，強化人才儲備。

校園招聘

在春招及秋招期間招聘院校畢業生，定向培養公司專業與管理骨幹人才。

內部招聘

在人力資源服務窗口向員工推送公開競聘信息，為員工提供廣闊的發展機會。

RECRUITMENT CHANNELS

Pagoda has established three recruitment channels, namely campus recruitment, internal recruitment and public recruitment. In addition, through online and offline recruitment, school-enterprise cooperation and other diversified recruitment forms, it attracts excellent talents to strengthen its talent reserve.

CAMPUS RECRUITMENT

During the spring and autumn recruitment periods, the Company seeks to recruit recent graduates from universities and provide targeted training to cultivate professional and management talents.

INTERNAL RECRUITMENT

It promotes open competition information to its employees using its human resource service window, offering them broader development opportunities.

第 5 章 CHAPTER 5

社會招聘

通過熟人推薦、網絡招聘、人才市場等方式聘請經驗豐富的專業人才，高效賦能人才隊伍建設。

PUBLIC RECRUITMENT

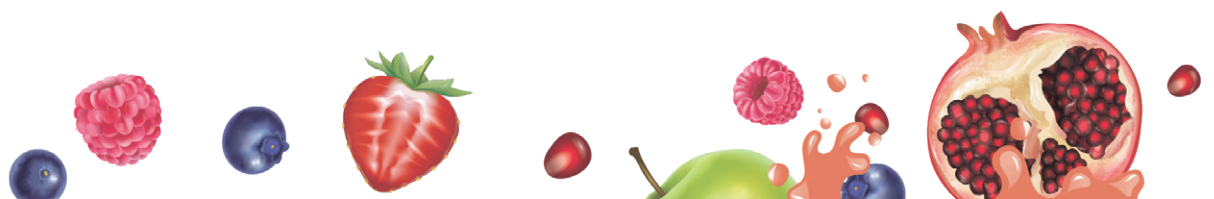
It, through acquaintance recommendation, online recruitment, talent markets and other ways to hire experienced professionals to empower the efforts in an efficient talent team.

參與校企聯動平台，擴寬才人招聘渠道

Participating in the interactive college and enterprise platform to broaden talent recruitment channels

百果園通過線上招聘擴大招聘覆蓋面，助力人才高質量就業。2022年，百果園與其他四家企業共同參與「56789，直播帶崗」西北農林科技大學農科專場招聘活動。在直播間中，各企業負責人為畢業生普遍關注的薪資待遇、職業規劃、上升空間、企業文化等情況進行「雲宣講」，促進企業與學生的雙向交流。同時，該活動共為畢業生提供了226個就業崗位，涉及農學、園藝、草學、農藝與種業等10多個專業。

Pagoda broadens its recruitment through online recruitment to empower the high-quality employment of talents. In 2022, Pagoda, joined by other four enterprises, participated in the agricultural science-specific recruitment fair “56789, livestreaming for employment” staged in the Northwest A&F University. During the livestream, the heads of the participants communicated the salary, career planning, growth space, and corporate culture of the common concern of students through the “Cloud” platform. That was how they could promote the two-way communication between enterprises and students. In addition, the fair offered a total of 226 jobs, covering over 10 majors including agronomy, gardening, herbology and agronomy and planting.



第 5 章 CHAPTER 5

走進校園，強化優秀人才儲備

Approaching campuses for better talent reserves

百果園積極走進校園，通過開展實訓活動、共享校企講師資源、提供專業培訓的方式，助力學生提升就業競爭力的同時，直接參與到技能型人才培养的整個過程，將對於專業人才的需求準確反饋至院校學生，有效儲備優秀的後備人力資源。Pagoda offered to approach campuses where they launched practical and professional training programs sharing lecturers of colleges and enterprises. This involved students in the whole training of skilled talents while enhancing their competitiveness for employment, feeding back the demand for professional talents to colleges to reserve the backup talent resources.



與海南農業學校合作開展零售場景實訓活動，
加強學生實踐能力培養

Pagoda, joining hands with Hainan Agriculture School, staged the practical training program for retail scenarios. This aimed to strengthen the training of students' practice capacity



與南寧職業技術學院實行校企講師資源共享，
提供實踐技能教學

Pagoda introduced the sharing of college and enterprise lecturers with Nanning College for Vocational Technology to offer practical skill teaching

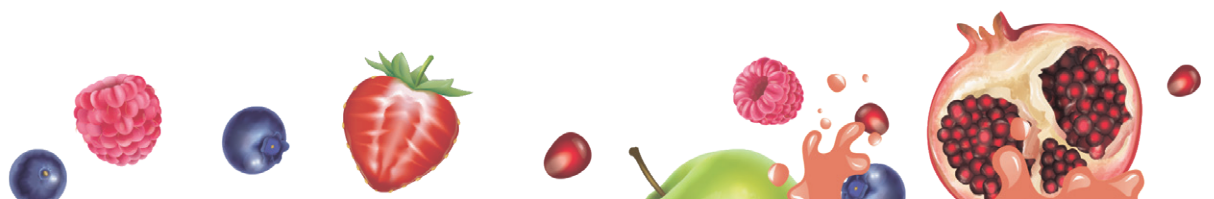
第 5 章 CHAPTER 5

深化產教融合，創新人才培養模式

Deepening industry-education integration for innovative talent cultivation models

百果園與廣西經貿職業技術學院聯合開設百果園現代學徒制班，為充分發揮校企雙方的優勢，共同制定班級的人才培養方案；同時，我們為該班級的學生提供實習機會，協助學校培育更多符合企業行業需要的技術技能人才。2022年，我們通過該項目為23名學生提供了百果園加盟店的實習機會，幫助學生快速提升實踐能力與就業競爭力。

Pagoda, partnering with Guangxi Economic and Trade Vocational Institute, offered the Pagoda modern apprenticeship course. They worked out the class-wide talent cultivation program in order to stretch the strengths of the college and the enterprise. In addition, we offered opportunities for the students in the class to practice. That was how we could help the school train more technological and skilled talents catering to enterprises and the industry. In 2022, we offered 23 students the opportunity to practice in Pagoda franchised stores through this program. This helped them enhance their capacity for practice and competitiveness for employment.



第 5 章 CHAPTER 5

民主管理

百果園充分保障員工的知情權、參與權、表達權和監督權，已建設職工代表大會運行機制，不定期召開職代會，引導職工積極參與本公司的民主決策、民主管理、民主監督，共謀公司發展，並審議通過集體合同、員工手冊、勞動安全衛生協議等協議文件，以及審議討論企業獎懲辦法，勞動保護和涉及職工切身利益的重要規章制度，保障職工的合法權益和主人翁地位。

僱員留存

為提高員工凝聚力，我們按照《百果園集團總部員工離職回訪操作指引》開展日常離職回訪與月度離職回訪。關於日常離職回訪，我們根據員工離職時的年齡及職級，在員工離職手續辦理後一週內完成離職回訪；關於月度離職回訪，在部門員工離職率連續兩個月上漲時，在當月完成全部離職員工的回訪，並每月隨機從各部門抽取1人，累計抽取5人進行離職回訪。我們根據回訪結果進行匯總分析，及時發現公司管理中可能存在的問題，完善員工留存管理。此外，我們持續完善激勵機制、晉升渠道，多措並舉加強針對優秀人才的留存。

DEMOCRATIC MANAGEMENT

Pagoda fully guarantees employees' right to know, right to participate, right to express and right to supervise. It has set up the operation mechanism of the workers' congress and held the meeting irregularly to guide employees to participate in the Company's democratic decision-making, management and supervision for the common development of the Company. It reviews and approves the collective contract, employee handbook, labor safety and health agreement and other agreement documents. It examined and discussed the measures of rewards and punishments, labor protection and important rules and regulations concerning the vital interests of the employee, so as to guarantee the lawful rights and interests of the employees and their status as masters.

EMPLOYEE RETENTION

We, in accordance with Guidelines for the *Follow-up Visit to Employees Leaving Office at the headquarters of Pagoda Group* (《百果園集團總部員工離職回訪操作指引》), visit employees on both a daily and monthly basis in order to enhance employees' cohesive force. As for the daily visit, we will pay the visit within one week after the resignation procedure is handled according to the service age and rank of the employee at the time of leaving the office. As for the monthly visit, when the turnover rate of employees in the department increases for two consecutive months, the visit to all employees shall be paid in the same month, 1 person from each department shall be randomly selected every month, and a total of 5 people shall be selected for the visit. We summarize and analyze the results of visits to timely discover possible problems with the Company's management and improve employee retention management. In addition, we improve the incentive mechanism and promotion channel, and take a combination of measures to better retain outstanding talents.

第 5 章 CHAPTER 5

5.1.2 員工關懷

百果園高度注重員工關懷，通過建立完善的員工關懷機制，為員工提供具有競爭力的薪酬福利、暢通的溝通渠道、貼心的關懷活動，關心關懷每一位員工，營造暖心的工作環境。

薪酬福利

除法定的常規福利外，我們提供傳統節日禮品、內部員工充值贈送、團建活動、優秀員工獎勵旅遊等公司福利。2022年，我們持續完善薪酬與福利管理制度，確保薪酬福利管理機制的有效性。

薪酬制度

優化了《薪酬管理辦法》中的績效獎金與病假期間的工資算法。

福利制度

與法律法規最新規定保持同步，完善了年假、病假、喪假、護理假、育兒假等相關的福利制度。

員工溝通

我們重視與員工之間的溝通，通過開展員工敬業度調查、建設員工投訴渠道、舉辦員工座談會等方式，為員工創造良好的溝通環境。

5.1.2 CARE FOR EMPLOYEES

Pagoda puts care for employees on this priority list. By establishing a sound employee care mechanism, Pagoda cares for every employee, and creates a sweet workplace by offering their employees competitive remuneration and benefits, high-performing communication channels and considerate care activities.

REMUNERATION AND BENEFITS

Apart from regular benefits, we offer gifts for traditional festivals, internal employee prepayment presentations, team-building activities, travel for excellent employees and other perks. In 2022, we continued to work on our remuneration and benefits system for its efficiency.

REMUNERATION SYSTEM

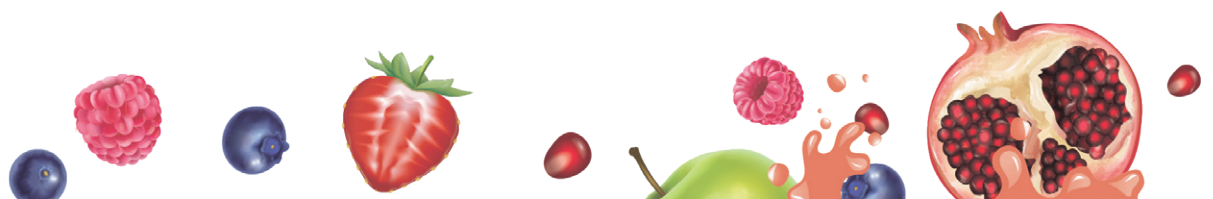
We have optimized the algorithm of performance bonuses and the salary for sick leave.

BENEFIT SYSTEM

We keep pace with the latest laws and regulations by improving annual leave, sick leave, funeral leave, nursing leave and childcare leave and other relevant benefits.

EMPLOYEE COMMUNICATION

We value communication with our employees. We create an enabling communication environment for employees by conducting employee engagement surveys, building employee complaint pipelines, and holding employee seminars.



第 5 章 CHAPTER 5

員工敬業度調查

通過員工敬業度調查，客觀了解員工敬業程度，進而採取有效的管理措施。2022年，我們的員工敬業度調查結果為4.2(滿分5.0)，高於G75(蓋洛普數據庫中75%企業)4.13%。

員工投訴

員工可通過信箱、電話熱線反饋意見，我們對所有的投訴採取保密措施，加強投訴人保護，暢通投訴渠道。

員工座談會

每月固定舉辦員工座談會，加強新老員工的感情，讓老員工起到「傳、幫、代」的標桿作用，增強員工歸屬感。

女性關懷

百果園用心關愛女性員工群體，組織開展女神節活動，並建設母嬰室，為哺乳期、懷孕期女性提供特別服務。同時，百果園成立女職工委員會組織，致力於為女性員工提供權益保障和暖心關懷。

EMPLOYEE ENGAGEMENT SURVEY

The survey acquaints us objectively with their engagement for possible future management measures. In 2022, our employee engagement survey result of 4.2 (out of 5.0) was higher than the G75 (75% of companies in Gallup's database) of 4.13%.

EMPLOYEE COMPLAINT

Employees are allowed to complain through a mailbox and hotline, and we secure the complainant and a clear complaint channel.

EMPLOYEE SEMINAR

Monthly employee seminars are held to strengthen the relationship between new and old employees, so that the old can play the role of "passing on, helping and representing", and enhance the sense of belonging of employees.

CARE FOR FEMALE EMPLOYEES

Pagoda takes care of its female employees, organizes activities for International Women's Day, and builds mother and baby rooms to provide special services for lactating and pregnant female employees. In addition, Pagoda has set up a female employee committee, which is committed to protecting the rights and interests of and offering considerate care to female employees.

第 5 章 CHAPTER 5

情暖女神節，提升女性員工幸福感

Care on International Women's Day to enhance the sense of happiness of female employees

每年的3月8日法定節日，百果園的女性員工除享受休息半天的福利假外，女職工委員會組織女神節等相關活動，為女性員工準備花束驚喜、抽取神秘獎品等各項暖心舉措，同時在母親節以線上送祝福等形式，對員工及其母親送上問候與祝福。

On International Women's Day, a statutory holiday falling on March 8 each year, female employees of Pagoda are afforded half a day off. The female employee committee organizes related activities for the festival, and prepares flowers to surprise female employees, mysterious prize drawing and other heart-warming activities. Furthermore, we send online blessings and greetings and otherwise to our employees and their mothers on Mother's Day.



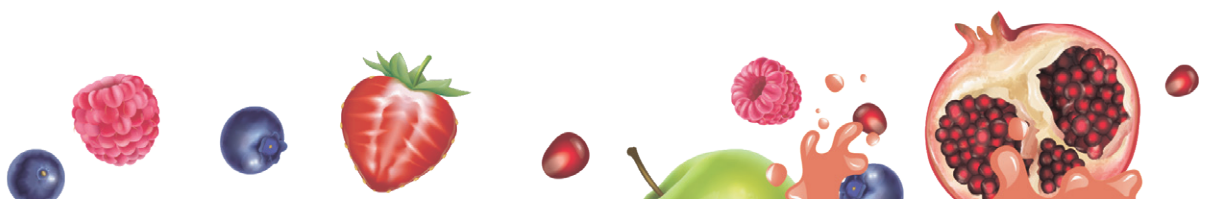
女神節
International Women's Day

員工活動

百果園倡導愉悅工作，鼓勵員工積極參與社團、團建等員工關懷活動，緩解工作壓力，實現勞逸結合，維護身心健康。

EMPLOYEE ACTIVITIES

Pagoda is a strong champion of happy work. That means encouraging employees to participate in the community, team building and other employee care activities. This is how we can lighten our employees' pressure for health physically and mentally.



第 5 章 CHAPTER 5

打造家文化，讓員工感受幸福

Shaping a sweet family culture for our employees

百果園用心打造家文化，持續開展節日活動、文化活動、暖心活動，提升員工的幸福感。2022年，我們共開展400餘次文體活動。

Pagoda builds a family culture with its whole being, and puts festival activities, cultural activities and heart-warming activities high on its agenda to improve the happiness of employees. In 2022, We conducted more than 400 cultural and sports activities.



暖心下午茶活動
Heartwarming Afternoon Tea



元宵節活動
Lantern Festival Celebration



春節福利禮包
Gift boxes for the Spring Festival

活躍文化生活，滿足員工精神需求

Enriching cultural activities for the spiritual needs of employees

2022年，百果園組建籃球社、乒乓球社、讀書社、戲劇社等8個員工興趣社團，從活動經費支持、組織方式指導等方式大力推動社團發展，極大豐富了員工的文化生活，有效引導員工形成積極向上的精神。

In 2022, Pagoda remarkably enriched the cultural life of employees and guided them to form a positive attitude. That meant setting up, funding and organizationally guiding 8 interest clubs for employees, including the basketball club, table tennis club, reading club and drama club.



果敢籃球社
Guogan Basketball Club



百果瑜伽社
Pagoda Yoga Club



乒乓球愛好組織
Pingpang Lover Organization

第 5 章 CHAPTER 5

員工幫扶

百果園時刻關注困難職工的生活和工作情況，持續開展「重病救助」、「救急幫困」等一系列幫扶措施，時刻把困難職工的冷暖掛在心間，讓溫暖直抵困難職工心間。此外，我們設立了應急困難幫扶小組，隨時為遇到突發事件的員工給予幫助。

EMPLOYEE SUPPORT

Pagoda prioritizes the life and work of employees in need. To be specific, we continue to make efforts in “serious illness assistance” and “emergency relief”. That is how we can always care for our employees in difficulties with our whole hearts. In addition, we have set up an emergency support group to help employees in emergencies at any time.

幫扶獻愛心，助力患病員工渡難關

Helping employees through diseases

2022年，職場中發生了幾例腦梗突發病症，我們第一時間派專人跟進幫助，聯繫權威醫院幫助我們的員工在最好的醫療條件下得以康復。同時，對於生病員工，部門同事間也紛紛伸出援助之手，共同獻愛心，展現同事關懷。

In 2022, several cases of cerebral infarction occurred in the workplace. We immediately arranged for special personnel to follow up and help our employees recover under the best medical conditions from the authoritative hospital. Furthermore, for the affected employees, colleagues in the department also made a donation to care for them.



第 5 章 CHAPTER 5

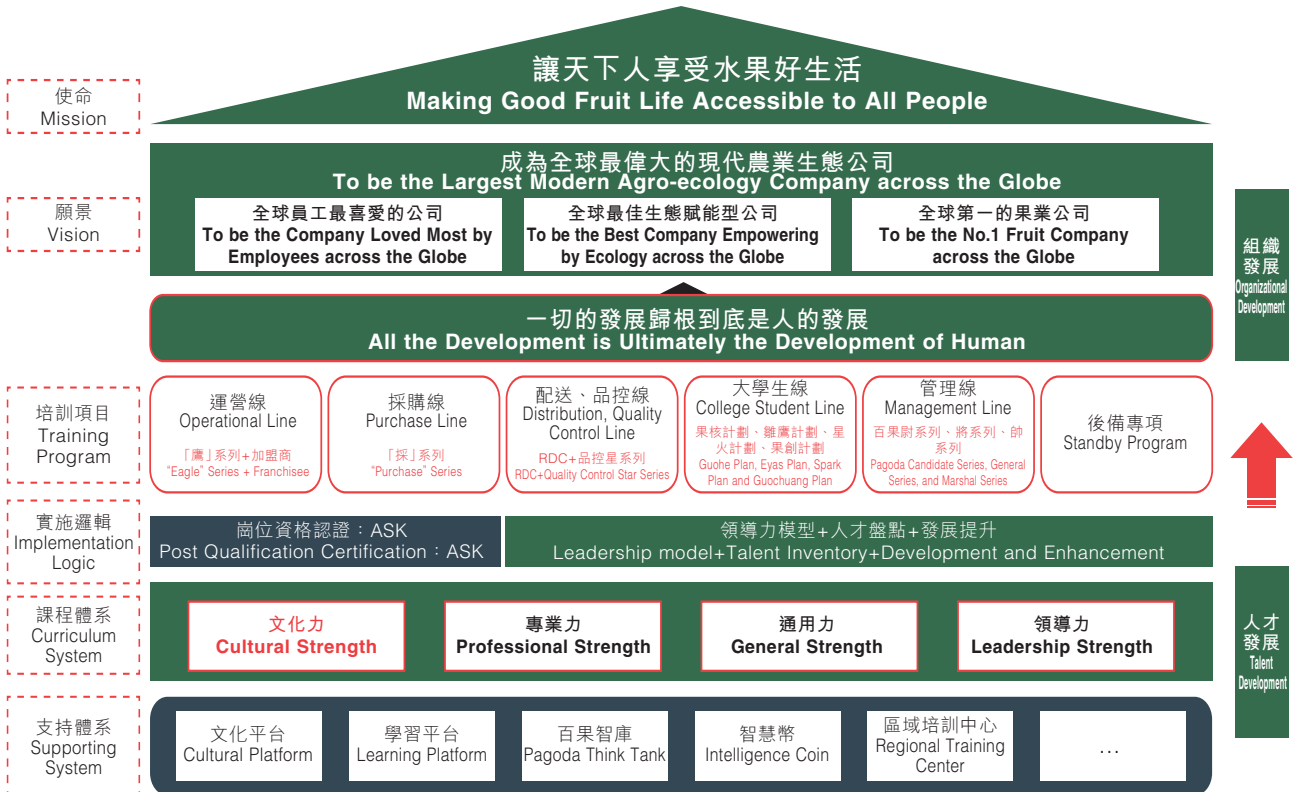
百果園員工培訓體系
Employee Training System of Pagoda

5.2 助力員工成長

百果園秉持「激勵成長，包容錯誤」的育人理念，通過《百果園集團幹部管理規定》《培訓計劃與培訓費用預算管理規定》《學習平台在線考試管理規定》等規範文件，為員工搭建暢通的職業發展通道與完善的員工培訓體系，讓每一名員工的能力和潛能得到充分發揮，實現個人職業價值，追求卓越。

5.2 EMPOWERING THE GROWTH OF EMPLOYEES

Dedicated to the education philosophy of “Encouraging Growth and Tolerating Mistakes”, Pagoda has adopted the *Regulations of Pagoda on the Management of Cadres* (《百果園集團幹部管理規定》), the *Regulations of Pagoda on the Management of Training Plan and Training Expense Budget* (《培訓計劃與培訓費用預算管理規定》) and the *Regulations of Pagoda on the Management of Online Test on the Learning Platform* (《學習平臺線上考試管理規定》). This is how we can put our employees on track for sound career development and allow them to access the well-designed employee training system. In this way, we can stretch the capacity and potential of every single employee and fulfill their excellent career value.



百果園員工培訓體系
Employee Training System of Pagoda

第 5 章 CHAPTER 5

5.2.1 職業發展

百果園強調員工的個人職業發展，持續打造豐富的人才培養項目、暢通的晉升渠道、有效的績效管理與科學的激勵機制，為員工提供多元開放的職業發展機會。

員工激勵

百果園為充分調動員工的積極性，建立了基於績效的薪酬體系，除管理層以外的基層員工的薪酬由基本工資，月度或季度績效獎金，以及年度績效獎金構成；同時，我們在管理層的薪酬結構中加入長期激勵，以激勵管理層考慮公司的長遠利益。除獎金、股票等物質激勵體系以外，我們還建立了由年度獎項與項目獎項構成的榮譽激勵體系，用於表彰當年度優秀個人與優秀團隊，而項目獎項則表彰創新類和優秀類項目。2022年，我們設立了「績效面談日」，加強員工在績效方面的溝通，進一步完善了我們的績效激勵機制。

員工培養

百果園強調人才先行，設立了門店運營條線的「鷹系列」、供應鏈採購條線的「採系列」等一系列針對不同業務的人才全面培養項目，以及培育專業型人才的大學生果核計劃、培育管理類型人才的星火計劃及雛鷹計劃，保障所有員工能得到適合自己的成長機會。同時，我們的員工可申請跨公司、跨區域、跨部門的調動，獲得廣闊的發展空間。

5.2.1 CAREER DEVELOPMENT

Pagoda values the personal career development of employees. To make it happen, it builds rich talent training programs, clear promotion channels, high-performing performance management and scientific incentive mechanism. That is how we can offer our employees diverse and open career development opportunities.

EMPLOYEE INCENTIVE

To motivate its employees, Pagoda has had in place a performance-based compensation system. The compensation of grass-roots employees except the management is composed of a basic salary, monthly or quarterly performance bonus, and annual performance bonus. In addition, we motivate management to take into account the long-term interests of the Company by incorporating long-term incentives into the compensation structure at the management level. Apart from the material incentive system such as bonuses and stock, we have established an honor incentive system composed of annual awards and project awards to commend the outstanding individuals and outstanding teams of the year, while the project awards are designed to commend innovative and outstanding projects. In 2022, We launched the "Performance Interview Day". This aimed to strengthen employee communication on performance and improve our performance incentive mechanism.

EMPLOYEE TRAINING

Pagoda prioritizes talents. For that, it has set up a series of comprehensive talent training projects for different businesses, such as "Eagle Series" for the store operation line and "Procurement Series" for the supply chain procurement line, as well as the College Student Core Plan for cultivating professional talents, and the Spark Plan for cultivating management talents and the Young Eagle plan. That is how we can ensure that all employees can have access to their own growth opportunities. On top of that, our employees can get broad development promise through applications for a cross-company, cross-region, or cross-department transfer.



第 5 章 CHAPTER 5

員工晉升

百果園按照崗位層級為員工提供管理序列、技術序列、職能序列及操作序列四條職業發展通道。我們基於品德、價值觀、績效、知識、經驗、素質能力六個維度評估候選人的晉升資質，並嚴格確保提案、審核、會審、審批、公佈等晉升環節的透明、公正、公平。當出現管理職位空缺時，我們優先考慮內部晉升，為員工的晉升提供支持和保障。

5.2.2 員工培訓

為提高全體員工的綜合素質及管理水平，以實現員工更高的自我價值提升，我們針對百果園員工和加盟店員工打造了兩套不同的培訓體系。我們通過知鳥線上學習平台、知識庫、智慧幣及全國各培訓中心向員工提供文化類、通用類、專業力類、領導力類培訓。2022年，我們搭建並開發了7,154門線上培訓課程，培訓總時長達53,283小時。

文化類培訓

百果園秉持「公司經營、文化先行」理念。2022年，我們對企業文化進行了升級，並對集團總部、區域總部、全體店長進行了培訓，在每一場訓練營，都會有至少一門戰略文化課，在每一個崗位的崗位認證學習中也都有文化課的部份，並且還有不定期的文化主題賦能培訓，如月度大會的文化部份、文化主題學習等。

EMPLOYEE PROMOTION

Pagoda offers four career development channels to employees according to position level: management sequence, technical sequence, functional sequence and operational sequence. We evaluate candidates' qualifications for promotion based on six dimensions of morality, values, performance, knowledge, experience, quality and ability, and ensure the transparency, justice and fairness of the promotion process including proposal, review, joint review, approval and announcement. In case of job vacancy, we give priority to internal promotion as support for the promotion of our employees.

5.2.2 EMPLOYEE TRAINING

We have created two distinct sets of training systems for the employees of Pagoda and those of Pagoda's franchising stores. This is to improve the comprehensive competency and management level of all employees for their higher self-value enhancement. We offer our employees cultural, general, professional and leadership training programs through the Zhiniaonline learning platform, knowledge base, smart currency and training centers across China. In 2022, we offered 7,154 online courses with a total of 53,283 training hours.

CULTURAL TRAINING

Pagoda is committed to the philosophy of "Corporate Operations Begin with Culture." In 2022, we have upgraded our corporate culture, and trained the group headquarters, regional headquarters and all store managers. Each training camp offered at least one strategic culture course, and there was a culture course for the post-certification learning of each post. In addition, culture-themed empowerment was available from time to time, such as the cultural part of the monthly conference, culture-themed learning, etc.

第 5 章 CHAPTER 5

百果園月度經營文化大會

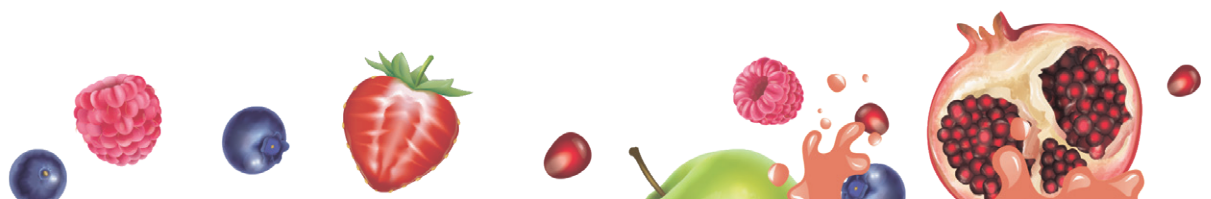
Pagoda Monthly Management Culture Conference

百果園在每月第一週的週三會召開全國月度經營文化大會，要求店長及以上人員通過線上線下兩種形式參加學習。我們在月度經營文化大會的分享涵蓋果品的專業知識、公司的經營哲學與獨特文化、門店的經營策略等多元的主題和內容，致力於達成公司和門店的思想一致、行動一致，實現公司和門店的雙贏。

Pagoda holds its nationwide monthly business culture conference on the Wednesday of the first week of each month, requiring store managers and above to attend it online and offline. Our sharing in the monthly business culture conference covers the professional knowledge of fruit products, the Company's business philosophy and unique culture, the store's business strategy and other diverse themes and content. That is how we are committed to achieving the alignment between the Company and its stores in thinking and action for a win-win situation.



门店的经营方法、案例



第 5 章 CHAPTER 5

全面落地「四個一」工程，助推收獲三好人生

Implementing its operational drive (i.e. "Four ones" project) across the board for quality life

百果園秉持「公司經營、文化先行」理念。2022年，我們對企業文化進行了升級，並對集團總部、區域總部、全體店長進行了培訓覆蓋，在每一場訓練營，都會有至少一門戰略文化課，在每一個崗位的崗位認證學習中也都有文化課的部份，並且還有不定期的文化主題賦能，如月度大會的文化部份、文化主題學習等。

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2022年，百果園推行「四個一」工程，以立志為起點，分別從「成人」、「成事」、「健康」、「和家」四個層面，幫助每一位百果園人樹立奮鬥目標；以「一動」、「一靜」、「一學」、「一善」為行動支點，將大目標合理分解成可執行的實際行動，促使目的達成。

In 2022, Pagoda rolled out the drive to help each of its employees set their goals at the level of "being a virtuous man", "success", "health" and "harmonious family" starting from great ambitions. With "activity", "inertia", "learning" and "kindness" as the fulcrum of action, the big goal is divided into practical actions that can be carried out to realize the goal.



第 5 章 CHAPTER 5

專項培訓

百果園向員工提供豐富多元的專項培訓。我們的專項培訓不僅僅局限於員工的專業能力，還聚焦心態、食品安全、領導力等領域，幫助員工獲得全方位的能力提升。

SPECIAL TRAINING

Pagoda offers its employees diversified special training programs. Our special training covers the professional ability of employees. It also focuses on mentality, food safety, leadership and other areas. This aims to help them improve in all aspects.

食品安全專項培訓

Training on Food Safety

百果園為加強食品安全意識，貫徹落實員工的食品安全責任，全面開展食品安全專項培訓。針對門店員工，我們結合線上的學習地圖、實操考核，以及線下的新員工入職培訓、店長集訓，將食品安全培訓融入員工從實習生到店長的成長路程。除門店員工外，我們借助知鳥線上學習平台及經營文化大會向運營線全體員工提供多項食品安全培訓，在知鳥平台上線食品安全目標及方針培訓，宣貫食品安全文化建設，並在經營大會開展食品安全「狸貓換太子」案例培訓，增強員工識別偽劣食品的能力，防範食品安全事故的發生。

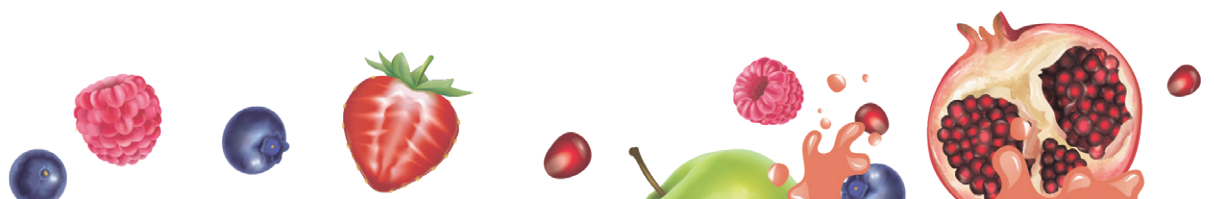
Pagoda has launched special food safety training programs in order to enhance the awareness of food safety and implement the food safety responsibility of employees. For store employees, we integrate food safety training into the growth path from interns to store managers by combining the online learning map and practical operation assessment, as well as offline induction training for new employees and intensive training for store managers. Apart from store staff, we have offered a number of food safety training programs to all other staff of the operation line with the help of the Zhiniaio online learning platform and business culture conference. We have launched food safety objectives and guidelines training on the Zhiniaio platform to construct a food safety culture. We also conducted food safety case training on "Shoddy Goods for Quality Ones" in the business conference to allow our staff to better identify shoddy food, eliminating food safety accidents.



知鳥線上學習平台上線「食品安全目標及方針」培訓
Online training of "Food Safety Goals and Policies" on the Zhiniaio online learning platform



在經營文化大會，向百果園運營線全員開展食品安全「狸貓換太子」案例培訓
In the operational culture conference, we conducted the food safety "Shoddy Goods for Quality Ones" case training for all staff of the operation line of Pagoda



第 5 章 CHAPTER 5

掃除道專項培訓

Special Cleaning Training

2022年，百果園面向管理層開展了「掃除道專項培訓」，旨在參與人員秉承「掃除即掃心」的理念，通過掃除使人謙虛，提高覺察，孕育感動，萌生感恩，磨煉心性。經過培訓，不少學員表示感覺心更為安定，在員工管理和家庭維護上也更為得心應手，有時候感覺壓力特別大特別焦慮的時候，進行掃除道，能讓心就靜下來。

In 2022, Pagoda launched the "Special Cleaning Training" for the management, aiming at the participants following the concept of "cleaning the road is cleaning the heart". Through cleaning, people can be more humble, improve their awareness, cultivate their touching, generate gratitude and cultivate their disposition. After being trained, many of the trainees said that they are more stable mentally and proficient in staff management and family maintenance. When experiencing intense anxiety, they can calm down by cleaning the road.



百果新尉主管訓練營

Pagoda's Training Camps for Executives

2022年，百果園在知鳥線上學習平台開展了2期的「百果新尉主管訓練營」，向學員提供《戰略文化》《目標管理》《高興執行力》等7項主題課程。該項目作為內部的口碑項目，每一次報名都會吸引非常多的學員報名，並得到學員及學員領導的高度認可，此次共有335人參加培訓。

In 2022, Pagoda launched two "Training Camps for Executives" on the Zhiniao online learning platform, offering trainees seven themed courses, including "Strategic Culture", "Objective Management" and "Happy Execution". This program is regarded as an internal reputation project. Every registration will attract large quantities of trainees, and it is highly recognized by trainees and leaders. It trained 335 people in total this time.



第 5 章 CHAPTER 5

講師隊伍建設

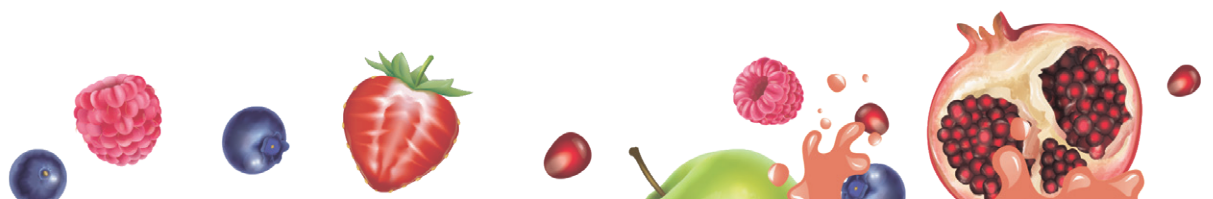
百果園通過內部講師隊伍建設，致力於打造一支優質優量的，能有效轉化工作知識經驗，準確傳承企業文化精神，真正助力公司發展的講師隊伍。2022年，我們在講師隊伍建設上持續發力，為建立更完善的講師隊伍管理體系，制定了《講師隊伍管理辦法》管理制度。為鼓勵更多的員工成為講師並以賽代培賦能講師，舉辦了百果園第三屆講師大賽，激發員工成為講師的積極性；同時，為激勵講師分享更多的經驗，我們建立了分級制度，從授課時長維度進行五個等級的評比，每晉升一個等級都將獲得專屬的權益，並進行年度優秀講師評選，獲評的員工給予相應的獎勵。此外，為幫助講師提升自身的授課技巧，我們開發並上架了講師認證學習地圖，以及講師賦能學習地圖，幫助新講師夯實專業基礎，為正式講師提供專業、系統的專業賦能。

截至2022年12月31日，百果園共有842名講師，共開展2,066個培訓班，賦能發展109,127人次，合力講授5,616門課程，授課時長長達9,800小時，講師隊伍積極向員工傳授文化、經驗、技能，助力公司健康發展。

COMMITMENTS TO THE LECTURER TEAM

Through the construction of an internal lecturer team, Pagoda is committed to shaping a high-quality lecturer team that can truly empower the development of the Company by transforming working knowledge and experience and inheriting the essence of the corporate culture. In 2022, we refreshed our commitments to a lecturer team. To do so, we formulated and enacted the *Regulations on the Management of the Lecturer Team* (《講師隊伍管理辦法》) in order to have in place a better management system for the lecturer team. The 3rd lecturers' competition was staged to motivate employees to become lecturers in order to encourage more of them employees to be lecturers and train competent lecturers through competitions. In addition, we have established a grading system, which evaluates 5 levels from the teaching time. Each level of promotion will grant corresponding exclusive rights and interests. Furthermore, employees evaluated as excellent lecturers annually will be rewarded accordingly in order to encourage lecturers to share more experience. In addition, we have developed and launched a lecturer certification learning map and a lecturer empowerment learning map in order to help them improve their teaching skills, lay a solid professional foundation for new lecturers and provide professional and systematic professional empowerment for full lecturers.

As of December 31, 2022, Pagoda was staffed with 842 lecturers, offered 2,066 training courses, empowered 109,127 attendances, and taught 5,616 courses with 9,800 teaching hours. The lecturers imparted culture, experience and skills to the staff to secure the sound development of the Company.



第 5 章 CHAPTER 5

5.3 守護員工健康安全

我們嚴格遵守《中華人民共和國安全生產法》《生產安全事故應急預案管理辦法》等法律法規，通過制定《安全生產經營管理規定》《突發事件應急管理規定》及《門店「安全日」實施管理辦法》等規範文件，不斷完善運營場所的日常安全預防與管理工作，守護員工的健康與安全。

5.3.1 安全管理

根據《安全生產經營管理規定》，百果園設立百果園安全管理委員會（簡稱「安委會」），由公司總裁擔任主任，主要負責審批公司安全生產規章制度和安全工作計劃、安全生產教育和培訓計劃。百果園設立安全管理小組，在安委會的指導下，嚴格落實我們的安全管理工作，並對安全管理工作負管理責任。此外，為嚴格管控區域和門店所在的安全風險，我們要求區域總部及運營部、配送品控部等相關部門設置專（兼）職安全管理員；所有門店配置兼職的安全管理員或由門店店助或副店長擔任。2022年，我們有專兼職安全管理員32名，其中專職安全管理員11名，兼職安全管理員21名。

5.3 PROTECTING THE HEALTH AND SAFETY OF EMPLOYEES

We observe the *Law of the People's Republic of China on Work Safety* (《中華人民共和國安全生產法》) and the *Measures for the Administration of Emergency Plans for Production Safety Accidents* (《生產安全事故應急預案管理辦法》) and work to improve daily workplace accident prevention and management to ensure employees' health and safety by formulating such regulation documents as the *Regulations on the Management of Safety Production and Operation* (《安全生產經營管理規定》), the *Regulations on the Management of Emergency Response* (《突發事件應急管理規定》) and the *Regulations on the Implementation of the Store "Safety Day"* (《門店「安全日」實施管理辦法》).

5.3.1 SAFETY MANAGEMENT

In accordance with the *Regulations on the Management of Safety Production and Operation* (《安全生產經營管理規定》), Pagoda has set up the Safety Management Committee (the "Safety Committee"), headed by the president of the Company, which is mainly responsible for examining and approving the Company's safety production rules and regulations, safety work plans, safety production education and training plans. Pagoda has set up a safety management team, under the guidance of the Safety Committee, to implement our safety management, and manage the efforts in safety. In addition, we require the regional headquarters, operation department, distribution department and quality control department and other relevant departments to staff professional (and part-time) security administrators; all stores are staffed with security administrators or by the store assistant or deputy store manager in order to control the security risks of the region and stores. In 2022, we staffed 32 full-time and part-time security administrators, i.e., 11 full-time and 21 part-time.

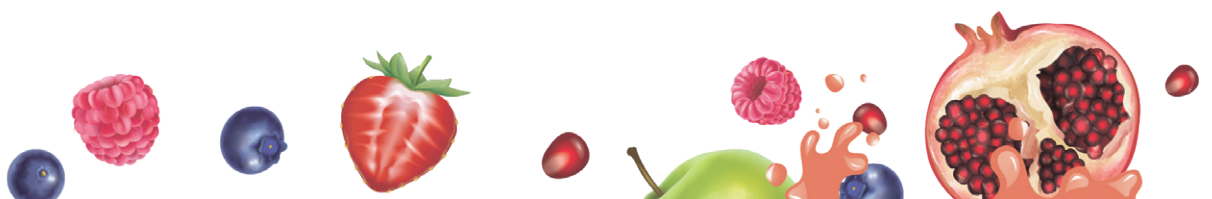
第 5 章 CHAPTER 5

為加強區域安全管理工作的有效性，我們對門店進行分級管理，加強對於重要門店的檢查，有效消除門店存在的安全隱患。2022年，我們通過分級管理梳理出警示級、嚴管級單位、一般級門店，強化後續安全管制措施的針對性，實現精準高效管理。此外，我們通過《突發事件應急管理規定》規範突發事件的應急管理和響應程序，完善公司應急體系，及時有效地實施突發事件應急救援工作，最大限度地降低突發事件帶來的損失，促進公司全面可持續發展。

本報告期內，員工工傷損失工作日數為165天，並未發生因工死亡事件。

In order to enhance the effectiveness of regional security management, we launched the hierarchical management of stores to strengthen the inspection of important stores and eliminate the safety risks in the stores. In 2022, we worked out units under warning management, those under strict management and stores under general management. This aimed to make the subsequent safety control measures more targeted, achieving precise and efficient management. In addition, we regulated the emergency management and response procedures of emergencies through the *Regulations on the Management of Emergency Response* (《突發事件應急管理規定》). This has helped improve the Company's emergency system to timely and effectively implement emergency rescue work, minimize the losses caused by emergencies, and sustain the Company across the board.

During the Reporting Period, the number of lost days due to work injury was 165 and no work-related fatalities occurred.



第 5 章 CHAPTER 5

5.3.2 安全培訓

百果園組織開展專項安全活動，豐富員工安全知識儲備，有效提高員工的應急響應能力和事故防範能力。2022年，百果園在全國共組織開展員工安全培訓629場次，共計12,359人次，同時，我們對《安全無小事》及《門店端安全知識(實習營業員到店長)》等安全培訓課件進行迭代更新，進一步加強了員工安全意識。

5.3.2 SAFETY TRAINING

Pagoda has organized special safety activities to enrich employees' safety knowledge reserves and improve their emergency response and accident prevention ability. In 2022, Pagoda offered 629 safety training sessions for employees nationwide, receiving 12,359 attendances. At the same time, we have repeatedly updated safety training courseware such as "Safety Foremost" (《安全無小事》) and "Safety Knowledge at Stores (from Intern Salesperson to Store Manager)" (《門店端安全知識(實習營業員到店長)》), further strengthening the safety awareness of employees.

「遵守安全生產法，當好第一責任人」

"Observing the law of the people's republic of china on work safety and being responsible for safety"

為全面提高全體員工的安全意識，增強應急救援能力，8月份百果園以「遵守安全生產法，當好第一責任人」為主題，開展各項安全宣導、培訓、演練實操等活動。通過該活動，線上發佈安全知識推文15篇，開展內外部安全培訓38場，應急演練27場。

In order to improve the safety awareness of all employees and enhance their emergency rescue ability, Pagoda carried out various safety promotion, training, practice exercises and other activities in August with the theme of "Observing the Law of the People's Republic of China on Work Safety and Being Responsible for Safety". Through this activity, 15 safety knowledge tweets were posted online, 38 internal and external safety training sessions were conducted, and 27 emergency drills were conducted.



第 5 章 CHAPTER 5

5.3.3 健康文化

百果園關注員工健康，通過制定健康政策，促使員工養成良好的生活飲食習慣，保持良好的作息習慣，我們踐行「禁煙文化」，倡導員工健康生活。2022年初，我們重點落實「禁煙文化」建設，全面推進「無煙公司」、「無煙門店」及「無煙宿舍」；2022年下半年，我們共開展禁煙檢查40,735次，違規行為發現次數從5月份的32起，降至12月份的3起，「禁煙文化」建設取得良好效果。

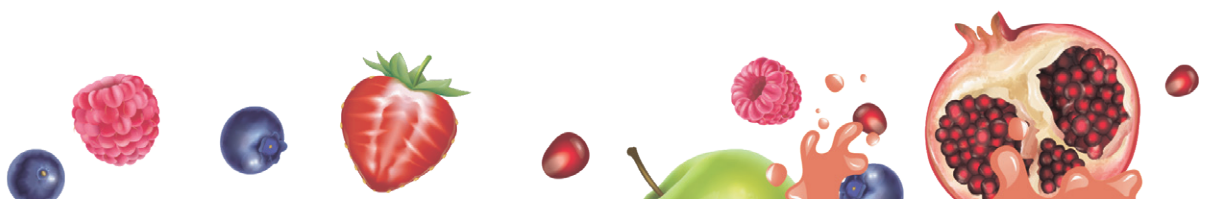
5.3.3 HEALTH CULTURE

Pagoda prioritizes the health of employees. Through the formulation of health policies, we encourage employees to develop good habits in catering and work and rest. We practice the “Smoke-free Culture” and promote the healthy life of employees. At the beginning of 2022, we focused on building a “Smoke-free Culture” and promote the healthy life of employees. That meant we rolled out the culture in the Company, stores and dormitories. In the second half of 2022, we carried out 40,735 anti-smoking inspections, and the number of violations found remarkably dropped from 32 in May to 3 in December.



公司、門店及宿舍張貼禁煙標識

Non-smoking signs were posted in companies, stores and dormitories.



第6章 CHAPTER 6

本章節響應的SDGs
SDGs responded to in this chapter



好吃為公， 助力共同富裕 “Deliciousness” for the Public, Promoting Common Prosperity

百果園持續關注社會需求，深入參與公益事業，圍繞鄉村振興、抗疫救災、教育助學、志願服務等領域，匯集「小善」凝聚「大愛」，從多角度為美好社會建設貢獻力量。截至本報告期末，百果園「春暖花開」公益項目已累計對外聯合捐贈80餘次。

Pagoda dedicates itself to the needs of society. To do that, it participates in public welfare undertakings. To be specific, we play our part in building a beautiful society through the efforts in rural revitalization, pandemic relief, education, volunteer service and other fields. As of the end of the Reporting Period, Pagoda's "Spring Flowers" public welfare project has made more than 80 joint donations.

第 6 章 CHAPTER 6

6.1 鄉村振興

百果園積極響應國家政策，堅持農業農村優先發展，推動實施鄉村振興戰略，因地制宜培育壯大優勢特色產業。作為一家專注做水果全產業鏈的企業，公司利用先天產業優勢，實施全面扶貧攻堅戰略，一直在鄉村振興的路上。

6.1 RURAL REVITALIZATION

Pagoda responds to national policies. It follows the rural revitalization drive by prioritizing the development of agriculture and rural areas and growing advantageous industries of local identities. As an enterprise devoted to the whole fruit industry chain, the Company has been on the road of rural revitalization by taking its innate industrial advantages and following the poverty alleviation strategy on all fronts.

百果百縣戰略：助力產業扶貧，既授「魚」也授「漁」

Pagoda 100-county Ambition: Empowering poverty alleviation by developing industries and equipping them to develop on their own

2018年8月31日，百果園與中國扶貧志願服務促進會達成「百果百縣」戰略合作，在全國100個貧困地區選擇100個水果品類，發揮產業鏈及技術優勢，採取產銷合作、種植基地合作等方式開展果業產業扶貧。

On August 31, 2018, Pagoda forged a strategic partnership with China Poverty Alleviation Promotion of Voluntary Service Promotion to select 100 fruit categories from 100 poverty-stricken areas in China. This aimed to alleviate poverty by developing the fruit industry on the back of giving full play to industrial chain and technological advantages and the cooperation in production, marketing and with plant bases.

- 在湖南，公司與麻陽縣政府、麻陽果果綠公司三方合作，採用「公司+農戶+基地」模式，實現冰糖橙科學種植訂單式生產；
- In Hunan, the Company has cooperated with Mayang County People's Government and Mayang Guoguolu Co., Ltd., adopting the mode of "company + farmer + base" to realize scientific planting and order-based production of crystal sugar oranges;
- 在寧夏，公司與金津果業公司合作，打造覆蓋多個貧困縣的西瓜基地；在海南，公司子公司海南王品開闢蜜瓜種植區域，助力蜜瓜基地的村民、種植戶、打工者蓋上「蜜瓜樓」；
- In Ningxia, the Company has cooperated with Jinjin Fruit Industry Co., Ltd. to build a watermelon base covering several impoverished counties; In Hainan, the Company's subsidiary, Hainan Kingo, has zoned a honeydew planting area and helped the villagers, farmers and workers in the honeydew base build a "honeydew house";
- 在陝西，公司與周至縣、彌宗公司三方合作，以優質的商品果供應高端市場；
- In Shaanxi, we have worked with Zhouzhi County and Mizong Company to supply the high-end market with quality products;
- 在新疆，採取「公司+合作社+貧困戶」的幫扶模式，從重點採購到建立百果園新疆喀什扶貧基地，貧困農民通過土地流轉、參與勞務、訂單採購、收益分紅，實現脫貧增收。
- In Xinjiang, we adopted the mode of the "company + cooperative + impoverished households". From key procurement to the establishment of the Pagoda Poverty Alleviation Base in Kashgar, Xinjiang. Farmers in poverty have lifted themselves out of poverty and increased their incomes through land transfer, labor service participation, purchase orders and profit sharing.



第 6 章 CHAPTER 6



第 6 章 CHAPTER 6

助力「滯銷蜜瓜」出疆，飄香各地市場

Transporting "unsalable honeydew melon" to markets beyond Xinjiang

2022年9月末，遍地蜜瓜飄香的新疆吐魯番地區受新冠疫情影響出現了滯銷情況。百果園積極配合深圳市鄉村振興和協作交流局，即刻派遣西北地採李忠毅冒著疫情風險趕至鄯善縣了解當地蜜瓜滯銷情況，並安排其做好蜜瓜採購工作。在當地政府和防疫部門的協調和支持下，高效組織工人、車輛和包裝物料下地採購。僅用時月餘，公司幫助採購蜜瓜744.7噸，採購額達402萬元。

At the end of September 2022, Turpan, Xinjiang, where melons were ripe but unsalable due to the COVID-19 Pagoda cooperated with the Shenzhen Bureau of Rural Revitalization and Cooperation and Exchange. It immediately sent Li Zhongyi, a purchaser in Northwest China, to Shanshan County to understand the unsalable local honeydew and instructed him to purchase honeydew melon. He efficiently organized workers, vehicles and packaging materials for the procurement coordinated and supported by the local government and the pandemic prevention and control department. It only took merely more than a month for the Company to purchase 744.7 tons of honeydew melon, and the purchase amount reached RMB4.02 million.

鄯善县人民政府办公室

感 谢 信

深圳百果园实业（集团）股份有限公司：

2022年金秋之季，我县哈密瓜成熟上市，受疫情影响，大量哈密瓜存在滞销风险，瓜农焦急万分。鄯善县委、县政府高度重视，将哈密瓜销售作为首要任务，多措并举，广泛动员社会各界人士，助力我县哈密瓜销售。关键时刻，贵公司顾全大局，不计得失，在自治区统筹疫情防控与“三农”和乡村振兴重点工作第七指导组的正确指导下，勇接挑战，主要领导亲自带领企业职工克服疫情感染风险莅临我县，尽全力助力我县瓜农销售近1000吨哈密瓜，帮助瓜农渡过难关。这充分体现了社会主义大家庭“一方有难，八方支援”的集体主义精神，也体现了贵公司关注民生、热心公益、担当有为的社会责任感。贵公司这一慈善义举，对广泛动员社会力量投入疫情防控工作发挥了积极带动作用。

值此新春佳节来临之际，鄯善县人民政府衷心感谢贵公司的倾心付出、大力帮助，祝贵公司在新的一年里蓬勃发展、再创佳绩，祝贵公司全体同仁新春快乐、万事如意。

鄯善县人民政府办公室
2023年1月14日



第 6 章 CHAPTER 6

6.2 抗疫救災

百果園傳承發揚的抗疫救災精神，以高度的責任意識、自律觀念、奉獻精神、友愛情懷，與公眾風雨同舟、和衷共濟，鑄就起萬眾一心、眾志成城、不畏艱險、百折不撓的強大精神防線。

6.2 DISASTER RELIEF

With a high sense of responsibility, self-discipline, dedication and love, Pagoda has been carrying forward the spirit of combating the pandemic and relieving the disaster. We have stood together with the public to forge a strong spiritual defense line of unity with resilience and perseverance.

「春暖花開」公益：不拒絕任何一個善意，對得起任何一個善心

“Spring Flowers” public welfare program: Embracing every goodness and living up to each single kind heart

從2020年1月末開始，百果園聯合海內外50餘家合作夥伴（水果供應商／品牌商）持續為武漢疫情、江西汛情、石家莊疫情、河南汛情、山西特大暴雨等緊急社會事件捐款捐物，截止2022年底，項目累計落地80餘次行動，捐贈對象涉及抗疫醫護、醫療隊家屬、社區工作者、環衛工人、公安幹警、媒體、福利院孩子、養老院等群體。

Since the end of January 2020, Pagoda has joined hands with more than 50 partners (fruit suppliers/brands) at home and abroad to donate money and materials for emergency social events such as the pandemic hitting Wuhan, Jiangxi flood, Shijiazhuang pandemic, Henan flood and Shanxi rainstorms. As of the end of 2022, more than 80 projects have been implemented. The donated items benefited medics, family members of medical teams, community workers, sanitation workers, public security police, media, and children in welfare homes and nursing homes.



第 6 章 CHAPTER 6

6.3 教育助學

百果園關注山區兒童教育成長需求，通過引資、引智相結合，改善山區教學環境，提升教育質量，匯聚多方優質教育資源，用責任與擔當促進教育公平。

6.3 EDUCATION SUPPORT

Pagoda has never averted its eye from the need for education and growth of children living in mountainous areas. Through the combination of investment and intelligence introduction, Pagoda has improved the teaching environment in mountainous areas and the quality of education, gathered various high-quality education resources, and increased educational equity with responsibility.

「佳果好學屋」公益：關愛留守兒童，助力山區教育

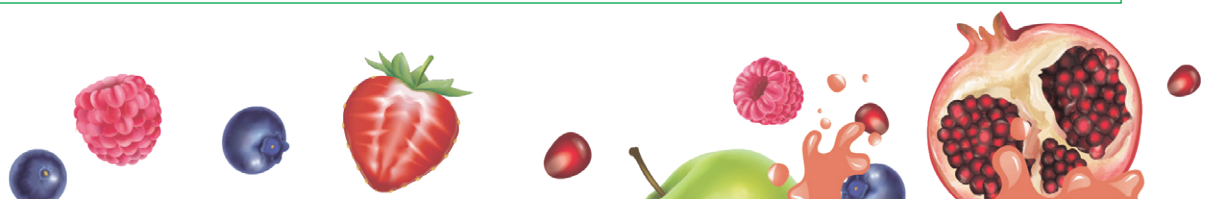
“Zespri Learning House” public welfare program: Caring for Left-behind children and helping education in mountainous areas

2022年9月，百果園攜手佳沛在全國門店開展第二期關愛山區兒童公益義賣活動。期間，百果園全國5,000多家門店每賣出1顆佳沛奇異果，承辦方將捐出0.1元，活動期間累計銷售佳沛奇異果4,386,715個（折算善款43.87萬元），最終佳沛和百果園增加捐款至50萬元，用於四川涼山州及南充8所小學8間「佳果好學屋」多功能教學室建設。活動迄今，「佳果好學屋」公益項目累計完成16間多功能教學室建設。

In September 2022, Pagoda, joined by Zespri, launched the second phase of the charity bazaar for children in mountainous areas in stores across the homeland. During this period, the organizer donated RMB0.1 for each Zespri kiwifruit sold in more than 5,000 stores nationwide. During the activity, 4,386,715 Zespri kiwifruit were sold in total (converted to RMB438,700). Finally, Zespri and Pagoda increased their donation to RMB500,000, which was earmarked for the construction of 8 multi-functional teaching rooms of “Zespri Learning House” in 8 primary schools in Liangshan Prefecture and Nanchong City, Sichuan Province. So far, 16 multi-functional teaching rooms have been built under the “Zespri Learning House” public welfare program.

11月4日，佳沛×百果園聯合愛德基金會開展的「佳果好學屋」多功能教學室公益項目第二期正式啟動。佳沛大中華區銷售副總裁陸濤、百果園集團營銷中心高級總監楊茜、愛德基金會副秘書長何文、百果園會員等一行人齊聚四川省涼山州西昌市響水木耳小學，共同見證了這一重要時刻。

On November 4, phase II of the “Zespri Learning House” multi-functional teaching room public benefit project supported by Zespri × Pagoda and the Amity Foundations was officially launched. Lu Tao, vice sales president in Greater China, Yang Qian, senior director of the Marketing Center of Pagoda Group, He Wen, deputy secretary general of the Amity Foundation, and members of Pagoda gathered in Xiangshui Muer Primary School, Xichang City, Liangshan Prefecture, Sichuan Province, to witness this important moment.



第 6 章 CHAPTER 6

「讓『莓』好發生」公益：引領鄉村振興，助力西部基礎設施建設

“Make ‘Berry’ Happiness Happen” public welfare program: Leading rural revitalization and contributing to infrastructure in western China

2022年4月，百果園攜手怡顆莓在全國門店開展「讓『莓』好發生」助力山區支教公益活動。期間，百果園全國5,000多家門店每賣出一盒怡顆莓，承辦方將捐出0.2元，活動期間累計售出怡顆莓1,489,800盒（折算善款29.80萬元），最終承辦方追加捐款至50餘萬元，向山區學校輸送更多支教人才，加大力度支持鄉村振興。

In April 2022, Pagoda cooperated with Driscoll's to roll out the “Make ‘Berry’ Happiness Happen” activity in stores across the homeland to support volunteer teaching in mountainous areas. During this period, the organizer donated RMB0.2 for every box of Driscoll's berries sold in more than 5,000 stores of Pagoda nationwide. During the activity, a total of 1,489,800 boxes of Driscoll's berries were sold (converted to RMB298,000). In the end, the organizer made an additional donation of more than RMB500,000 to send more volunteer education talents to schools in mountainous areas and increase efforts in rural revitalization.

6月13日，「讓『莓』好發生」西部計劃支教青年專項資助項目啟動儀式以線上會議的形式順利舉行，雙方將捐贈50餘萬元助力60餘名高校研究生前往雲南、甘肅兩省的山區學校進行為期一年的支教活動。

On June 13, the launching ceremony of the special funding project of “Make ‘Berry’ Happiness Happen” was held in the form of an online meeting. The two parties donated more than RMB500,000 to help more than 60 graduate students go to the mountainous schools in Yunnan and Gansu provinces for one-year volunteer teaching activities.



第 6 章 CHAPTER 6

6.4 志願服務

百果園致力打造友愛、和諧的志願服務隊伍，以高尚的奉獻精神為公眾排憂解難。志願服務隊伍的微笑與汗水、熱忱與擔當，讓道德散發馨香、讓文明閃耀光芒。

6.4 VOLUNTEER SERVICES

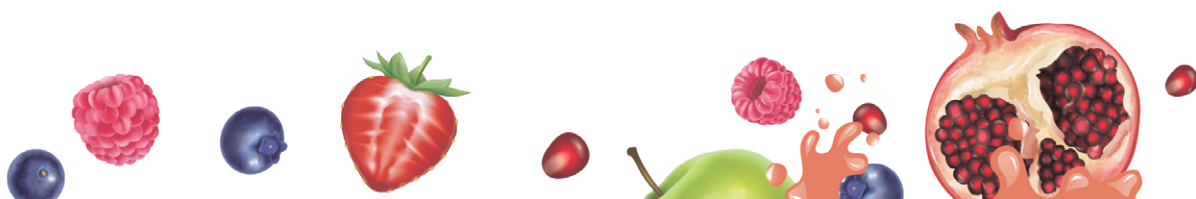
Pagoda is committed to a friendly and harmonious volunteer service team to solve problems for the public with noble dedication. With smiles, sweat, enthusiasm and responsibility, the volunteer service team has made a moral fragrance and a glorious civilization.

百果園義工隊：履行社會責任，彰顯品牌力量

Pagoda volunteer service team: Committed to social responsibility and manifesting brand strength

2022年，百果園義工隊新組建8個區域義工小隊，註冊義工達205名。百果園義工隊秉承「參與、互助、奉獻、進步」志願服務精神，傳播「互相幫助、助人自助、無私奉獻、不求回報」的志願理念，通過組織新冠疫苗接種、維護交通、環境保護、擁軍、慰問孤寡老人等各類義工活動，引領公司員工履行社會責任，彰顯百果園品牌力量。本報告期內，百果園義工隊共計95位志願者組織開展義工活動726次，單人最高參與次數達49次。

In 2022, the team set up another eight workforces with 205 registered volunteers. Devoted to the volunteer service essence of "participation, mutual assistance, dedication and progress", the Pagoda volunteer team spreads the volunteer concept of "helping each other, helping others and helping themselves, selfless dedication and asking for nothing in return". During the Reporting Period, a total of 95 volunteers of the Pagoda volunteer team organized 726 volunteer activities, with the highest number of individual participators reaching 49.



附錄

APPENDIX

ESG 關鍵績效指標

ESG KEY PERFORMANCE INDICATORS

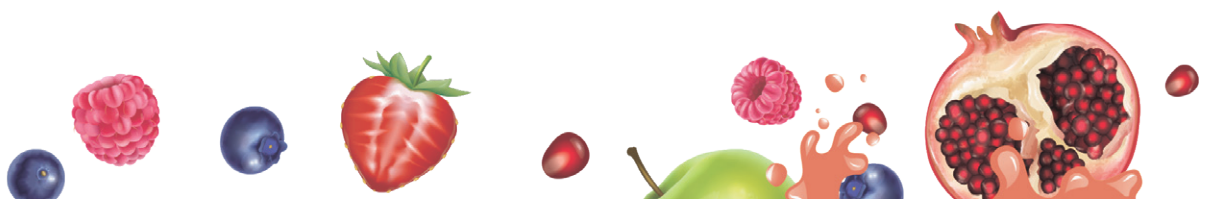
環境範疇

ENVIRONMENT

關鍵績效指標 Key Performance Indicators		單位 Unit	2022年 2022
A1 排放物 A1 Emissions			
廢氣排放 Exhaust gas emissions	氮氧化物排放量 Nitrogen oxides emission	千克 kg	453.61
	硫氧化物排放量 Sulphur oxides emission	千克 kg	431.83
	顆粒物排放量 Particulates emission	千克 kg	31.70
	廢氣排放總量 Total exhaust gas emissions	千克 kg	917.13
	廢氣排放總密度 Total exhaust gas emission intensity	千克／百萬元收入 kg/million yuan revenue	0.08
溫室氣體排放 Greenhouse gas emissions	溫室氣體排放量(範圍一) Greenhouse gas emission (Scope 1)	噸二氧化碳當量 tCO ₂ e	29,416.77
	溫室氣體排放量(範圍二) Greenhouse gas emission (Scope 2)	噸二氧化碳當量 tCO ₂ e	17,033.18
	溫室氣體總排放量 Total greenhouse gas emissions	噸二氧化碳當量 tCO ₂ e	46,449.95
	溫室氣體總排放密度 Total greenhouse gas emission intensity	噸二氧化碳當量／百萬元收入 tCO ₂ e/million yuan revenue	4.11
無害廢棄物排放 Non-hazardous waste discharge	食品垃圾重量 Weight of food waste	噸 ton	955.050
	生活垃圾重量 Weight of domestic waste	噸 ton	0.003
	無害廢棄物總量 Total non-hazardous waste	噸 ton	955.053
	無害廢棄物總密度 Total non-hazardous waste intensity	噸／百萬元收入 ton/million yuan revenue	0.08

附錄 APPENDIX

關鍵績效指標 Key Performance Indicators		單位 Unit	2022年 2022	
有害廢棄物排放 Hazardous waste discharge	廢硒鼓／墨盒重量 Weight of scrap toner cartridge/ink cartridge	噸 ton	12.51	
	有害廢棄物總量 Total hazardous waste	噸 ton	12.51	
	有害廢棄物總密度 Total hazardous waste intensity	噸／百萬元收入 ton/million yuan revenue	0.001	
A2資源使用 A2 Use of Resources				
能源消耗 Energy consumption	直接能源消耗 Direct energy consumption			
	可再生能源 Renewable energy	生物質燃油消耗量 Biomass fuel Consumption	千個千瓦時 kWh in '000s	2.45
	不可再生能源 Non-renewable energy	煤炭消耗量 Coal consumption	千個千瓦時 kWh in '000s	947.15
		液化石油氣消耗量 LPG consumption	千個千瓦時 kWh in '000s	104.96
		煤氣消耗量 Coal gas consumption	千個千瓦時 kWh in '000s	4.80
		汽油消耗量 Gasoline consumption	千個千瓦時 kWh in '000s	237.78
		柴油消耗量 Diesel consumption	千個千瓦時 kWh in '000s	163.20
	間接能源消耗 Indirect energy consumption			
	電力消耗量 Electricity consumption		千個千瓦時 kWh in '000s	20,841.84
	能源消耗總量 Total energy consumption		千個千瓦時 kWh in '000s	22,302.18
	能源消耗總密度 Total energy consumption intensity		千個千瓦時／百萬元收入 kWh in '000s/million yuan revenue	1.97



附錄

APPENDIX

關鍵績效指標		單位	2022年
Key Performance Indicators		Unit	2022
用水量 Water consumption	用水量 Water consumption	立方米 m ³	349,991.34
	用水密度 Water consumption intensity	立方米／百萬元收入 ton/million yuan revenue	30.94
包裝使用 Packaging consumption	轉運紙箱消耗量 Transportation carton consumption	噸 ton	2,242.97
	零售包裝消耗量 Retail packaging consumption	噸 ton	11,068.18
	包裝消耗總量 Total packaging consumption	噸 ton	13,311.15
	包裝消耗總密度 Total packaging consumption intensity	噸／百萬元收入 ton/million yuan revenue	1.18

環境數據與系數說明

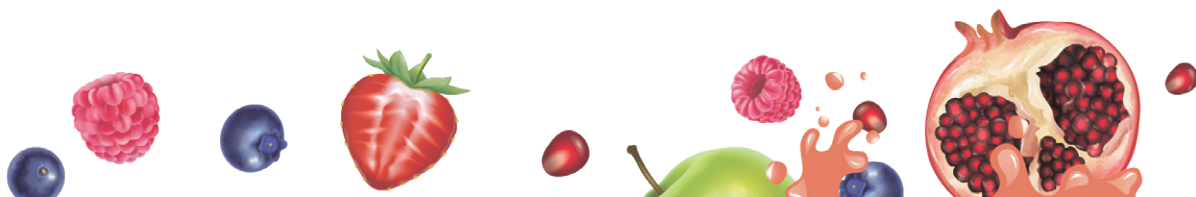
1. 環境數據的時間跨度為2022年1月1日至2022年12月31日；數據收集範圍覆蓋百果園自營的16個配送中心、2個果製品工廠、集團總部辦公室以及下屬5個全資子公司（優果聯、百果科技、百果農資、海陽津成泰和海南王品）。

EXPLANATIONS FOR ENVIRONMENTAL DATA AND COEFFICIENTS

1. The environmental data span from January 1, 2022 to December 31, 2022; the data collected covered 16 distribution centers, 2 fruit products factories, the headquarter office of the Group and 5 wholly-owned subsidiaries (Youguolian Brand Management Co., Ltd., Baiguo Technology (Shenzhen) Co., Ltd., Baiguo Agricultural Means (Qingdao) Co., Ltd, Haiyang Chiang Mai Thai Agri-products Co., Ltd. and Hainan Wangpin Agricultural Technology Development Co., Ltd.).

附錄 APPENDIX

- | | |
|--|--|
| <p>2. 溫室氣體排放（範圍一）主要來自機械設備與公務車輛的燃料消耗，溫室氣體排放（範圍二）主要產生於外購電力消耗，數據來源為相關費用的繳費單以及行政統計台賬。外購電力的溫室氣體排放系數參考國家生態環境部發佈的《2019年度中國區域電網基準線排放因子》，其他能源排放系數參考香港聯交所發佈的《環境關鍵績效指標匯報指引》。</p> | <p>2. Greenhouse gas emissions (Scope 1) were mainly from the fuel consumption of mechanical equipment and official vehicles, while greenhouse gas emissions (Scope 2) were mainly from the consumption of purchased electricity, and the data sources were the related expense receipts and administrative statistics ledgers. For the greenhouse gas emission factors of purchased electricity, we referred to the <i>2019 China Regional Grid Baseline Emission Factors</i> issued by the Ministry of Ecology and Environment of the PRC. For other energy emission factors, we referred to the <i>Reporting Guidance on Environmental KPIs</i> issued by the Hong Kong Stock Exchange.</p> |
| <p>3. 2022年集團消耗的能源類型包括機械設備及公務車輛用燃料、外購電力，數據來源為相關費用的繳費單以及行政統計台賬，其中外購電力不包括寧波配送中心。能耗轉換系數參考國際能源署提供的轉換因子、國家《GB/T2589 – 2020綜合能耗計算通則》及《排放源統計調查產排污核算方法和系數手冊》、政府間氣候變化專門委員會《2006年IPCC國家溫室氣體清單指南》等。</p> | <p>3. The types of energy consumed by the Group in 2022 included fuel for mechanical equipment and official vehicles, as well as purchased electricity. The data source was the bill of payment of relevant expenses and the administrative statistical ledgers, in which the purchased electricity did not include that of the Ningbo Distribution Center. For the energy consumption conversion factor, we referred to the ones provided by the International Energy Agency, <i>GB/T2589 – 2020 General Rules for Calculation of the Comprehensive Energy Consumption, the Manual on Accounting Methods and Coefficients of Pollutant Discharge from Statistical Survey of Emission Sources</i> (《排放源統計調查產排污核算方法和系數手冊》) and the <i>2006 IPCC Guidelines for National Greenhouse Gas Inventory</i> issued by the Intergovernmental Panel on Climate Change.</p> |
| <p>4. 集團用水來源於市政管網供水，數據來源為財務記錄以及行政統計台賬，用水量不包括寧波配送中心。</p> | <p>4. The water consumption of the Group was from the municipal pipe network, and the data was from the financial records and the administrative statistics ledgers. The water consumption did not include that of the Ningbo Distribution Center.</p> |
| <p>5. 無害廢棄物為果皮等食品垃圾以及生活垃圾。</p> | <p>5. Non-hazardous waste was food waste such as fruit peel and household waste.</p> |
| <p>6. 有害廢棄物為廢棄硒鼓及墨盒。</p> | <p>6. Hazardous waste was scrap toner cartridge and ink cartridges.</p> |
| <p>7. 包裝類型包括轉運紙箱及門店零售包裝。</p> | <p>7. Packaging came in transportation cartons and retail packaging in stores.</p> |



附錄

APPENDIX

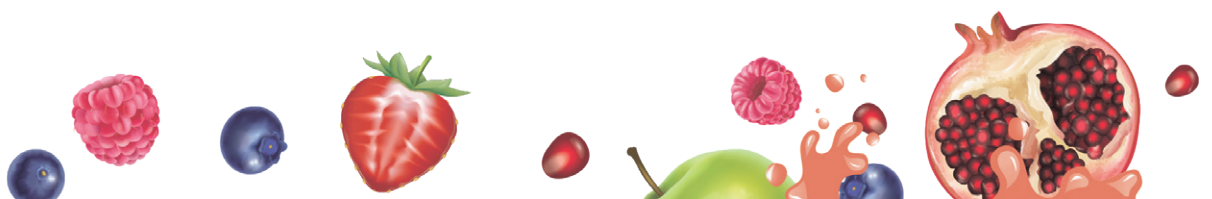
社會範疇

SOCIAL

社會範疇績效指標 Social Performance Indicators		2022年 2022	
B1 僱員 B1 Employees			
按性別、僱傭類型、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type, age group and geographical region.		員工人數(人) Number of employees	佔比(%) Percentage (%)
員工總人數 Total number of employees		3,006	100
按性別劃分 By gender	男 Male	1,721	57.25
	女 Female	1,285	42.75
按僱傭類型劃分 By employment type	全職 Full-time employees	3,006	100
	兼職 Part-time employees	0	-
按職級劃分 By employee category	高層 Senior management employees	12	0.40
	高層 – 男性 Senior management employees – Male	10	83.33
	高層 – 女性 Senior management employees – Female	2	16.67
	中層 Middle management employees	335	11.14
	中層 – 男性 Middle management employees – Male	229	68.36
	中層 – 女性 Middle management employees – Female	106	31.64
	基層 Grass-roots employees	2,659	88.46
	基層 – 男性 Grass-roots employees – Male	1,482	55.74
基層 – 女性 Grass-roots employees - Female	1,177	44.26	

附錄 APPENDIX

社會範疇績效指標 Social Performance Indicators		2022年 2022	
按年齡組別劃分 By age group	30周歲以下 Below 30	1,390	46.24
	31-50周歲 31-50	1,508	50.17
	50周歲以上 Above 50	108	3.59
按地區劃分 By geographical region	中國華北地區 North China	160	5.32
	中國東北地區 Northeast China	0	-
	中國華東地區 East China	350	11.64
	中國華南地區 South China	2,279	75.82
	中國華中地區 Central China	110	3.66
	中國西南地區 Southwest China	104	3.46
	中國西北地區 Northwest China	0	-
	港澳台 Hong Kong, Macao and Taiwan	3	0.10
按性別、年齡組別及地區劃分的僱員流失比率 Employee turnover rate by gender, age group and geographical region		離職人數(人) Number of employees leaving office (person)	離職率(%) Turnover rate (%)
全體員工離職人數 Number of all the employees leaving office		1,382	31.49
按性別劃分 By gender	男 Male	854	33.16
	女 Female	582	31.17



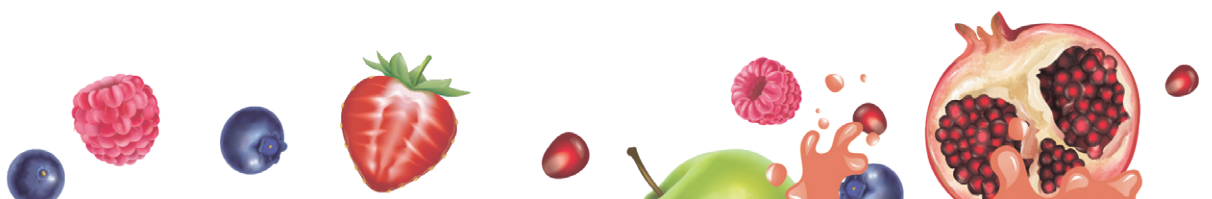
附錄

APPENDIX

社會範疇績效指標 Social Performance Indicators		2022年 2022	
按年齡組別劃分 By age group	30周歲以下 Below 30	737	34.65
	31-50周歲 31-50	579	27.74
	50周歲以上 Above 50	66	37.93
按地區劃分 By geographical region	中國華北地區 North China	53	24.88
	中國東北地區 Northeast China	0	-
	中國華東地區 East China	217	38.27
	中國華南地區 South China	971	29.88
	中國華中地區 Central China	79	41.80
	中國西南地區 Southwest China	62	37.35
	中國西北地區 Northwest China	0	-
	港澳台 Hong Kong, Macao and Taiwan	0	-
B2 健康與安全 B2 Health and Safety			
因工死亡的人數(人) Number of work-related fatalities (person)		0	
因工傷損失的工作日數(天) Lost days due to work injury (day)		165	

附錄 APPENDIX

社會範疇績效指標 Social Performance Indicators		2022年 2022
B3發展及培訓 B3 Development and Training		
按性別及僱傭類別劃分的受訓僱員百分比 The percentage of employees trained by gender and employee category		受訓百分比(%) percentage of employees trained (%)
按性別劃分 By gender	男 Male	43
	女 Female	54
按職級劃分 By employment type	高層 Senior management employees	33
	中層 Middle management employees	100
	基層 Grass-roots employees	40
按性別及僱員類別劃分的受訓平均時數 Average training hours completed per employee by gender and employee category		受訓平均時數(小時) Average training hours (hour)
按性別劃分 By gender	男 Male	20
	女 Female	17
按職級劃分 By employee category	高層 Senior management employees	18
	中層 Middle management employees	23
	基層 Grass-roots employees	17



附錄

APPENDIX

社會範疇績效指標 Social Performance Indicators	2022年 2022
B5 供應鏈管理 B5 Supply Chain Management	
華東、華南供應商佔比(%) Percentage of suppliers from East and South China (%)	約60% About 60%
B6 產品責任 B6 Product Responsibility	
客戶投訴數量(次) Number of customer complaints(case)	36,616
處理客戶投訴數量(次) Number of handled customer complaints(case)	35,881
服務及品質投訴數量(次) Number of complaints about service and quality (case)	24,702
因安全及健康召回的產品百分比(%) Percentage of products recalled due to safety and health concerns (%)	0
B7 反貪污 B7 Anti-corruption	
貪污訴訟案件數量 Number of anti-corruption lawsuits	0

社會數據說明：

1. 社會數據的時間跨度為2022年1月1日至2022年12月31日；僱員數據範圍覆蓋百果園總部及子公司。

Explanations of social data:

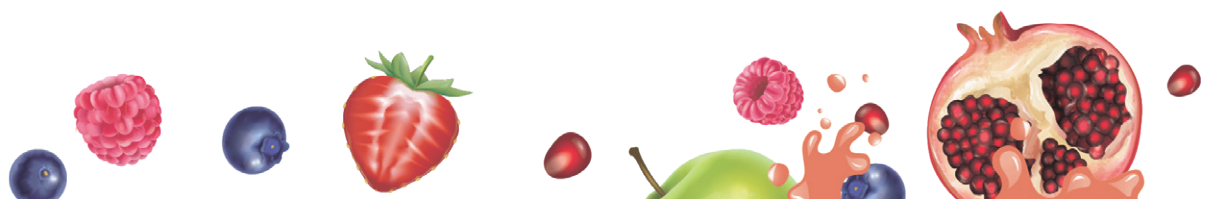
1. The social data spanned from January 1, 2022 to December 31, 2022. The employee data covered the headquarter and its subsidiaries.

附錄 APPENDIX

香港聯交所《ESG報告指引》索引表

INDEX TABLE OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING GUIDE OF THE STOCK EXCHANGE OF HONG KONG

編號 No.	ESG 指標 ESG indicators	對應章節 Corresponding section
強制披露規定 Mandatory Disclosure Provisions		
	管治架構 Governance Structure	1.1 董事會 ESG 聲明 1.1 ESG Statement of the Board 1.2 ESG 治理 1.2 ESG Governance
	匯報原則 Reporting Principles	關於本報告 About this Report
	匯報範圍 Reporting Scope	關於本報告 About this Report
「不遵守就解釋」條文 “Comply or explain” provisions		
A. 環境 A. Environmental		
層面 A1 Aspect A1	排放物 Emissions	
一般披露 General Disclosure	有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： Information on: (a) 政策；及 (a) the policies; and (b) 遵守對發行人有重大影響的相關法律及規例 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	4.1 應對氣候變化 4.1 Responding to Climate Change 4.5 排放物管理 4.5 Emissions Management 附錄 ESG 關鍵績效指標 Appendix ESG Key Performance Indicators



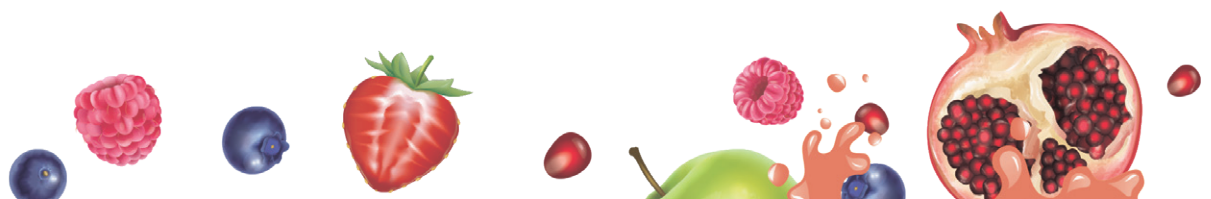
附錄

APPENDIX

編號 No.	ESG 指標 ESG indicators	對應章節 Corresponding section
A1.1	<p>排放物種類及相關排放數據。</p> <p>The types of emissions and respective emissions data.</p>	<p>4.5 排放物管理</p> <p>4.5 Emissions Management</p> <p>附錄ESG關鍵績效指標</p> <p>Appendix ESG Key Performance Indicators</p>
A1.2	<p>直接(範圍1)及能源間接(範圍2)溫室氣體排放量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。</p> <p>Direct (Scope 1) and energy direct (Scope 2) greenhouse gas emissions (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>4.1 應對氣候變化</p> <p>4.1 Responding to Climate Change</p> <p>附錄ESG關鍵績效指標</p> <p>Appendix ESG Key Performance Indicators</p>
A1.3	<p>所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。</p> <p>Total hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>4.5 排放物管理</p> <p>4.5 Emissions Management</p> <p>附錄ESG關鍵績效指標</p> <p>Appendix ESG Key Performance Indicators</p>
A1.4	<p>所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。</p> <p>Total non-hazardous waste produced (in tons) and, where appropriate, intensity (e.g. per unit of production volume, per facility).</p>	<p>4.5 排放物管理</p> <p>4.5 Emissions Management</p> <p>附錄ESG關鍵績效指標</p> <p>Appendix ESG Key Performance Indicators</p>
A1.5	<p>描述所訂立的排放量目標及為達到這些目標所採取的步驟。</p> <p>Description of emission target(s) set, and steps taken to achieve them.</p>	<p>4.1 應對氣候變化</p> <p>4.1 Responding to Climate Change</p> <p>4.5 排放物管理</p> <p>4.5 Emissions Management</p> <p>附錄ESG關鍵績效指標</p> <p>Appendix ESG Key Performance Indicators</p>
A1.6	<p>描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。</p> <p>Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.</p>	<p>4.5 排放物管理</p> <p>4.5 Emissions Management</p> <p>附錄ESG關鍵績效指標</p> <p>Appendix ESG Key Performance Indicators</p>

附錄 APPENDIX

編號 No.	ESG 指標 ESG indicators	對應章節 Corresponding section
層面A2 Aspect A2	資源使用 Use of Resources	
一般披露 General Disclosure	有效使用資源 (包括能源、水及其他原材料) 的政策。 Policies on the efficient use of resources, including energy, water and other raw materials.	4.3資源使用 4.3 Use of Resources
A2.1	按類型劃分的直接及／或間接能源 (如電、氣或油) 總耗量 (以千個千瓦時計算) 及密度 (如以每產量單位、每項設施計算)。 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	4.3資源使用 4.3 Use of Resources 附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators
A2.2	總耗水量及密度 (如以每產量單位、每項設施計算)。 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	4.3資源使用 4.3 Use of Resources
A2.3	描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。 Description of energy use efficiency target(s) set, and steps taken to achieve them.	4.3資源使用 4.3 Use of Resources 附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators
A2.4	描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set, and steps taken to achieve them.	4.3資源使用 4.3 Use of Resources 附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators
A2.5	製成品所用包裝材料的總量 (以噸計算) 及 (如適用) 每生產單位估量。 Total packaging material used for finished products (in tons) and, if applicable, with reference to per unit produced.	4.4包裝管理 4.4 Packaging Management 附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators



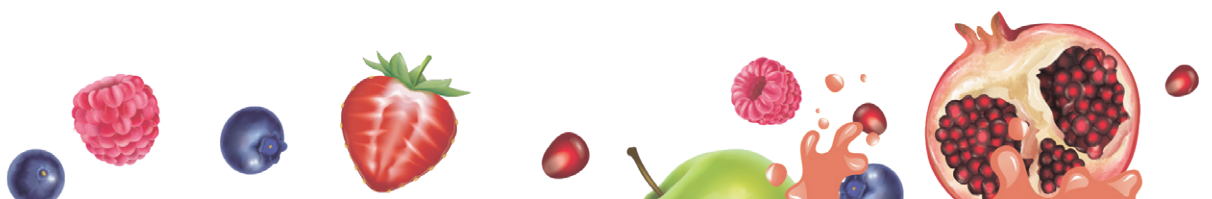
附錄

APPENDIX

編號 No.	ESG 指標 ESG indicators	對應章節 Corresponding section
層面 A3 Aspect A3	環境及天然資源 The Environment and Natural Resources	
一般披露 General Disclosure	減低發行人對環境及天然資源造成重大影響的政策。 Policies on minimizing the issuer's significant impacts on the environment and natural resources.	4.2 生態保護 4.2 Ecological Protection
A3.1	描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	4.2 生態保護 4.2 Ecological Protection
層面 A4 Aspect A4	氣候變化 Climate Change	
一般披露 General Disclosure	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。 Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	4.1 應對氣候變化 4.1 Responding to Climate Change
A4.1	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及其應對行動。 Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	4.1 應對氣候變化 4.1 Responding to Climate Change

附錄 APPENDIX

編號 No.	ESG 指標 ESG indicators	對應章節 Corresponding section
B. 社會 B. Social		
層面 B1 Aspect B1	僱傭 Employment	
一般披露 General Disclosure	有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： Information on: (a) 政策；及 (a) the policies; and (b) 遵守對發行人有重大影響的相關法律及規例的資料。 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	6.1. 保障員工權益 6.1 Safeguarding Employees' Rights and Interests
B1.1	按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。 Total workforce by gender, employment type (for example, full – or parttime), age group and geographical region.	附錄 ESG 關鍵績效指標 Appendix ESG Key Performance Indicators
B1.2	按性別、年齡組別及地區劃分的僱員流失比率。 Employee turnover rate by gender, age group and geographical region.	附錄 ESG 關鍵績效指標 Appendix ESG Key Performance Indicators



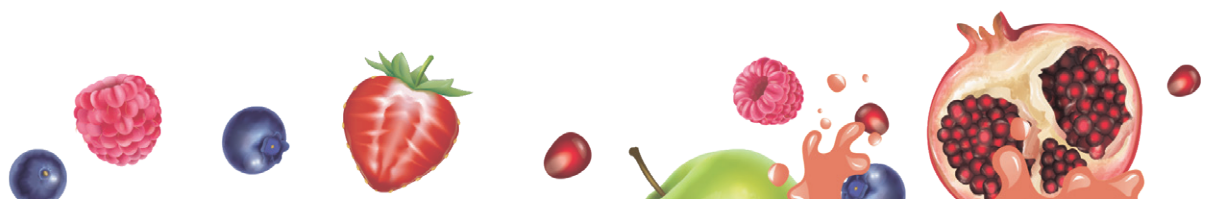
附錄

APPENDIX

編號 No.	ESG指標 ESG indicators	對應章節 Corresponding section
層面B2 Aspect B2	健康與安全 Health and Safety	
一般披露 General Disclosure	有關提供安全工作環境及保障僱員避免職業性危害的： Information on: (a) 政策；及 (a) the policies; and (b) 遵守對發行人有重大影響的相關法律及規例的資料。 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees.	5.3. 守護員工健康安全 5.3 Protecting the Health and Safety of Employees
B2.1	過去三年(包括匯報年度)每年因工亡故的人數及比率。 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators
B2.2	因工傷損失工作日數。 Lost days due to work injury.	附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators
B2.3	描述所採納的職業健康與安全措施，以及相關執行及監察方法。 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	5.3. 守護員工健康安全 5.3 Protecting the Health and Safety of Employees
層面B3 Aspect B3	發展與培訓 Development and Training	
一般披露 General Disclosure	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	5.2. 助力員工成長 5.2 Empowering the Growth of Employees
B3.1	按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	5.2. 助力員工成長 5.2 Empowering the Growth of Employees 附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators
B3.2	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 The average training hours completed per employee by gender and employee category.	5.2. 助力員工成長 5.2 Empowering the Growth of Employees 附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators

附錄 APPENDIX

編號 No.	ESG指標 ESG indicators	對應章節 Corresponding section
層面B4 Aspect B4	勞工準則 B4: Labour Standards	
一般披露 General Disclosure	有關防止童工或強制勞工的： Information on: (a) 政策；及 (a) the policies; and (b) 遵守對發行人有重大影響的相關法律及規例的資料。 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.	6.1.保障員工權益 6.1 Safeguarding Employees' Rights and Interests
B4.1	描述檢討招聘慣例的措施以避免童工及強制勞工。 Description of measures to review employment practices to avoid child and forced labour.	6.1.保障員工權益 6.1 Safeguarding Employees' Rights and Interests
B4.2	描述在發現違規情況時消除有關情況所採取的步驟。 Description of steps taken to eliminate such practices when discovered.	6.1.保障員工權益 6.1 Safeguarding Employees' Rights and Interests
層面B5 Aspect B5	供應鏈管理 Supply Chain Management	
一般披露 General Disclosure	管理供應鏈的環境及社會風險政策。 Policies on managing environmental and social risks of the supply chain.	3.1負責任的供應鏈管理 3.1 Responsible Supply Chain Management
B5.1	按地區劃分的供貨商數目。 Number of suppliers by geographical region.	3.1負責任的供應鏈管理 3.1 Responsible Supply Chain Management 附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators
B5.2	描述有關聘用供貨商的慣例，向其執行有關慣例的供貨商數目，以及相關執行及監察方法。 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	3.1負責任的供應鏈管理 3.1 Responsible Supply Chain Management



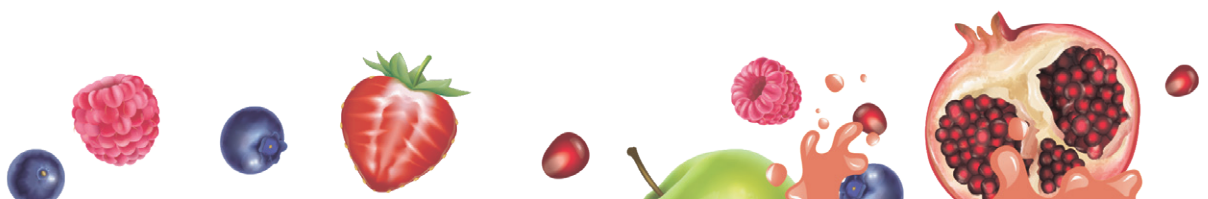
附錄

APPENDIX

編號 No.	ESG 指標 ESG indicators	對應章節 Corresponding section
B5.3	描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	3.1 負責任的供應鏈管理 3.1 Responsible Supply Chain Management
B5.4	描述在揀選供貨商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	3.1 負責任的供應鏈管理 3.1 Responsible Supply Chain Management
層面B6 Aspect B6	產品責任 Product Responsibility	
一般披露 General Disclosure	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： Information on: (a) 政策；及 (a) the policies; and (b) 遵守對發行人有重大影響的相關法律及規例的資料。 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	2.1. 安全的、營養的、生態的水果 2.1 Safe, Nutritious and Ecological Fruits 2.3. 優質的客戶服務 2.3 Excellent Customer Service
B6.1	已售或已運送產品總數中因安全與健康理由而須回收的百分比。 Percentage of total products sold or shipped subject to recalls for safety and health reasons.	2.1. 安全的、營養的、生態的水果 2.1 Safe, Nutritious and Ecological Fruits 附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators
B6.2	接獲關於產品及服務的投訴數目以及應對方法。 Number of products and service related complaints received and how they are dealt with.	2.3. 優質的客戶服務 2.3 Excellent Customer Service 附錄ESG關鍵績效指標 Appendix ESG Key Performance Indicators

附錄 APPENDIX

編號 No.	ESG 指標 ESG indicators	對應章節 Corresponding section
B6.3	描述與維護及保障知識產權有關的慣例。 Description of practices relating to observing and protecting intellectual property rights.	2.1. 安全的、營養的、生態的水果 2.1 Safe, Nutritious and Ecological Fruits
B6.4	描述質量檢定過程及產品回收程序。 Description of quality assurance process and recall procedures.	2.1. 安全的、營養的、生態的水果 2.1 Safe, Nutritious and Ecological Fruits
B6.5	描述消費者數據保障及私隱政策，以及相關執行及監察方法。 Description of consumer data protection and privacy policies, and how they are implemented and monitored.	1.4 數據安全與隱私保護 1.4 Data Security and Privacy Protection
層面 B7 Aspect B7	反貪污 Anti-corruption	
一般披露 General Disclosure	有關防止賄賂、勒索、欺詐及洗黑錢的： Information on: (a) 政策；及 (a) the policies; and (b) 遵守對發行人有重大影響的相關法律及規例的資料。 (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	1.3 商業道德 1.3 Business Ethics
B7.1	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the Reporting Period and the outcomes of the cases.	1.3 商業道德 1.3 Business Ethics
B7.2	描述防範措施及舉報程序，以及相關執行及監察方法。 Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	1.3 商業道德 1.3 Business Ethics
B7.3	描述向董事及員工提供的反貪污培訓。 Description of anti-corruption training provided to directors and staff.	1.3 商業道德 1.3 Business Ethics



附錄

APPENDIX

編號 No.	ESG 指標 ESG indicators	對應章節 Corresponding section
層面B8 Aspect B8	社區投資 Community Investment	
一般披露 General Disclosure	有關以社區參與來了解營運所在小區需要和確保其業務活動會考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	第6章 好吃為公，助力共同富裕 Chapter 6 "Deliciousness" for the Public, Promoting Common Prosperity
B8.1	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 Focus areas of contribution (e.g. education, environmental concerns, labor needs, health, culture and sport).	第6章 好吃為公，助力共同富裕 Chapter 6 "Deliciousness" for the Public, Promoting Common Prosperity
B8.2	在專注範疇所動用資源(如金錢或時間)。 Resources contributed (e.g. money or time) to the focus area.	第6章 好吃為公，助力共同富裕 Chapter 6 "Deliciousness" for the Public, Promoting Common Prosperity

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