



# Domino's Pizza 达美乐比萨

DPC Dash Ltd

达势股份有限公司

(Incorporated in the British Virgin Islands with limited liability)

Stock Code : 1405

## 2024

ENVIRONMENTAL, SOCIAL  
AND GOVERNANCE REPORT



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## ABOUT THE REPORT

This is the third Environmental, Social and Governance (“**ESG**”) report (the “**ESG Report**”) published by DPC Dash Ltd (“**DPC Dash**”, the “**Company**”, “**we**” or “**us**”), providing a high-level overview of how we operate and manage ESG priorities and other issues important to our business and stakeholders.

### REPORTING SCOPE

This ESG Report covers the fiscal year in the period from January 1, 2024 to December 31, 2024 (the “**Reporting Period**”), unless noted otherwise. To ensure the completeness and coherence of the narrative, some of the contents may be beyond the above timeframes.

This ESG Report applies to our direct operations in China. The environmental key performance indicators (the “**KPIs**”) in this ESG Report cover stores and central kitchens while social KPIs cover all of our business in China.

The data in this ESG Report are obtained from the Company’s internal relevant statistical reports or documents. The currency amounts involved in this ESG Report are measured in RMB.

### REPORTING PRINCIPLES

This ESG Report has been prepared in accordance with the *Appendix C2 Environmental, Social and Governance Reporting Guide* of the Stock Exchange of Hong Kong Limited (the “**HKEX**”), and adheres to the following reporting principles:

- **Materiality:** We identified important ESG issues through internal stakeholder engagement and materiality assessment and made corresponding disclosures in the ESG Report.
- **Balance:** The ESG Report faithfully presents our ESG performance.
- **Quantitative:** The ESG Report has disclosed the standards, methods and sources of conversion factors used for reporting emissions and energy data.
- **Consistency:** Statistical methods of KPIs have been confirmed and are consistent with the 2023 ESG report.

### REPORT ACCESS

This ESG Report is available on the websites of the Company at [www.dpcdash.com](http://www.dpcdash.com) and on the HKEX at [www.hkexnews.hk](http://www.hkexnews.hk).

If there is any inconsistency between the English version and the Chinese version, the English version shall prevail.



## ABOUT DPC DASH

### COMPANY PROFILE

We are Domino's Pizza's exclusive master franchisee in China mainland, the Hong Kong Special Administrative Region of China and the Macau Special Administrative Region of China. Our global franchisor, Domino's Pizza Inc, is the world's largest pizza company in terms of global retail sales.

We have adapted and built upon the Domino's business model by localizing its key features for China and its consumers, and focused on serving handcrafted, quality pizza at a competitive price, with easy ordering access and efficient delivery, enhanced by technological innovations.

On March 28, 2023, we were listed on the Main Board of the HKEX with a stock code: 1405. As of December 31, 2024, we directly operated 1,008 stores across 39 cities in China mainland.

#### Our Vision:

To become China's No.1 pizza brand

#### Our 4D Strategy:

Delicious Pizza at Value, Delivery, Digital and Development

#### Our Mission:

To operate a nationwide Domino's Pizza store network, powered by technology and excellence in delivery, that offers Chinese consumers great taste, timely and reliable delivery and high value for money

#### Our Value:

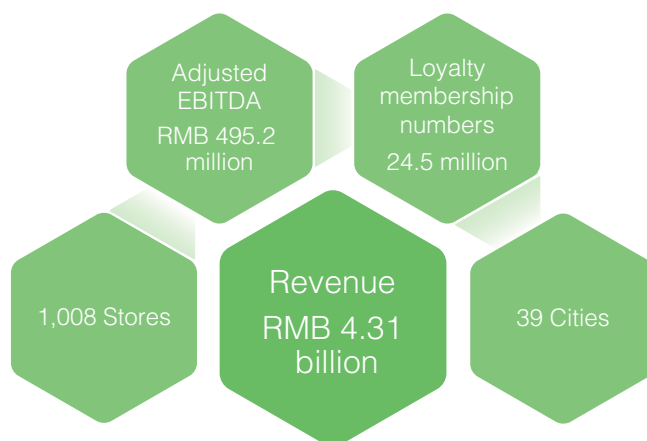
Champion Our Customers, Integrity & Commitment, Embrace Changes, Growth & Win Together

### BUSINESS MODEL

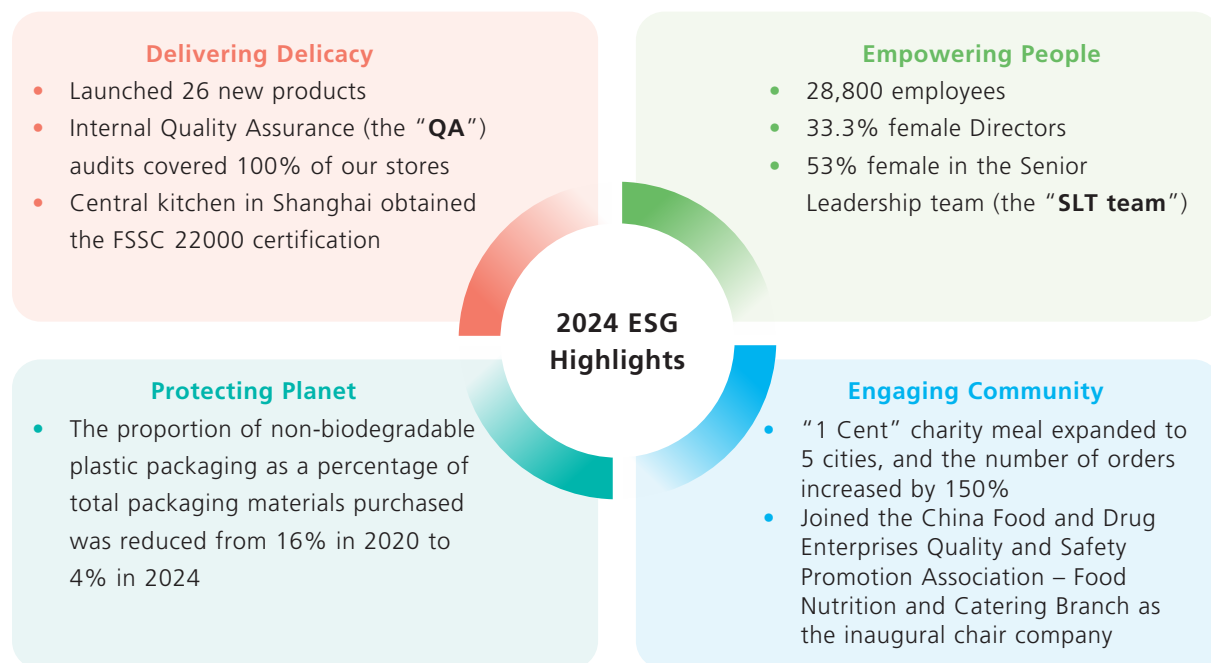
We focus on being a pizza expert. By combining the globally recognized Domino's playbook with our knowledge of China, we have developed a unique business model that is purpose-built for serving Chinese consumers delicious, value-for-money pizza through online channels, with an emphasis on delivery, enhanced by technology. We believe that this model is one that sets us apart from our competitors in China, one that has its own Chinese flavors, and one that we believe will ultimately lead us to become China's leading pizza company.

### 2024 HIGHLIGHTS

In 2024, we continued expansion with “Go Deeper, Go Broader” Strategy. We are proud of the expansion of stores, marking a significant milestone as we continue to stretch our footprint in China.



2024 Business Highlights





## ABOUT DPC DASH

We take pride in receiving recognition for our achievements in products and services, digital innovation, marketing, human resource management and ESG performance. We are also grateful to our employees for making us the company that we are. The table below sets forth some of our awards and recognitions in 2024:



2024 Seven-Star Award for Outstanding Contributions in Food Safety & Public Health



Brand Digitalization Award (Food and Dining Category) at the 15th Tiger Roar Awards



Top 20 Digitalized Enterprise by CDIE 2024



Gold Award for Integrated Marketing at Top Brand Innovation Awards 2024



Mercer 2024 China Best Employer Award



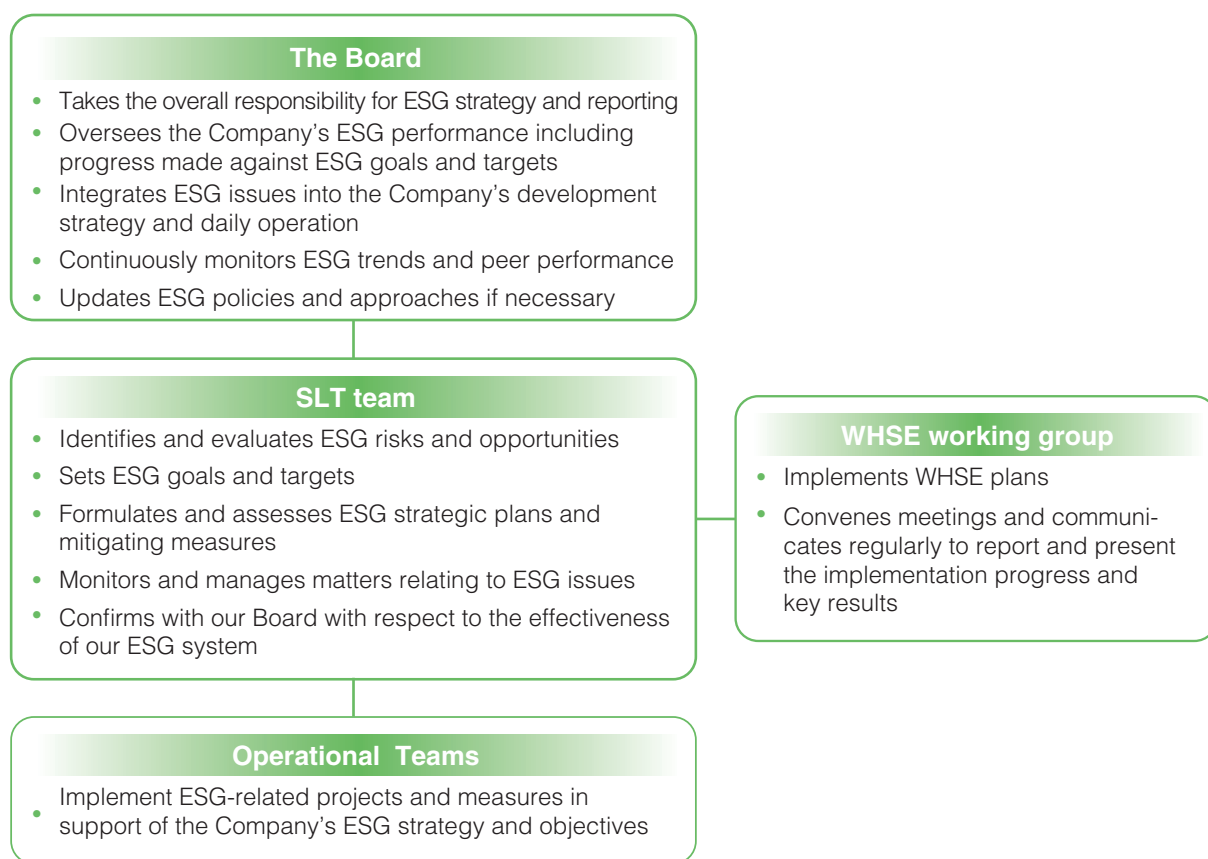
ESG Innovation Company of the Year by Southern Metropolis Daily "2024 ESG Innovation Case Collection" Campaign

## ESG MANAGEMENT

ESG management has been a key component of our business. Guided by our four ESG pillars of Delivering Delicacy, Empowering People, Protecting Planet and Engaging Community, we are making progress in these ESG areas while building a resilient and sustainable business.

### ESG GOVERNANCE

To effectively manage environmental, social, governance and climate-related issues, we have established a top-down ESG governance framework, comprising our board (the “**Board**”) of directors (the “**Directors**”), the SLT team, the Wealth, Health, Safety & Environment (the “**WHSE**”) working group, and Operations Teams.



ESG Governance Structure

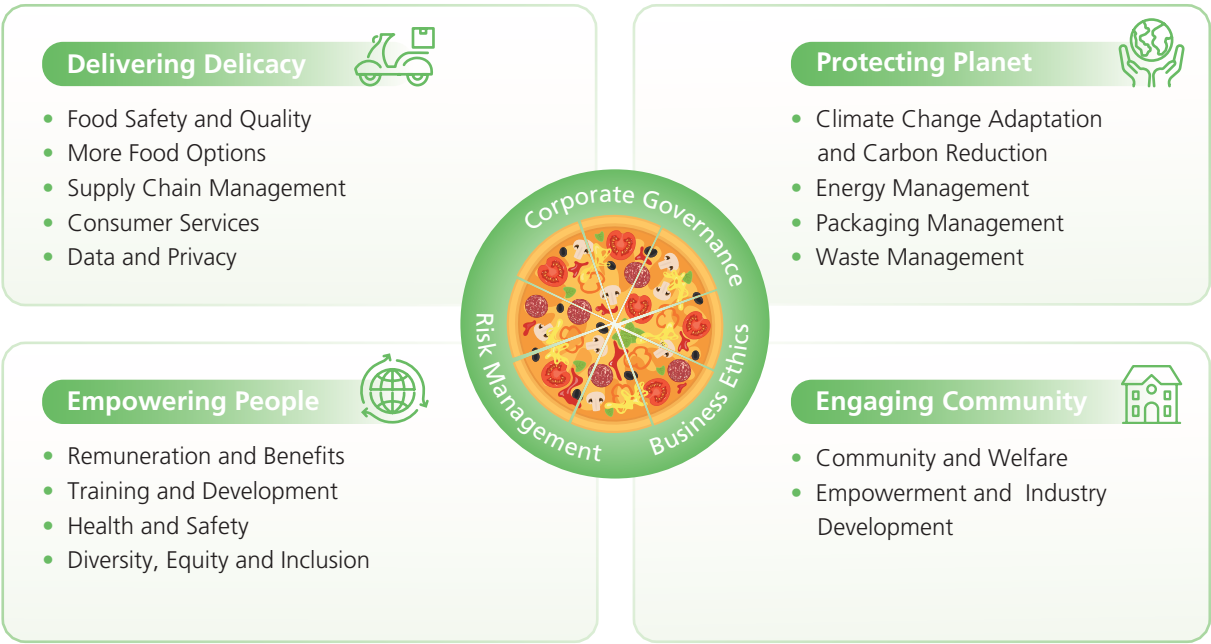


ESG FRAMEWORK

We are committed to building a sustainable business, one that creates long-term value and interest for our stakeholders.

Through peer benchmarking, expert input, and internal discussion, we have identified 18 material ESG topics to determine where our ESG focus should be.

Following the materiality assessment, we launched our ESG framework, centered on the four ESG pillars of Delivering Delicacy, Protecting Planet, Empowering People, and Engaging Community while maintaining high governance standards regarding Corporate Governance, Risk Management, and Business Ethics.



ESG Framework

## STAKEHOLDER ENGAGEMENT

Stakeholder engagement helps us to prioritize ESG issues effectively and deliver long term value for them. We proactively engage with stakeholder through various channels to better understand and incorporate their expectations on ESG issues. The following table provides examples of ongoing interactions with our stakeholders and the ESG topics that are most relevant to them.

Main Stakeholders	Concerned Topics	Communication Channels
 Government and regulators	<ul style="list-style-type: none"> <li>Climate change adaptation and carbon reduction</li> <li>Food safety and quality</li> <li>Energy management</li> <li>Waste management</li> <li>Responsible marketing</li> <li>Industrial development and empowerment</li> </ul>	<ul style="list-style-type: none"> <li>Information reporting</li> <li>Regular conferences</li> <li>Seminars</li> <li>Industry associations</li> </ul>
 Shareholders and investors	<ul style="list-style-type: none"> <li>Return on investment</li> <li>Information disclosure</li> <li>Corporate governance</li> <li>Risk management</li> <li>Business ethics</li> </ul>	<ul style="list-style-type: none"> <li>General meetings</li> <li>Press releases</li> <li>Investor roadshows</li> <li>Investor surveys</li> </ul>
 Customers	<ul style="list-style-type: none"> <li>Food safety and quality</li> <li>More food options</li> <li>Customer services</li> <li>Packaging management</li> <li>Data and privacy</li> </ul>	<ul style="list-style-type: none"> <li>Social media and campaigns</li> <li>Order feedback</li> <li>Customer surveys</li> </ul>
 Employees	<ul style="list-style-type: none"> <li>Training and development</li> <li>Diversity, equity and inclusion</li> <li>Remuneration and benefits</li> <li>Health and safety</li> </ul>	<ul style="list-style-type: none"> <li>Training and workshops</li> <li>Engagement surveys</li> <li>Meetings and communications</li> <li>Internal email</li> </ul>
 Suppliers	<ul style="list-style-type: none"> <li>Business development</li> <li>Industrial development and empowerment</li> <li>Supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>Supplier visits</li> <li>Performance reviews</li> <li>Supplier conferences</li> </ul>
 Community	<ul style="list-style-type: none"> <li>Community and welfare</li> </ul>	<ul style="list-style-type: none"> <li>Community contributions</li> <li>Volunteer activities</li> </ul>



MATERIALITY ASSESSMENT

In 2024, we reviewed the results of the 2023 materiality assessment, resulting in a list of 18 material topics.



Environmental Topics

- Climate Change Adaptation and Carbon Reduction
- Energy Management
- Packaging Management
- Waste Management



Social Topics

- Food Safety and Quality
- More Food Options
- Supply Chain Management
- Consumer Services
- Data and Privacy
- Remuneration and Benefits
- Training and Development
- Diversity, Equity and Inclusion
- Health and Safety
- Community and Welfare
- Industry Development and Empowerment



Governance Topics

- Corporate Governance
- Risk Management
- Business Ethics

# 1 RESPONSIBLE GOVERNANCE

At DPC Dash, we are dedicated to maintaining the ethical standards in all aspects of our daily operations. From the Company's Board, the management, the employees to the suppliers, we actively promote a culture of integrity, accountability, and transparency, ensuring that ethical conduct is at the core of everything we do.

## 1.1 CORPORATE GOVERNANCE

We believe that good corporate governance is guided by ethical and trustworthy leadership. The Board is the primary decision-making body of the Company and is responsible for overseeing our businesses, strategic decisions and performance. Our Board is supported by three committees: the Audit and Risk Committee, the Remuneration Committee, and the Nomination Committee, for overseeing particular aspects of the Company's affairs.

We have adopted a board diversity policy, seeking to achieve Board diversity through the consideration of factors including but not limited to gender, age, culture and educational background, professional qualifications, skills, knowledge and industry and regional experience. In 2024, we enhance the diversity and skillset of the Board by adding a new female Director Ms. Bin Yu, who has extensive experience in risk management and financial management.

Our Board is comprised of diverse and highly qualified members. Of our 9 Directors, 33.3% of Directors are female, and 33.3% of Directors are Asian, and 66.7% are of other ethnicities.

## 1.2 RISK MANAGEMENT

Risk management and internal control are the foundation of all our business activities. We have formulated the *Risk Management Policy* and the *Internal Audit Policy* and other policies to maintain robust risk management and internal control systems.

The Board acknowledges that it is responsible for the Company's risk management and internal control systems and reviewing their effectiveness. The Audit and Risk Committee assists the Board in leading the management and monitoring and overseeing the risk management and internal control systems. The internal audit department monitors the implementation of our risk management policies on an ongoing basis to ensure our policies and implementation are effective and sufficient. It identifies any material risks and makes recommendations on the improvement and rectification plans and measures and conducts follow-up audits with regard to the identified issues to ensure that the planned remedial measures have been duly implemented.

Risks related to strategy, operation, finance, and compliance are reviewed and assessed on a regular basis, and we identify the potential impacts of events, likelihoods and mitigating factors.



## 1 RESPONSIBLE GOVERNANCE

Auditing, risk management and internal control are closely interconnected to enhance the Company's governance and operational effectiveness. The internal audit department develops an annual audit plan. From 2022 to 2024, it has conducted process audits on important business modules, such as the material inventory management. Improvements measures were proposed based on audit findings to enhance detection, correction, risk prevention and mitigation. Process-related management systems will be further developed in the future to track improvements in a systematic and effective manner, thus strengthening internal control and risk management.

### 1.3 BUSINESS ETHICS

Conducting business ethically and doing the right thing are vital to the success of the Company. Complying with the *Company Law of the People's Republic of China* (the "**PRC**"), the *Anti-Money Laundering Law of the PRC*, the *Anti-Unfair Competition Law of the PRC*, and other laws and regulations, we have formulated the *Anti-Corruption Policy*, the *Compliance Management Policy*, the *Conflict of Interest Policy*, and the *Employee Appeal and Whistle-blowing Process* to help guide our employees perform in the right way. All policies were adopted to emphasize the Company's commitment to the highest standards of business conduct, and are applied to all employees of the Company.

The Audit and Risk Committee is the governance body responsible for oversight of business ethics issues. The human resources department, internal audit department and legal department are responsible for implementing and monitoring the policies, and the Board reviews them on a regular basis. To communicate the details of the policies to all staff members, the relevant policies are provided to new staff members and current staff members will receive updates via email, the OA system and the training learning development platform.

#### 1.3.1 Training and Promotion

We strive to prevent bribery and corruption, ensuring our employees receive sufficient training on compliance. The Company has adopted the *Anti-Corruption Policy* which sets out the specific behavioural guidelines that our personnel and business partners must follow to prevent and report corruption. The *Code of Business Conduct* is also clearly outlined in the *Employee Handbook*, which sets out several codes of business conduct relating to integrity, fair competition, etc., to promote honest and ethical behavior, encourage openness and transparency in all business dealings, and eliminate corruption and bribery.

100% of our employees have signed the *Employee Handbook Acknowledgement Form* to confirm full understanding of the business ethics provisions contained therein, and new employees are required to learn about business ethics in the *Employee Handbook* through the online training platform after joining the Company. Meanwhile, we distribute anti-corruption related publicity materials to Directors from time to time, emphasizing the importance of business compliance. Any employee who takes a bribe from any business partner for the purpose of getting business will be subject to penalties or termination of labor contracts.

# 1 RESPONSIBLE GOVERNANCE

We also help our partners do the right thing in the right way. We provide all business partners and their respective suppliers with our *Supplier Code of Conduct*, a framework to help them make ethical decisions at work, ensuring that they comply with legal requirements and follow our business ethics standards.

During the Reporting Period, there were no legal cases related to business ethics brought against DPC Dash or its employees.

## 1.3.2 Whistle-blowing

We encourage employees to voice any ethical concerns relating to our operation. The *Employee Appeal and Whistle-blowing Process* is formulated to encourage the reporting of any form of inappropriate behavior, provide guidance on how to raise concerns, and confirm that confidentiality will be maintained.

We have zero tolerance for any kind of misconduct or unethical behavior. Employees can make reports using the dedicated whistle-blowing email and hotline. Whistle-blowing may be made to the internal audit department and all reports about actual or suspected wrongdoing received will be reviewed and handled promptly by the corresponding investigation personnel. Whistle-blowing involving the Company's executives will be reviewed and handled directly by the Company's management upon confirmation of the information. All whistle-blower information and their reporting information will be kept confidential.

## 1.4 INTELLECTUAL PROPERTY PROTECTION

We highly respect the intellectual property, strictly adhering to the *Patent Law of the PRC*, the *Trademark Law of the PRC* and other related laws and regulations to protect intellectual property assets and brands. We clearly state in the *Employee Handbook* that employees are responsible for protecting the intellectual property of the Company.

The intellectual property we own includes trademarks, trademark applications, patents, and patent applications related to our brands and services, software copyrights, trade secrets and other intellectual property rights and licenses. As of the end of the Reporting Period, we held 8 registered trademark, 34 computer software copyrights and 1 patent in the PRC, and we had 9 registered domain names.



## 2 DELIVERING DELICACY

We foster a culture of food safety and quality from farm to fork. Over the years, we have established an advanced food safety and quality management system. Each day, we want to preserve good food experience while ensuring that rich flavors do not have to be at the expense of health or quality. In collaboration with our suppliers and business partners, we strive to deliver not only delicious food but also a positive impact on people and the planet.

### 2.1 FOOD SAFETY AND QUALITY

#### 2.1.1 Food Safety and Quality Governance

At DPC Dash, food safety and quality are always the top priority. We strictly comply with relevant laws and regulations including the *Food Safety Law of the PRC*, the *Implementation Rules of the Food Safety Law of the PRC*, the *Administrative Measures for Food Operation Licensing*, the *Administrative Measures for Food Recall* and other relevant regulations. We have formulated the *Food Safety Management Policy*, the *Food Safety Manual*, the *Recall Control Procedure* and other policies encompassing food safety and quality management of the entire value chain, including upstream suppliers, central kitchens, restaurants, and delivery services, so as to control and minimize risks and meet or exceed standards of food safety and quality.

Regarding the food safety governance, our WHSE working group meets on a monthly basis to oversee our food safety practices and programs. We have the Food Safety Quality Assurance (the “**FSQA**”) Team comprising of the Supplier QA team, Central Kitchen QA/Quality Control team and the Store QA team that is responsible for food safety and quality issues and directly reports to Chief Operating Officer.

In terms of the food management system, we have implemented a rigorous quality and safety system to maintain quality at every step of our food value chain. We adhere to Hazard Analysis and Critical Control Points (the “**HACCP**”) principles, which addresses food safety through the identification, evaluation and control of biological, chemical and physical hazards throughout all phases of food preparation and associated corrective, preventive and verification activities. Especially, our central kitchens are required to implement FSSC 22000 and HACCP that ensure to achieve our food safety objectives and foster continual improvement in food safety performance.

2.1.2 Food Safety and Quality Management

We promote a comprehensive “Farm to Fork” food safety and quality management concept, and our commitment to food quality and safety spans the entire operational value chain.



“Farm to Fork” Food Safety and Quality Management Concept



## 2 DELIVERING DELICACY

From upstream suppliers and logistics to central kitchens, stores and delivery, we implement advanced management measures at every stage to maintain complete control over food safety and quality.

 <p>Food sourcing</p>	<ul style="list-style-type: none"> <li>• Having comprehensive supplier access evaluations in the procurement process, ensuring that procured ingredients meet requirements</li> <li>• Conducting food safety audits of key material suppliers, including cherry, tomato, grape, bullfrog, potato, chicken, among others</li> </ul>
 <p>Logistics</p>	<ul style="list-style-type: none"> <li>• Cooperating with third-party logistics providers who are accountable for transporting ingredients under suitable conditions</li> </ul>
 <p>Production</p>	<ul style="list-style-type: none"> <li>• Sampling and testing raw materials and finished food, monitoring production conditions, and filtering and recalling nonconforming ingredients and finished food</li> </ul>
 <p>Preparation</p>	<ul style="list-style-type: none"> <li>• Implementing detailed food quality and hygiene standards in our <i>Food Safety Manual</i> and <i>Food Safety Management Policy</i>, including inspection of raw materials, storage temperature control, equipment sanitization and cleansing, staff health certificate management and personal hygiene, thawing and cooking procedure and food temperature control, among others</li> </ul>
 <p>Delivery</p>	<ul style="list-style-type: none"> <li>• Using tamper proof covers, food safety seals, as well as heat-insulation bags and boxes in food delivery to prevent the risk of contamination and ensure food quality</li> </ul>

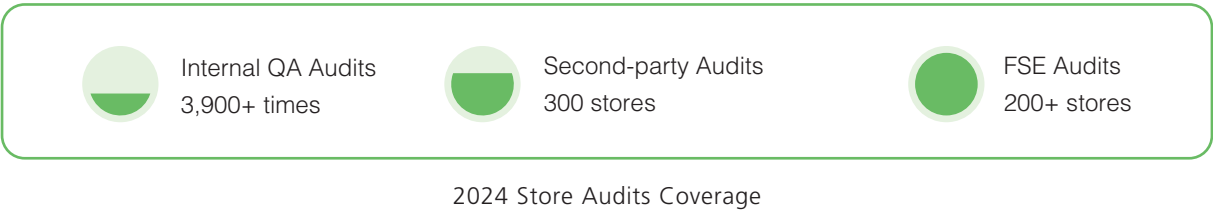
### Food Safety and Quality Management Measures

## 2 DELIVERING DELICACY

### 2.1.2.1 Food Safety and Quality Assurance

Our commitment to high standard food safety is embedded across all our stores and central kitchens.

Our stores undergo internal QA audits, second-party audits, and third-party audits (Food Safety Evaluation (the “FSE”) audits). In terms of the internal QA audits, our stores undergo tiering audits regularly every year under the FSE system. Quarterly audits are carried out at all of our stores. Follow-up internal audits are carried out at stores that are identified as having high-potential operational deficiency in the following month after initial audits to ensure rectification are executed. Double internal audits are performed in the following quarterly audit for stores that are identified as having potential operational deficiency. In 2024, the internal QA audits covered 100% of our stores.



Our central kitchens are audited by internal team and third parties. During the Reporting Period, central kitchens in Shanghai, Dongguan and Sanhe were audited at least 1 time by the internal audit team. Moreover, our central kitchen in Shanghai has passed the third-party audit under the FSSC 22000 certification, and our central kitchen in Dongguan passed the HACCP third-party annual audit.

### 2.1.2.2 Food Safety and Quality Training

There’s no gray area when it comes to food safety. With over 28,000 employees working across 1,008 stores, food safety culture is of utmost importance to our food safety management.

The Company has developed sustainable food safety training procedures for all employees. Our employees are monitored compliance with the *Good Manufacture Practice* (the “GMP”) and are required to participate in mandatory training and tests relating to food safety, with a focus on relevant regulations and standards, FSSC standards, HACCP policies, prevention of food-borne illnesses, sanitation and other topics.



## 2 DELIVERING DELICACY

In 2024, 100% of store operation employees participated in the food safety training, including operation directors, district managers, area managers, store managers, and part-time servers. The training topics involved laws and regulations, our commitment, employee responsibilities, and key points centered on food safety. Through the training, we aim to emphasize the importance of food safety so as to make sure food safety is top of minds for our employees.

Employees in central kitchens actively participate in food safety training, such as FSSC 22000 internal auditor training and food safety risk exchange seminars, to improve food safety management knowledge. In 2024, a total of 16 internal employee trainings on topics of regulations and standards, FSSC 22000 standards, HACCP basics, GMP were conducted targeting at employees in central kitchens and third-party drivers.

In addition to trainings, we make food safety performance one of the key performance metrics in the bonus program for store managers and impose penalties on store managers or area managers for failure to observe our food safety policies.

### 2.1.2.3 Recall Procedure

We continually monitor the food we serve for compliance with our requirements. We have well-established and effective recall control procedures specified in the *Recall Control Procedure* and the *Stock Recovery Procedure* to deal with food safety incidents identified through self-inspection, public complaints, and notification by the supervisory and management authorities. Depending on the severity level of food incidents, corresponding recall procedures will be undertaken. In detail, food recalls are classified into Level I, II and III, and recall procedures shall be initiated within 24 hours, 48 hours and 72 hours respectively when the Company is aware of the food safety risk. Further, a recall plan shall be reported to the local food and drug administration authorities at or above the county level.

During the Reporting Period, we had no incidents in which the products sold or shipped were subject to recalls for safety and health reasons.

## 2 DELIVERING DELICACY

### 2.1.3 Supplier Food Safety and Quality Management

Maintaining high food quality relies heavily on strong supplier relationships, and we expect every supplier to meet our high standards. This includes obtaining various certifications. Our suppliers are categorized into high-risk suppliers, medium-risk suppliers, and low-risk suppliers based on the results of supplier daily management. We require high-risk suppliers of ingredients and food packages obtain Global Food Safety Initiative certification (e.g. FSSC 22000), medium-risk suppliers of ingredients and food packages obtain ISO 22000 certification or British Retail Consortium certification, and low-risk suppliers of ingredients and food packages obtain HACCP certification.

We also implement supplier audit programs to ensure that food safety and quality assurance are applied throughout our value chain. We explicitly require new suppliers must pass a food safety audit prior to entry, and 100% on-site audit coverage for new suppliers, medium-risk and high-risk suppliers. Our suppliers are vetted and frequently audited by our QA team to confirm they meet our requirements for safe and high-quality production. To the extent we identify problems with a supplier through our audits, monthly reports, or product issues reported at our warehouses, we liaise with the supplier to see if they are able to rectify the issue. Otherwise, we will terminate our relationship with suppliers who cannot meet our standards. If the suppliers breach applicable laws and regulations regarding food safety and quality or commit misconduct, we will also terminate the partnership. In 2024, a total of 208 supplier food safety and quality audits were completed.

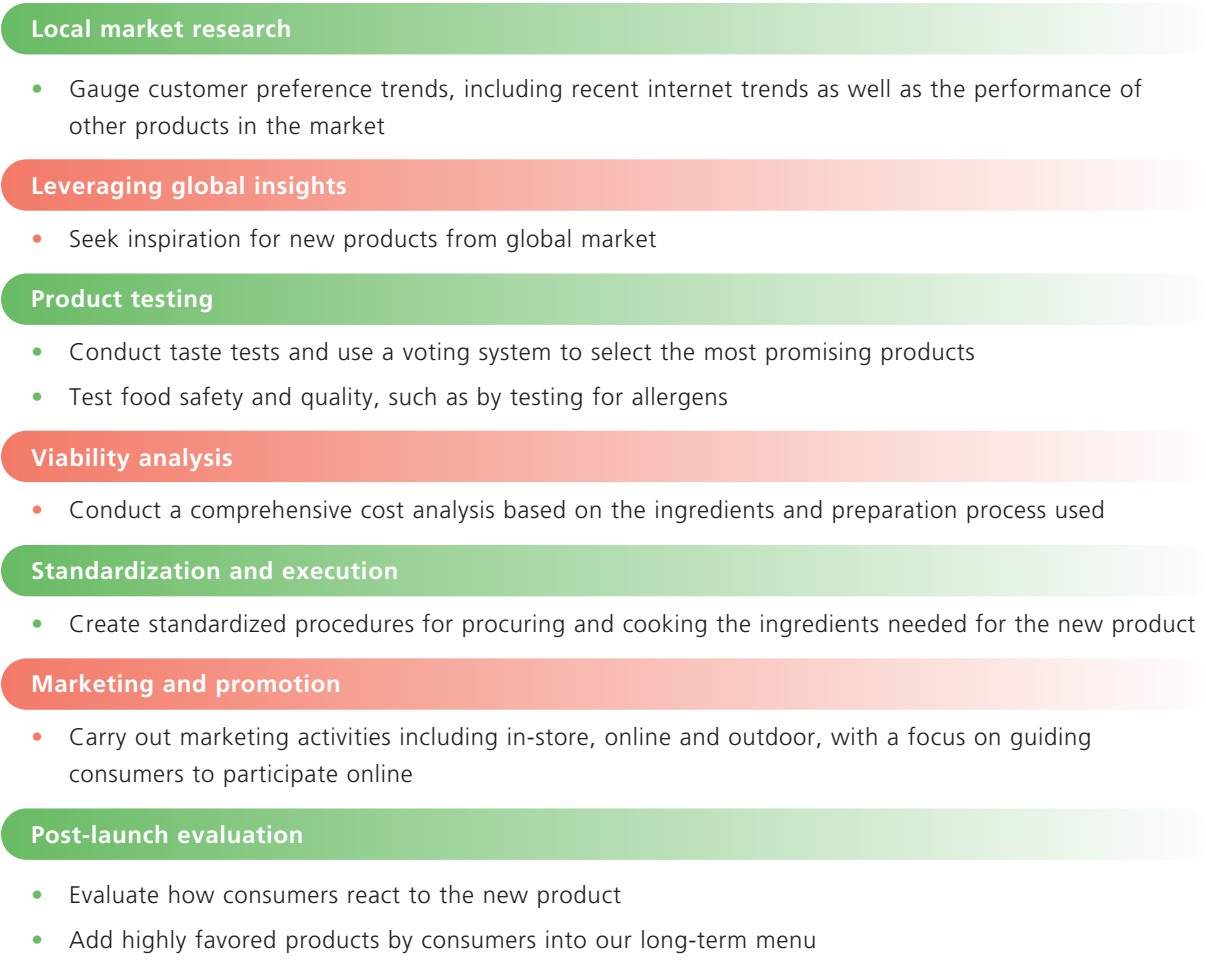
In daily operation, our central kitchens and stores also closely inspect goods delivered by suppliers to ensure quality. Goods that do not conform to our requirements, food safety laws or other regulations would be returned to suppliers.

Our suppliers also receive relevant food quality standards and quality assurance training, designed to better fulfil food safety requirements. In 2024, based on suppliers' performance in food safety and quality, we conducted on-site training on topics of clean production, sterilization principles, etc. We also conducted online training and communication with some of our high-risk suppliers on key food safety and quality issues to improve their food safety and quality risk management.



2.2 MORE FOOD OPTIONS

Innovation and customer preferences drive our menu. We are committed to meeting the tastes and dietary preferences of our customers through our menu development process, reflecting our originality, research and commitment to menu development and localization.



Menu Development Process

To develop new products, our R&D team members increased by 20% in 2024. Approximately every 6 to 8 weeks, we launched new products, accounting for 26 new products in 2024 including the brand-new Volcano Crust, Italian Fresh Mozzarella & Meat Deluxe Pizza, Korean-Style Pear-Marinated Pork Pizza, Halloween-themed sides, etc.

We recognize the importance of providing a variety of choices to meet customers’ needs. From choosing the right crust to the combination of toppings added, there are hundreds of ways to make the ultimate combination. Whether customers prefer a meaty or veggie pizza, they can easily choose or create a preferred one. By offering dozens of pizzas and over a dozen crusts, as well as various sizes (such as 7”/9”/12”), we ensure there’s something for everyone.

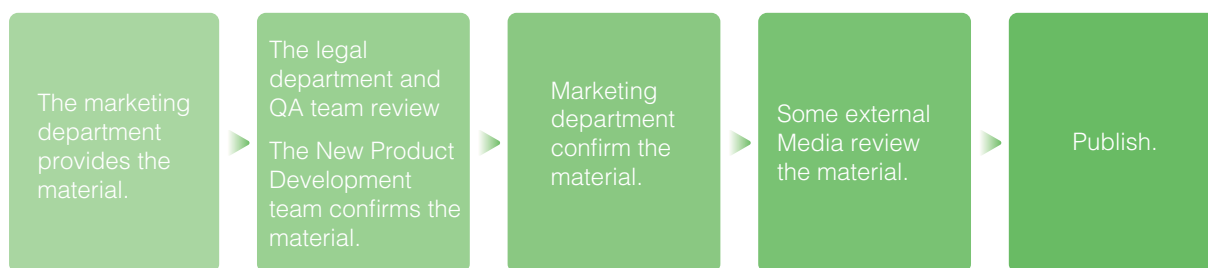
## 2 DELIVERING DELICACY

### 2.3 CUSTOMER SERVICES

#### 2.3.1 Responsible Marketing

We place a strong emphasis on responsible marketing, ensuring that our promotional practices are ethical and transparent. We abide by the *Advertising Law of the PRC* and other ethical marketing laws and regulations.

We present the public with accurate advertising and sales information about our business and products. Before the official launch, we review the legality and truthfulness of our promotional campaigns, ensuring marketing is truthful and accurate. The whole review process is as follows:



Product Material Review Process

We strive to provide customers with delicious food while also being mindful of nutrition and health. We are working to make it easier for customers to access nutritional information. On the online product detail page, offline store menus and direct mail advertising, product ingredients, gram weights and other information are displayed to customers.

Drinks 饮品类			
<p>  芳沁荔枝柠檬红茶 (250ML) ¥12            Lichee Lemon Tea            水、荔枝、荔枝汁、红茶         </p> <p>  哈密瓜抹茶奶绿 (250ML) ¥12            Hami Melon Matcha Milk Green Tea            水、哈密瓜果酱、抹茶粉         </p> <p>  荔浦芋泥紫米椰乳饮 (250ML) ¥12            Taro Purple Rice Coconut Milk Drink            水、芋泥、紫米、椰乳         </p> <p>  凤凰单枞根根奶茶 (250ML) ¥12            Pechan &amp; Milk Tea            水、凤凰单枞茶、根根         </p>	<p>  红颜洛神花石榴饮 (250ML) ¥12            Roselle &amp; Pomegranate Drink            水、洛神花、石榴汁         </p> <p>  甘润雪梨柚子饮 (250ML) ¥12            Pear &amp; Pomelo Drink            水、柚子、雪梨         </p> <p>  丹桂银耳马蹄饮 (250ML) ¥12            Osmanthus, Tremella &amp; Water Chestnut Drink            水、丹桂、银耳、马蹄         </p>	<p>  可口可乐 (1.25L) ¥13            Coca-Cola            可口可乐         </p> <p>  可口可乐 (330ML) ¥6            Coca-Cola            可口可乐         </p> <p>  零度可乐 (330ML) ¥6            Coke Zero            零度可乐         </p> <p>  冰露纯水 (550ML) ¥5            Ice Dew Water         </p>	

Transparency Notice

To avoid misleading advertisements and prioritize honest communication about our products and services, we conduct regular responsible marketing training for our employees. For example, in 2024, we invited external lawyers to conduct a customized training on advertising law for all employees of the marketing department, enhancing awareness of compliance marketing.



## 2 DELIVERING DELICACY

### 2.3.2 Customer Satisfaction

We strive to achieve 100% customer satisfaction, always focusing on the customer, paying attention to every customer's feedback, and actively responding to customer needs on a daily basis. We follow the *Law of the PRC on the Protection of Consumer Rights and Interests*, and accordingly formulated the *Compliant Handling Process*, the *Crisis Management and Store Special Condition Management Manual* and the *Store Quality Compliant Procedure* to address customer feedback and potential disruptions such as food safety incidents or public relations crises in a timely and efficient way, improving customer satisfaction and maintaining customer trust.

Meeting customer expectations and improving satisfaction in product and delivery is important to the success of our business. We gather feedback and customers' needs from a variety of channels, including official customer service hotline (4001597597), external channels (such as social media, Ele.me, Meituan and Dianping, etc.), our own platforms (official website, WeChat official account, WeChat mini program, official APP) to meet customer expectations and improve satisfaction.

Customers can provide instant feedback, and we hear each feedback about our product and service to make improvement. Once complaints or feedback are identified, we will develop corresponding countermeasures to make sure that they are appropriately addressed. We have designated personnels to collect and reply to low-scoring comments from external channels and report them to the operation team. In terms of our own platform, the negative and low-scoring comments will be automatically captured and entered into the customer complaint system, forwarded to the operation team. All low-scoring comments are required to be handled within 24 hours.

On a more holistic level, key members of our management team review the analyses and summaries of customer feedback every month to formulate strategies for improving our customer satisfaction. If there is a food safety complaint, our quality assurance and supply chain teams are also engaged to investigate and ensure that any issues are rectified.

We also conduct customer satisfaction survey to improve our product and service. Consumers can choose to score and evaluate the products and services on our own platforms and third-party delivery platforms, all of which will be continuously tracked to improve our services in a timely manner. At the same time, we order a comprehensive consumer survey report from third-party every year to help further improve customer satisfaction. The average consumer satisfaction scores of Ele.me and Meituan in 2024 received high marks of 4.81 and 4.7 out of 5 respectively.

During the Reporting Period, we did not receive any material customer complaints concerning any of our stores or products.

2.4 SUPPLY CHAIN MANAGEMENT

Our supply chain plays a crucial part in ensuring our food reaches customers. We have formulated the *Suppliers Management System*, the *Supplier Classification Management Process*, the *New Supplier Development Process*, the *Supplier Exit Mechanism* and other policies that set out supplier management guidelines to ensure the efficiency and effectiveness of supply chain management and to create a resilient supply chain that supports the Company’s rapid and sustainable growth.

2.4.1 Supplier Acceptance

When engaging new suppliers, we have stringent supplier selection processes in place, including background and qualification checks, sample testing and trial production. A supplier approval process is established, through which suppliers must provide relevant qualifications or certifications, such as business licenses or food production licenses to demonstrate legal compliance with policies before approval.



Supplier Acceptance Process

Once a supplier passes the above procedures, they will be added to our list of qualified suppliers. Before signing the contract, we may conduct a competitive bidding process among our qualified suppliers, where cost, product quality and other factors are evaluated.

Based on the importance of the ingredient to our brand, suppliers can be categorized into core suppliers, critical suppliers, contract management suppliers, and procurement relationship suppliers. As of December 31, 2024, we had a total of 142 qualified suppliers, all of which located in China.



## 2 DELIVERING DELICACY

### 2.4.2 Supplier Daily Management

In our daily management, we implement tools such as performance evaluations, business review meetings and supplier visits for different categories of suppliers to examine and review their performance in innovation, safety and delivery quality, etc., strengthening partnerships with suppliers. Through annual performance evaluation, we achieve supplier hierarchy management. For suppliers with problems, we communicate with them on rectification plans and conduct follow-ups to help them continuously improve their products and services. Suppliers who have failed to rectify their problems will be considered for elimination.

We strive to develop a stable supply chain while maintaining operations. To minimize supply fluctuation, we use data analysis to monitor price fluctuations, take a flexible approach to negotiate the length of our contracts, leverage our scale and adopt a multi-supplier approach to remain nimble.

Furthermore, we are leveraging digital innovation to improve our supply chain management. The Supplier Relationship Management system has been introduced to facilitate procurement process standardization, improve supply chain management efficiency and reduce paper cost. With the rapid growth of stores and the business needs, we also launched the Transportation Management System (the “TMS”) to meet the supply chain’s needs for data and cost optimization of cargo transportation. TMS provides real-time visibility into the movement of goods and enhances route planning and scheduling, leading to better tracking, faster deliveries and fuel consumption reduction.

During the Reporting Period, we did not experience any material shortage, delay or interruption with respect to the supply of food ingredients or non-food supplies from our suppliers, any material breach or early termination of our contractual arrangements with suppliers which materially affected our business operations, or any material fluctuations in the price of food ingredients or non-food supplies.

### 2.4.3 Sustainable Supply Chain

We are sourcing our key ingredients sustainably, with a specific goal to provide safe and responsible food. All suppliers are required to comply with all applicable laws and regulations and to meet environmental, social, integrity and food safety expectations, and are encouraged to make continuous improvement in ESG.

In 2024, we conducted a survey of existing suppliers and found that part of them have relevant ESG projects on the ground or in progress, relating to energy saving and emission reduction, photovoltaic and sewage recycling. We will focus on these suppliers and prioritize our cooperation.

Under equal conditions, we generally look for suppliers who are located close to our central kitchens to reduce costs and minimize environmental impact on logistics and transportation.

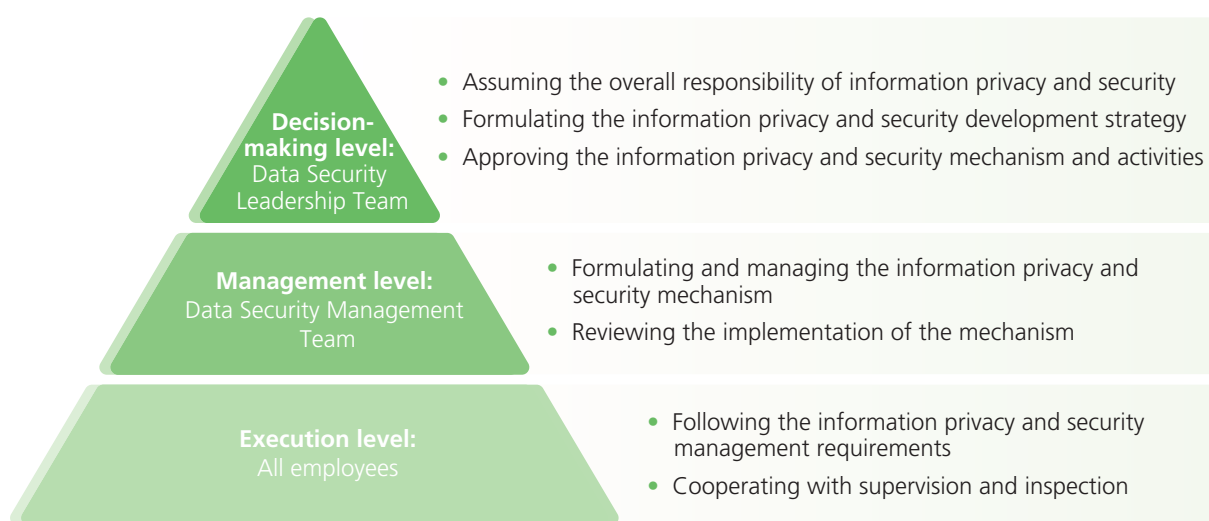
## 2 DELIVERING DELICACY

### 2.5 DATA AND PRIVACY

The development of technology has advanced remarkably over the past year, significantly impacting our data and privacy measures. We have a responsibility to maintain a robust privacy and security system and ensure all data collected from our customers or partners are managed securely.

We strictly comply with the *Data Security Law of the PRC*, the *Cybersecurity Law of the PRC*, the *Personal Information Protection Law of the PRC* and other applicable laws and regulations. We establish the *Data Security Management Policy*, the *Guidelines for the Management of Data Classification and Categorization*, the *Employee Personal Information Protection Policy* and the *Information Security Incident Management Regulation* to safeguard the information and data of different stakeholders.

To further strengthen information and data governance, we have established a privacy and security management framework.



Privacy and Security Management Framework

In terms of information security certification, we have obtained the Information System Security Protection Level 3 certification.



Information System Security Protection Level 3 Certificate



## 2 DELIVERING DELICACY

### 2.5.1 Data Protection

We adopt robust data protection processes to keep our systems safe and information confidential. We focus on monitoring and responding to security issues that arise in our daily operations with security measures at every level of our organization.

- 1 We have a well-established data breach emergency response process to minimize the risk of incidents.
- 2 We install antivirus software and data leakage prevention software on all our employees' computers.
- 3 Our e-commerce platform is built and tested to withstand hacker attacks.
- 4 We implement a rigorous data leakage prevention and control program based on the classification of data confidentiality levels.
- 5 We restrict network access by installing software on computers.
- 6 We enhance wireless network security.
- 7 We regulated admission to VPN remote access.
- 8 We conduct annual external and internal audits, internal penetration tests and vulnerability scans to identify opportunities for improvement.

Cybersecurity Protection Measures

## 2 DELIVERING DELICACY

We expect every employee at DPC Dash to participate in privacy and data security training when they join us. In 2024, we conducted training for the management on security incidents and emergency response. We also conducted a cybersecurity awareness campaign through phishing email streaks and information security threat perception case experience, enhancing cybersecurity awareness of employees.

We also impose strict security requirements for suppliers and business partners. Suppliers with moderate to high reliance on our data must sign the *Supplier Information Security Commitment*. The document clarifies requirements that we expect suppliers to obey regarding product safety, service safety, system security and data security, and measures regarding safety protection, among others. In 2024, we upgraded “Information Security Approval” node of the contract from offline to online, guaranteeing traceability of the information security approval process and improving our protection of employees’ and customers’ personal information.

### 2.5.2 Privacy Protection

In the digital age, protecting customer data is a top priority. We have a responsibility to ensure all personal data collected from customers are managed securely. We have the *Personal Information Protection Policy* that describes how we collect, use, and share information through the website and applications.

Generally, the data we collect are anonymized, other than certain personal information such as telephone numbers that customers provide with their consent through our channels or third-party channels.

In 2024, we conducted a third-party assessment of the APP’s personal information security, ensuring APP complies with data privacy regulations when collecting users’ personal information and strictly preventing unauthorized access and malpractice.

As of the end of the Reporting Period, we did not experience any major data security issues.



## 3 EMPOWERING PEOPLE

DPC Dash, as a warm and responsible employer, fosters a culture of diversity and inclusion, accelerates employee growth and enhances the employee experience through clear talent strategies and management practices.

### 3.1 DIVERSITY, EQUITY, AND INCLUSION

#### 3.1.1 Compliance Employment

We respect and safeguard the legal rights and interests of all employees, complying with relevant laws and regulations such as the *Labor Law of the PRC*, the *Labor Contract Law of the PRC*, and the *Implementing Regulations of the Labor Contract Law of the PRC*. We have formulated and continuously improved internal policies such as the *Employee Handbook*, and have made reasonable and lawful provisions for compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, as well as other benefits and welfare of the Company.

We adhere to the principles of equality and fairness recruitment, attracting talents through recruitment channels such as the Internet, on-site job fairs, campus job fairs and internal referrals. We provide all applicants with fair opportunities to access information and resources through a transparent and friendly recruitment process. We recruit, train, and promote individuals who are fit for positions based on their experience, qualifications, and potential, adhering to the principle of fairness without restrictions related to race, religion, political affiliation, or gender, while focusing on candidates' teamwork abilities and customer orientation to build an excellent and diverse team.

We established provisions in essential aspects, including recruitment and employment, to explicitly forbid the use of child labor and forced labor. To ensure we do not engage in the accidental use of child labor, we verify the identity cards of candidates in the recruitment process. Once detected, we will terminate the labor contract and transfer the case to the corresponding judiciary. To prevent forced labor, we encourage employees to complete work during regular working hours. If overtime work is necessary due to business needs, employees shall apply in advance and obtain written approval from the department head and will be compensated with overtime pay, traffic allowance and meal allowance. During the Reporting Period, there were no cases related to child labor or forced labor at DPC Dash.

As of the end of the Reporting Period, we had a total of 9,160 full-time and 19,640 part-time employees. Substantially all of our employees are based in China, primarily in Shanghai, Beijing, Shenzhen, Guangzhou and other cities in which we have operations. The distributions of the workforce are as follows:

### 3 EMPOWERING PEOPLE

Category		Full-time	Part-time
By gender	Male	4,175	9,649
	Female	4,985	9,991
By age group	Below 30	3,842	6,724
	30-50	5,199	11,362
	Above 50	119	1,554
By region	Shanghai	1,578	3,417
	Beijing	1,235	3,121
	Shenzhen	507	1,340
	Guangzhou	490	1,189
	Other cities	5,350	10,573

As of the end of the Reporting Period, the turnover rate of full-time and part-time employees was 40.49% and 106.41% respectively. The distributions of turnover rate are as follows:

Category <sup>1</sup>		Full-time	Part-time
By gender	Male	44.53%	90.32%
	Female	37.11%	121.94%
By age group	Below 30	56.56%	204.12%
	30-50	29.33%	57.65%
	Above 50	9.24%	40.09%
By region	Shanghai	23.95%	57.04%
	Beijing	29.07%	72.12%
	Shenzhen	34.91%	101.04%
	Guangzhou	54.29%	127.59%
	Other cities	47.27%	130.78%

*Note:*

1. Turnover rate (per category) = employees in the specified category leaving employment/number of employees in the specified category\*100

In 2024, we were honored with the Mercer 2024 China Best Employer Award and the Mercer 2024 China Best Employer Award for Organizational Agility.



## 3 EMPOWERING PEOPLE

### 3.1.2 Non-discrimination Workplace

We firmly believe that a diverse workforce serves as a catalyst for organizational innovation and vitality. We established the *Non-Discrimination and Sexual Harassment Policy* in the *Employee Handbook* that prohibits any form of discrimination and harassment, and clearly defines reporting mechanisms and corresponding corrective actions and disciplinary measures for discriminatory or harassing behaviors. To reinforce this commitment, during the reporting period, we updated the *Employee Email Communication Management Policy* to standardize electronic correspondence and ensure professional, efficient, and constructive interactions. This policy prohibits the sending of any email that contains extreme views, discrimination, insults, or topics/contents that are factually incorrect. Additionally, it prohibits the use of corporate email to harass other employees.

We are committed to supporting and promoting gender equality in the workplace, striving to achieve gender balance at all levels of the company. We provide equal opportunities and platforms for the development of our female employees. As of the end of the reporting period, 54% of our full-time employees are female, and 53% of our SLT team are female.

On the path to promoting social inclusivity, we remain steadfast in our efforts to contribute to the career development and social integration of employees with disabilities. In 2024, we actively fulfill our social responsibility by hiring 51 individuals with disabilities, through their own efforts, shine in frontline operational roles at our stores, realizing their self-worth.

3.2 REMUNERATION AND BENEFITS

We provide employees with competitive remuneration and benefits, a variety of community-oriented activities, and unimpeded communication channels to keep them engaged, motivated and committed to the Company’s collective growth.

3.2.1 Remuneration and Benefits Packages

The total remuneration and benefits packages mainly consist of monthly salary, bonuses, health coverage, and subsidies. We also conduct pay equity surveys to ensure that our remuneration system is fair and just.

Bonuses	Health Coverage	Subsidies
<ul style="list-style-type: none"><li>Office employees: year-end bonuses and project bonuses</li><li>Part-time employees: special holiday benefits and staff meals on special holidays such as the Spring Festival</li></ul>	<ul style="list-style-type: none"><li>Office employees: medical check-up packages, accident insurance, supplementary medical insurance and insurance for office employees and their children</li><li>Riders: group commercial insurance, which insures our riders against personal injuries and additional medical care</li></ul>	<ul style="list-style-type: none"><li>Office employees: housing subsidies, one-time relocation subsidies, transportation subsidies, living subsidies, and telephone subsidies according to the position level or city type</li></ul>

Remuneration and Benefits

We provide our employees with national statutory holidays, annual leave, personal leave, sick leave, marriage leave, maternity leave, and bereavement leave in accordance with the law. Moreover, we genuinely take into account the needs of our employees and have established company welfare holidays such as birthday leave. Our employees can also enjoy additional benefits such as quarterly vouchers for family and friends, employee meal discounts, and festival gift cards, demonstrating our comprehensive care for employees’ lives.



## 3 EMPOWERING PEOPLE

### 3.2.2 Community-oriented Activities

We value the voices and feelings of our employees and organize the employee club, as well as various cultural and recreational activities such as the grand celebration for a thousand stores, quarterly town hall meetings for all staff, and regional employee annual meetings, to promote participation and enhance employees' sense of involvement, fulfillment, and belonging from multiple dimensions.

#### The 1,000 Stores Grand Celebration and Annual Store Managers' Conference

On November 15, 2024, coinciding with the opening of the 1,000<sup>th</sup> store in Chengdu, DPC Dash held annual store managers' conference, bringing together over a thousand store managers from across the country. The conference awarded several honors, including the "1,000 Stores Milestone Award," "OMEGA Challenge Grand Prize," and "Ten Years of Long Service Award," recognizing employee contributions and motivating the team.



The 1,000 Stores Grand Celebration

#### The 5th "Wangcai Cup" Seven Stars Alliance Sports Games

On June 29, 2024, the 5th "Wangcai Cup" Seven Stars Alliance Sports Games were successfully held in Shanghai. This event was organized by eight companies, with over 300 athletes and staff participating. As one of the participating teams, our badminton club showed teamwork and a spirit of perseverance. The sports games not only promoted communication and collaboration among companies but also conveyed values of unity, friendship, and health.



The 5<sup>th</sup> "Wangcai Cup" Seven Stars Alliance Sports Games

## 3 EMPOWERING PEOPLE

### 3.2.3 Unimpeded Communication Channels

We provide employees with a variety of communication channels. Through the Employee Self-help Question Platform, we collect employee concerns and have them answered by SLT members at the quarterly town hall. Additionally, we have introduced an “upward communication” process to our employees, posting the contact information for each level of management in the store’s rest area and encouraging employees to submit ideas and suggestions.

In 2024, the Company conducted an employee engagement survey, exploring 16 engagement drivers and 56 questions. A total of 7,311 valid questionnaires were collected, covering SLT, office staff, store operations, and the central kitchens comprehensively. The final engagement score was 91, 17 points higher than the benchmark catering company.

We have established a secure and confidential complaint channel. When employees experience discrimination, harassment and other behaviors that negatively affect their rights and interests, the *Employee Appeal and Whistle-blowing Process* provides employees with clear channels for appeal. We strictly keep the personal information of complainants and the content of their complaints confidential.

## 3.3 TRAINING AND DEVELOPMENT

We firmly believe that the growth and development of employees are the driving forces behind the Company’s growth. By optimizing the training system and empowering employee development, we aim to fully stimulate the vitality of talent development and provide a broad platform for employee growth.

### 3.3.1 Employee Training

The Company emphasizes employee empowerment and has established policies such as the *Employee Handbook* and *Training Management Procedure* to provide customized training programs for employees in different functional departments and levels. Through online, in-person, and on-the-job learning activities, we encourage employees to engage in continuous learning and enhance their employability to adapt to the ever-changing market demands.

Our new employees participate in an 8-week training program focused on food safety, service, and culinary skills tailored to their workstations. Trainers, who are qualified and experienced shop managers with a proven track record, employ a 5-step training process to ensure consistency across all positions. In addition to standard food safety training, our riders receive specialized instruction on navigating urban traffic to enhance delivery safety and service efficiency.



### 3 EMPOWERING PEOPLE

We emphasize leadership development and cross-departmental communication learning. Various programs and workshops are designed to enhance communication skills, share business updates, and foster collaboration among employees at different levels, to empower employees with essential skills and knowledge to adapt to the evolving business landscape.

- **SLT – Leadership Series:** Including sessions on strategic communication and critical conversations, with a focus on talent management and leadership.
- **CMT-Management Team – Communication and Seminars:** Featuring business updates, cross-functional sharing, and talent exposure, including annual and special events.
- **Manager – Communication Skill Program:** Engaging participants in scenario-based problem solving to enhance communication across functions.
- **ALL – Lunch & Learn:** Providing informal learning opportunities to improve core business functions and professional skills, fostering a culture of continuous improvement.

#### "XIN" Skill Development Program

From October to December 2024, we launched the "XIN" Skill Development Program, which aimed to build a comprehensive understanding of communication, responsibility, and problem-solving. The program employed diverse learning methods, including role-playing, case discussions, and various other approaches, with a course satisfaction rating of 10/10. This training involved 31 employees from different departments, enhancing their skills and promoting collaboration. Additionally, it helped establish strong working relationships and improve team cohesion.



"XIN" Skill Development Program

### 3 EMPOWERING PEOPLE

#### Lunch & Learn – Exploring AI

In August 2024, we held the “Lunch & Learn” event titled “Exploring AI” to enhance employees’ interest in and understanding of AI technology. The event covered an introduction to the achievements of AI tools, and an exploration of its application scenarios and future development trends. This activity took place in a relaxed seminar format, where employees not only learned about the ways AI could improve efficiency but also experienced the potential of AI, helping to enhance their skills.



Lunch & Learn

As of the end of the Reporting Period, the average training hours per employee were 43.89 hours. The training-related KPIs are shown as follows:

Category		Percentage	Average training hours per employee (hours)
By gender	Male	48.00%	39.06
	Female	52.00%	46.22
By employee category	Senior management	0.06%	105.00
	Middle management	16.72%	91.78
	Other employees	83.22%	32.90



## 3 EMPOWERING PEOPLE

### 3.3.2 Employee Development

We provided employees with ample opportunities for growth and development, helping them to reach new heights in their careers. We established the *Promotion Pathways for Operational Staff* to offer clear career development paths through transparent and systematic career planning. We preferred to develop talent inventory and development plan, promoting leaders from within. Potential talents are identified and integrated into talent pools through competency assessment mechanisms such as assessment center, so that there is an adequate talent supply when business needs arise. To address competency gaps in our potential talents, we use training, mentoring and programmes to enhance their promotion readiness. In 2024, nearly half of our store operations management team were offered internal promotions, with the total number of internal promotions reaching 1,571.

At DPC Dash, we have been running a Fast-track Development Program for university students to move into management in 12 months, so that we can develop future leaders to meet fast growth. In 2024, we completed partnerships with 12 educational institutions for school-enterprise cooperation, successfully transitioning 86 students from the Fast Track Development Program to full-time positions, representing a 210% increase compared to the 2023 cohort. The conversion rate increased by 231% in 2024 compared to 2023, while the turnover rate decreased from 33% to 26%.

We established the Performance Development System to clarify key performance objectives for employees. Through the processes of performance goals setting, mid-year reviews, year-end evaluations and applications, we supported employees in enhancing their performance, achieving personal growth, and advancing their careers while driving the achievement of the Company's strategic goals through continuous communication and feedback. Moreover, we ensured the fairness of performance results by utilizing a method of "multi-source collection, horizontal comparison and multiple calibrations", providing qualitative and quantitative evidence as much as possible, collecting employee performance data from multiple dimensions, and conducting horizontal comparisons among team members within the department.

## 3 EMPOWERING PEOPLE

### 3.4 HEALTH AND SAFETY

We recognize that safeguarding the physical and mental well-being of our employees is an essential responsibility of the Company. We are dedicated to fostering a healthier, safer, and more harmonious work environment, ensuring the health and happiness of our employees and their families.

#### 3.4.1 Safety Management System

We prioritize the health and safety of our employees and adhere to health and safety laws and regulations in the PRC, including the *Work Safety Law of the PRC*, and the *Fire Prevention Law of the PRC*, among others. To ensure compliance, we have developed an *Emergency Response Plan*, the *Work Safety and Hygiene Manual*, the *Employee Safety Handbook*, and other relevant policies in accordance with applicable regulations.

We establish and hone a comprehensive safety and security system that is designed to effectively respond to serious accidents, dangers to health, and threats to public safety, fostering a safe and healthy working environment for our employees. To strengthen safety in production, we especially established the safety standardization system and a dual control mechanism to guarantee the legality and regularity of safety production and reduce safety risks. By combining risk classification and control and hazard identification and management, the dual control mechanism aims to create a dynamic management chain that effectively controls risks from source to outcome.

#### 3.4.2 Occupational Health and Safety

We place a high priority on the occupational health and safety of our employees. In compliance with the *Law of the PRC on the Prevention and Treatment of Occupational Diseases* and other laws and regulations, we have implemented a structured occupational safety management system with clearly defined responsibilities and established a series occupational safety management policies.

Our dedicated Environment, Health, and Safety (the “EHS”) working group holds regular meetings to formulate, review, revise, and enhance safety policies. We establish a robust reporting structure for work-related incidents and undertake annual EHS audits on each central kitchen and store. Besides, we invite the third party to conduct occupational hazard factors detection for our central kitchens regularly.

Each year, we arrange pre-employment and ongoing occupational health examinations for personnel in relevant positions and provide them with appropriate protective equipment. In 2024, we introduced differentiated health examination services for employees, allowing them to choose free additional examination packages on their own.



## 3 EMPOWERING PEOPLE

For occupational health training, we strictly comply with regulatory requirements by conducting training sessions in 2024, targeting personnel in relevant positions, continuously enhancing employees' awareness of occupational health and safety protection skills.

Furthermore, we perform annual safety performance evaluations that assess compliance with occupational health and worker protection requirements. In 2024, our annual performance indicators include occupational health, worker protection and other rules.

In the past three years, DPC Dash has recorded zero work-related fatalities among full-time employees across stores, central kitchens, and offices. The number of lost working days for full-time employees across stores, central kitchens, and offices due to work injury was 3,617 days during the Reporting Period.

### 3.4.3 Rider Safety

We prioritize rider safety by distributing to our delivery riders a *Delivery Safety Work Manual* before taking their first delivery trips. We also implement measures like delivery management and equipment support to ensure safe deliveries.

#### Delivery Management

- Personal identity verification and screening are conducted for riders before onboarding, and they must adhere to service standards
- Technology is utilized to prevent unnecessary trips or speeding by riders
- An intelligent delivery system optimizes task allocation and reduces mileage
- Community GPS guides riders to follow the correct routes
- Delivery requests are suspended during extreme weather to reduce the risk of rider injuries



#### Equipment Support

- Riders are provided with electric bicycles that meet China's mandatory product certification standards for safety and quality
- Contracted vendors perform regular maintenance and repairs on the electric bicycles
- Batteries are inspected regularly and replaced at efficient charging stations when necessary



## 3 EMPOWERING PEOPLE

### 3.4.4 Fire Safety

We have implemented comprehensive fire safety management policies for our stores and central kitchens, ensuring a consistent approach to fire safety practices across our entire network. These enhanced policies offer detailed guidance on the proper use and maintenance of fire safety equipment, reinforcing our commitment to a safe environment.

#### Fire Safety Equipment:

Fire safety equipment is strategically installed and well-maintained at all locations. Our stores are progressively deploying fireproof charging cabinets with fire suppression systems, smart monitoring, and early warning, as well as emergency stop buttons to ensure the safety and compliance of the charging process, thereby reducing the incidence of fire accidents.

#### Fire Safety Training:

Mandatory fire safety training is provided for staff, covering fire signage, equipment use, evacuation plans, first aid, and policies. We have created training videos focusing on fire safety, battery management, and extinguishing techniques.

#### Fire Safety Inspections:

Our factories conduct daily, weekly, every ten days, and quarterly inspections through dedicated safety departments to ensure fire alarm and emergency lighting systems are functioning properly, and escape routes and fire exit signage are intact. All stores have collaborated with fire departments for spot checks and passed inspections by the end of the reporting period.

#### Fire Drills:

Our stores regularly participated in fire drills organized by the mall to boost fire safety awareness, with our central kitchen holding at least two drills annually. The fire drill is also conducted in offices annually.



Store Fire Drill



## 4 PROTECTING PLANET

DPC Dash practices green operations, supports the circular economy, explores environmentally friendly and nature-positive business actions, and promotes harmonious coexistence between humans and nature to address the challenges posed by climate change and ecological crises.

We have established environmental protection guidelines, adhering to the principles of pollution prevention and continuous improvement in environmental protection. Our EHS working group is responsible for following up on external audits of relevant departments, assisting in the implementation of environmental plans and remedial measures, formulating policies, updating laws and regulations, and holding regular meetings for review and follow-up to support the realization of our environmental protection guidelines.

### 4.1 CLIMATE CHANGE ADAPTATION AND CARBON REDUCTION

Against the backdrop of global attention to climate change, the industry faces a range of opportunities and challenges in its low-carbon transition. We proactively identify and assess the impact of transition risks and physical risks, and incorporate them into our overall risk management process and operational planning to enhance climate adaptability and achieve resilient development.

#### 4.1.1 Transition Risks

##### Policy and legal risk

Compliance with PRC's regulations is a requirement for us. In alignment of the PRC's carbon peak and neutrality goals, we may incur additional costs to purchase renewable energy, replace undegradable packaging, promote sustainable sourcing and engage in low-carbon product development.

Recognizing the importance of low-carbon transition, we actively explore opportunities in renewable energy, degradable packaging and sustainable sourcing of raw materials in response to related national policies and work collaboratively with all parties to tackle climate change challenges together.

##### Technology risk

Climate change may pose requirements on our technology, leading the substitution of existing products and services with lower emissions options, including but not limited to renewable energy, packaging or equipment.

We are introducing low-carbon equipment and technology to our central kitchens and stores. In addition, we are testing and deploying digital systems to reduce the carbon footprint of distribution and delivery.

## 4 PROTECTING PLANET

### Market risk

Our business relies on a number of third-party suppliers, which can be influenced by climate change. Risks due to adverse changes in the supply price, quality, and supply and demand of raw materials or equipment, or even interruption of supply may impact our operation.

To minimize supply fluctuation, we regularly assess fluctuations to monitor raw material availability. Besides, we already dual source the majority of key ingredients and collaborate with suppliers across different geographics to mitigate risks.

### Reputation risk

Climate change can affect our reputation among consumers and other stakeholders through our actions in reducing greenhouse gas emissions, supporting climate actions, etc. If we ignore or fail to contribute to climate change, we may face reputational damage and loss of market share.

We conduct consumer surveys that allow us to understand expectations and improve reputation within the context of the food industry. For example, we are aware of consumers' opinions on packaging and food options, then we are working on these topics to improve reputation.

### 4.1.2 Physical Risks

#### Acute and chronic risk

Our business is dependent on the prompt delivery and transportation of our raw materials and food ingredients. We are aware that events that disrupt our operations, such as fires, floods, or other natural disasters, may materially and adversely affect our business operations.

To ensure the supply of goods and the normal operation of the stores, we have established a crisis management team and formulated the *Supply Safety Emergency Response Management Policy* and *Emergency Response Plan* to minimize our risk exposure in the event of rainstorms, floods, earthquakes or other extreme weather conditions or natural disasters.



## 4 PROTECTING PLANET

### 4.2 ENERGY MANAGEMENT

We promote the construction of an energy management system with high standards, formulating the *Energy Management Policy*. Through measures such as resource cost control, system application, equipment improvement, and employee training, we further enhance the effectiveness of energy management.



#### Resource Cost Control

- Adopting stringent energy indicators that are subject to monthly review and on-going maintenance
- Piloting recording the energy consumption of high-energy equipment such as kitchen equipment, lighting equipment, and refrigeration equipment



#### Logistics Management

- Piloting using the TMS to calculate and intelligently optimize the logistic routes between central kitchens and stores while transitioning to paperless
- Piloting the usage of new energy vehicles



#### Equipment Improvement

- Adopting LED lighting, high-efficiency equipment, compressor heat recovery system, heat insulation facilities (extruded sheet, glass and partitions)
- Cold room features including automatic door closures and thermal curtains to reduce cold air loss
- Carrying out energy-saving renovations for ovens by installing energy-saving hoods to recover excess heat
- Piloting the retrofit of the fresh air system to use inverter control for fresh air volume



#### Employee Training

- Requiring our employees to attend mandatory energy saving trainings with the focus on continuous improvement of energy
- Encouraging employees to turn off the lights and set the proper air conditioning temperature

## 4 PROTECTING PLANET

As of the end of the Reporting Period, the energy-related KPIs and GHG emissions are shown as follows:

Indicators <sup>1,2</sup>	Unit	2023	2024
Total energy consumption <sup>3</sup>	MWh	98,436.78	168,332.09
Direct energy consumption	MWh	5,811.10	5,318.92
Indirect energy consumption	MWh	92,625.68	163,003.17
Energy consumption intensity	MWh/million RMB revenue	32.27	39.02
Total GHG emissions (Scopes 1 and 2) <sup>4</sup>	tCO <sub>2</sub> e	53,986.30	88,530.97
Direct GHG emissions (Scope 1)	tCO <sub>2</sub> e	1,161.87	1,063.47
Indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e	52,824.43	87,467.50
GHG emission intensity	tCO <sub>2</sub> e/million RMB revenue	17.70	20.52

### Notes:

- As the number of stores has increased from 768 in 2023 to 1,008 in 2024, some of the resource-related KPIs and GHG emissions increased.
- Apart from the matters disclosed above, we do not cause other significant environmental impacts or make heavy use of other environmental and natural resources during operation. Therefore, Aspect A3 (The environment and natural resources) and KPI A3.1 (Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them) do not apply to the Company and are not disclosed in the Report.
- Total energy consumption is calculated based on the consumptions of electricity and natural gas, and the default parameter values related to common fossil fuel characteristics refer to the *GHG Emission Accounting Method and Reporting Guide for Food, Tobacco, Alcohol, Beverage and Refined Tea Enterprises (Trial)* issued by the National Development and Reform Commission (NDRC).
- Based on the nature of the Company's business operation, our GHG emissions mainly consist of direct GHG emissions (Scope 1) from natural gas consumption and energy indirect GHG emissions (Scope 2) from purchased electricity. GHG emissions are presented as CO<sub>2</sub> equivalents and the greenhouse gas emissions of purchased electricity were calculated according to the *GHG Emission Accounting Method and Reporting Guide for Food, Tobacco, Alcohol, Beverage and Refined Tea Enterprises (Trial)* issued by the NDRC and the latest national grid factor issued by Ministry of Ecology and Environment.



### 4.3 WATER STEWARDSHIP

We are dedicated to exploring more efficient water usage methods and actively promoting water conservation initiatives. In practice, we have implemented a series of effective measures: we have established detailed water cost control indicators and conduct strict monthly reviews, continuously maintaining and optimizing based on the review results; we actively organize mandatory water-saving training for employees, enhancing their awareness of water conservation and guiding them to develop the good habit of turning off the tap when not in use during their daily work. We encountered no issues in sourcing water that is fit for purpose during the Reporting Period.

As of the end of the Reporting Period, the water-related KPIs are shown as follows:

Indicators <sup>1</sup>	Unit	2023	2024
Total water consumption	ton	394,058.57	533,687.70
Water consumption intensity	ton/million RMB revenue	129.17	123.48

Note:

- As the number of stores has increased from 768 in 2023 to 1,008 in 2024, the total water consumption increased while the water consumption intensity decreased.

## 4 PROTECTING PLANET

### 4.4 PACKAGING MANAGEMENT

We have established the *Packaging Management Policy* aimed at focusing on aspects such as packaging reduction, reusable and recyclable packaging and material replacement, and continuously expanding the application scope of sustainable packaging solutions. In stores, we use lightweight pizza boxes and napkins, and we use eco-friendly packaging, replacing single-use plastics items with biodegradable straws, knives and forks. In central kitchens, we use reusable containers to package our main processed food ingredients, including pizza dough, pasta, and rice, and we also use recyclable crates in place of cardboard boxes.

#### Sustainable Packaging Progress at DPC Dash

- Our takeaway cutlery (knives, forks, spoons) are 100% made from biodegradable, eco-friendly plastic or wood
- Our dine-in snack boxes and pizza trays are 100% recyclable tableware
- By the end of 2024, 99.9% of stores have used transportation of bulk goods in recyclable crates
- The proportion of non-biodegradable plastic packaging as a percentage of total packaging materials purchased was reduced from 16% in 2020 to 4% in 2024

In addition, we collaborate with partners through seminars, workshops, and other methods to stay updated on the latest industry trends and seek solutions for eco-friendly materials.

As of the end of the Reporting Period, the packaging-related KPIs are shown as follows:

Indicators <sup>1</sup>	Unit	2023	2024
Total packaging material used	ton	5,704.56	7,700.20
Packaging material intensity	ton/million RMB revenue	1.87	1.78

*Note:*

1. As the number of stores has increased from 768 in 2023 to 1,008 in 2024, the total packaging material used increased while the packaging material intensity decreased.



### 4.5 WASTE MANAGEMENT

We maintain compliance with laws and regulations governing environmental protection, such as the *Environmental Protection Law of the PRC*, the *Environmental Impact Assessment Law of the PRC* and the *Law of the PRC on the Prevention and Control of Environmental Pollution of Solid Waste*, and operate our business with an aim to reduce our environmental impacts. We have established the *Poisonous and Harmful Goods Control Procedure*, the *Waste Reduction Management Policy* and other related internal control procedures for regulating waste classification and disposal processes as well as management systems, with the aim of reducing the generation of emissions and related pollution incidents during the manufacturing process.

#### 4.5.1 Food Waste

We apply innovative technologies and scientific management methods to various stages of the value chain, including procurement, transportation, processing, and disposal, to reduce food loss and waste, laying the foundation for a sustainable operating model.

Annual waste reduction target

No more than **0.1**% of loss rate of waste material in central kitchens comparing with the purchase amounts.

System Application	<ul style="list-style-type: none"> <li>Developing an Inventory Management System for stores to monitor inventory status in real-time, avoid stock shortages or excess, improve inventory turnover rates, and reduce material waste</li> </ul>
Process Improvement	<ul style="list-style-type: none"> <li>Improving the production accuracy and implementing good maintenance management of production equipment to reduce the incorporation of foreign objects into the dough, thereby lowering the rate of dough waste generation</li> </ul>
Demand-Triggered Culinary System	<ul style="list-style-type: none"> <li>Activating meal preparation exclusively upon verified order receipt, systematically preventing food waste</li> </ul>
Consumer Education	<ul style="list-style-type: none"> <li>Promoting the ‘Clean Plate Campaign’ by disseminating relevant information in stores</li> <li>Promoting environmental protection concepts on pizza boxes and snack boxes</li> </ul>
External Collaboration	<ul style="list-style-type: none"> <li>Exploring different approaches to reduce surplus food including compost by cooperating with external agencies</li> </ul>

## 4 PROTECTING PLANET



'Clean Plate Campaign' Notice

### Baby Kitchen to Deliver ESG Concepts

We organize Baby Kitchen events to promote ESG principles, emphasizing the use of high-quality ingredients. In 2024, we hosted over 2,700 Baby Kitchen events, covering over 630 stores.

In 2025, Baby Kitchen will incorporate concepts such as 'Clean Plate Campaign', encouraging consumers to minimize food waste.



Baby Kitchen Event

### 4.5.2 Other Wastes

Our main sources of waste are solid waste, wastewater and a limited amount of smoke. We obtained the *Environmental Impact Assessment* for all completed construction projects, discharged sewage and waste meeting relevant standards, and caused no noise or soil pollution to the surrounding communities.



## 4 PROTECTING PLANET

We adopt various measures to reduce solid waste:



### Hazardous waste

Entering into disposal agreements with third parties with relevant qualifications regarding the limited amount of hazardous waste generated from our central kitchen, which includes used filter screens, waste activated carbon and laboratory waste



### Non-hazardous waste

Entering into disposal agreements with local authorities in the PRC to handle our non-hazardous waste

We implement several measures to address wastewater and exhaust emissions. We hire third-party evaluators to conduct annual water quality testing and ensure that we discharge sewage that meets standards into urban sewage systems, minimizing our environmental impact. Additionally, we comply with regulations by installing fume extractors, smoke vents, and smoke purifiers in our store, conducting regular cleaning and maintenance as required by local authorities.

In parallel, we prioritize the environmental protection awareness of our employees. We provide them with information about environmental issues and encourage them to adopt environmentally responsible practices both at work and in their communities. To further reduce waste, we mandate training sessions and tests on waste reduction that all employees must complete.

As of the end of the Reporting Period, the emission-related KPIs are shown as follows:

Indicators <sup>1,2</sup>	Unit	2023	2024
Non-hazardous waste <sup>3</sup>	ton	4,282.95	7,233.68
Non-hazardous waste intensity	ton/million RMB revenue	1.40	1.68
Total wastewater <sup>4</sup>	ton	203,596.73	276,781.22
Wastewater intensity	ton/million RMB revenue	66.74	64.16

#### Notes:

- As the number of stores has increased from 768 in 2023 to 1,008 in 2024, the non-hazardous waste, the non-hazardous waste intensity and total wastewater increased while wastewater intensity decreased.
- Hazardous waste generated from the Company mainly includes used filter screens, waste activated carbon and laboratory waste, of which the amount is negligible, so it is not disclosed in this ESG Report.
- Non-hazardous waste generated by the Company mainly includes food waste, discarded packaging materials and dough samples. The non-hazardous waste contains recyclable cartons in 2024, so the data are larger compared to 2023.
- We discharge wastewater mainly from central kitchens and stores during our daily operations.

## 5 ENGAGING COMMUNITY

As a globally popular pizza brand, we firmly believe that we can be a force for good in communities through our charities and donations, delivering better for the communities where we live, work and play. We know the impact we have, and we never take for granted the opportunity to run our stores and serve the communities around us. That is why we dedicate time and resources and leverage our professional strengths to serve our community.

### 5.1 COMMUNITY AND WELFARE

We play an active role in the growth of the communities where we operate through several sustainable development initiatives which include serving the city's guardians, spreading traditional culture and so on. We are also proud that our employees participate in social welfare activities.

#### 5.1.1 Serving the City's Guardians

##### "1 Cent" Charity Meal

We joined the "WeChat Pay Love Meal" public welfare program to provide sanitation workers with exclusive caring benefits. After real-name authentication in the cities where this program is conducted, all sanitation workers with local authentication can use the e-coupon to receive a meal priced at RMB34 at our designated stores.

In 2024, the "1 Cent" charity meal activities have expanded to five cities, and the number of charity meal has increased by 150% compared to 2023.

In October 2024, we were honored with the title of "Charity Merchant" by the Shenzhen Urban Management and Comprehensive Law Enforcement Bureau and the Beautiful Shenzhen Foundation.



Charity Merchant



## 5 ENGAGING COMMUNITY

### Serving Outdoor Workers

In August 2024, we joined hands with Wuhan Youth Development Foundation, Wuhan Hope Project Office and Wuhan Association of Enterprises with Foreign Investment to pay tribute to outdoor workers under the high temperature, including sanitation workers and delivery riders. We donated RMB22,300 worth of food, making outdoor workers feel the care of the society.



Serving Outdoor Workers

### Trade Union Warming Station

In March 2024, 15 stores in Beijing joined the Trade Union Warming Station to provide convenience and care for special groups, including hot water and resting place, which facilitate cooperation and linkage among members in the community.



Trade Union Warming Station

## 5 ENGAGING COMMUNITY

### 5.1.2 Spreading Traditional Culture

#### 1000<sup>th</sup> Store Spreading Chinese Culture

Our 1000<sup>th</sup> store in Chengdu incorporates elements of the local Sichuan culture with the “1000<sup>th</sup> Store” logo, which is made up of bamboo, panda, Chinese Traditional Opera Facial Makeup and pizza elements, to create a more relaxing and comfortable dining environment while spreading Chinese culture.



1000<sup>th</sup> Store Spreading Chinese Culture

#### Intangible Cultural Heritage Experience Activity

On Women's Day 2024, we co-organized an event with Shanghai Pudong New Area Puxing Road Street Community Party Service Center to share the joy of the festival, spread Chinese culture, and create beautiful memories through the intangible cultural heritage experience activities.



Intangible Cultural heritage Experience Activity



## 5 ENGAGING COMMUNITY

### 5.1.3 Helping Vulnerable Groups

#### Improve Rural Education

Huochai Box is a public welfare project founded in Shanghai in 2017 to empower rural education. In collaboration with Huochai Box, we strive to improve the quality of rural education together with teachers and principals in rural area.



Improve Rural Education

#### Serving the Elderly

In June 2024, we delivered delicious pizzas and condolences to the elderly in a nursing home in Chengdu, accompanying them to spend a happy time on the occasion of the festive season. Through our tangible actions, we convey warmth and affection to every senior citizens, ensuring them experience the care and esteem of both the enterprise and society in their golden years.



Serving the Elderly

## 5 ENGAGING COMMUNITY

### “Silkworm” Welfare Program

The “Silkworm” Welfare Program (the “**Silkworm**”) was launched in 2019 with the mission of offering time, funds, and services to visually impaired individuals, empowering them to integrate into society. The program has introduced a variety of hobby classes, including English, poetry recitation, dance, and opera, significantly enriching the lives of visually impaired community members.

In January 2024, we joined as a supporter for the inaugural Shanghai Citizen’s Poetry Festival, organized by the Silkworm. During the event, a group of visually impaired individuals, who embody a love for life and a pursuit of beauty, expressed their inner dreams through the art of poetry. In March 2024, we sponsored the Silkworm 4th anniversary large-scale cultural performance of love, to show everyone with practical actions: where there is love, there is no darkness.



“Silkworm” Welfare Program

### Caring for the Visually Impaired

On the International Day of Persons with Disabilities, we partnered with HP Shanghai Co. to co-host an event dedicated to supporting the visually impaired, demonstrating our shared commitment to compassion and social responsibility. The activity brought together 7 visually impaired individuals and 18 volunteers, fostering a spirit of inclusivity and care while collectively spreading love and a sense of duty.

Beyond the welfare initiatives mentioned, we have also organized a diverse range of events, such as sponsoring sports activities. Through these efforts, we strengthen our bonds with the community and spread positivity, fostering a sense of connection and shared purpose.



## 5 ENGAGING COMMUNITY

### 5.2 EMPOWERMENT AND INDUSTRY DEVELOPMENT

With an open attitude, we actively participate in industry communications, cooperate closely with industry associations, and are committed to promoting the development of the food industry.

We have joined associations such as the China General Chamber of Commerce (vice president unit), the China Cuisine Association (governing unit), the China Chain Store & Franchise Association (governing unit), the China Advertising Association (seventh executive director), China Advertising Association of Commerce (Vice-Chairman Unit of the Fifth Council of the Digital Marketing Committee) and several local associations. In 2024, the Company joined China Food and Drug Enterprises Quality and Safety Promotion Association – Food Nutrition and Catering Branch as the inaugural chair company and the council of the China Food Health Seven Star Alliance as an executive director unit.

Moreover, we actively participate in the formulation and revision of laws and regulations and industry standards, and contribute to the promotion of the business environment.

We remain committed to advancing industry communication and development by sharing innovations in health and nutrition to support the development of a healthy China. Through collaboration with industry peers and community members, we aim to enhance our collective efforts and deliver even greater value and service to all.

## APPENDIX: ESG REPORTING GUIDE INDEX

Aspect	Description	Title of sections
<b>A1</b>	<b>Emissions</b>	
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	<b>Protecting Planet</b> <b>&gt;Energy Management</b> <b>&gt;Waste Management</b>
<b>A1.1</b>	The types of emissions and respective emissions data.	<b>Protecting Planet</b> <b>&gt;Energy Management</b> <b>&gt;Waste Management</b>
<b>A1.2</b>	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	<b>Protecting Planet</b> <b>&gt;Energy Management</b>
<b>A1.3</b>	Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	<b>Protecting Planet</b> <b>&gt;Waste Management</b>
<b>A1.4</b>	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	<b>Protecting Planet</b> <b>&gt;Waste Management</b>
<b>A1.5</b>	Description of emission target(s) set and steps taken to achieve them.	<b>Protecting Planet</b> <b>&gt;Waste Management</b>
<b>A1.6</b>	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	<b>Protecting Planet</b> <b>&gt;Waste Management</b>
<b>A2</b>	<b>Use of Resources</b>	
<b>General Disclosure</b>	Policies on the efficient use of resources, including energy, water and other raw materials.	<b>Protecting Planet</b> <b>&gt;Energy Management</b> <b>&gt;Water Stewardship</b> <b>&gt;Packaging Management</b>
<b>A2.1</b>	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).	<b>Protecting Planet</b> <b>&gt;Energy Management</b>
<b>A2.2</b>	Water consumption in total and intensity (e.g. per unit of production volume, per facility).	<b>Protecting Planet</b> <b>&gt;Water Stewardship</b>



## APPENDIX: ESG REPORTING GUIDE INDEX

Aspect	Description	Title of sections
<b>A2.3</b>	Description of energy use efficiency target(s) set and steps taken to achieve them.	<b>Protecting Planet</b>
<b>A2.4</b>	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.	<b>Protecting Planet</b> <b>&gt;Water Stewardship</b>
<b>A2.5</b>	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	<b>Protecting Planet</b> <b>&gt;Packaging Management</b>
<b>A3</b>	<b>The Environment and Natural Resources</b>	
<b>General Disclosure</b>	Policies on minimising the issuer's significant impacts on the environment and natural resources.	<b>Protecting Planet</b> <b>&gt;Energy Management</b>
<b>A3.1</b>	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	<b>Protecting Planet</b> <b>&gt;Energy Management</b>
<b>A4</b>	<b>Climate Change</b>	
<b>General Disclosure</b>	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer.	<b>Protecting Planet</b> <b>&gt;Climate Change Adaptation and Carbon Reduction</b>
<b>A4.1</b>	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	<b>Protecting Planet</b> <b>&gt;Climate Change Adaptation and Carbon Reduction</b>
<b>B1</b>	<b>Employment</b>	
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	<b>Empowering People</b> <b>&gt;Diversity, Equity, and Inclusion</b>
<b>B1.1</b>	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	<b>Empowering People</b> <b>&gt;Diversity, Equity, and Inclusion</b>

## APPENDIX: ESG REPORTING GUIDE INDEX

Aspect	Description	Title of sections
<b>B1.2</b>	Employee turnover rate by gender, age group and geographical region.	<b>Empowering People &gt;Diversity, Equity, and Inclusion</b>
<b>B2</b>	<b>Health and Safety</b>	
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	<b>Empowering People &gt;Health and Safety</b>
<b>B2.1</b>	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	<b>Empowering People &gt;Health and Safety</b>
<b>B2.2</b>	Lost days due to work injury.	<b>Empowering People &gt;Health and Safety</b>
<b>B2.3</b>	Description of occupational health and safety measures adopted and how they are implemented and monitored.	<b>Empowering People &gt;Health and Safety</b>
<b>B3</b>	<b>Development and Training</b>	
<b>General Disclosure</b>	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	<b>Empowering People &gt;Training and Development</b>
<b>B3.1</b>	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	<b>Empowering People &gt;Training and Development</b>
<b>B3.2</b>	The average training hours completed per employee by gender and employee category.	<b>Empowering People &gt;Training and Development</b>
<b>B4</b>	<b>Labour Standards</b>	
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	<b>Empowering People &gt;Diversity, Equity, and Inclusion</b>
<b>B4.1</b>	Description of measures to review employment practices to avoid child and forced labour.	<b>Empowering People &gt;Diversity, Equity, and Inclusion</b>



## APPENDIX: ESG REPORTING GUIDE INDEX

Aspect	Description	Title of sections
<b>B4.2</b>	Description of steps taken to eliminate such practices when discovered.	<b>Empowering People</b> <b>&gt;Diversity, Equity, and Inclusion</b>
<b>B5</b>	<b>Supply Chain Management</b>	
<b>General Disclosure</b>	Policies on managing environmental and social risks of the supply chain.	<b>Delivering Delicacy</b> <b>&gt;Supply Chain Management</b>
<b>B5.1</b>	Number of suppliers by geographical regions.	<b>Delivering Delicacy</b> <b>&gt;Supply Chain Management</b>
<b>B5.2</b>	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	<b>Delivering Delicacy</b> <b>&gt;Supply Chain Management</b>
<b>B5.3</b>	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	<b>Delivering Delicacy</b> <b>&gt;Supply Chain Management</b>
<b>B5.4</b>	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	<b>Delivering Delicacy</b> <b>&gt;Supply Chain Management</b>
<b>B6</b>	<b>Product Responsibility</b>	
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	<b>Delivering Delicacy</b> <b>&gt;Food Safety and Quality</b>
<b>B6.1</b>	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	<b>Delivering Delicacy</b> <b>&gt;Food Safety and Quality</b>
<b>B6.2</b>	Number of products and service-related complaints received and how they are dealt with.	<b>Delivering Delicacy</b> <b>&gt;Customer Services</b>

## APPENDIX: ESG REPORTING GUIDE INDEX

Aspect	Description	Title of sections
<b>B6.3</b>	Description of practices relating to observing and protecting intellectual property rights.	<b>Responsible Governance</b> <b>&gt;Intellectual Property Protection</b>
<b>B6.4</b>	Description of quality assurance process and recall procedures.	<b>Delivering Delicacy</b> <b>&gt;Food Safety and Quality</b>
<b>B6.5</b>	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	<b>Responsible Governance</b> <b>&gt;Data and Privacy</b>
<b>B7</b>	<b>Anti-corruption</b>	
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	<b>Responsible Governance</b> <b>&gt;Business Ethics</b>
<b>B7.1</b>	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.	<b>Responsible Governance</b> <b>&gt;Business Ethics</b>
<b>B7.2</b>	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	<b>Responsible Governance</b> <b>&gt;Business Ethics</b>
<b>B7.3</b>	Description of anti-corruption training provided to directors and staff.	<b>Responsible Governance</b> <b>&gt;Business Ethics</b>
<b>B8</b>	<b>Community Investment</b>	
<b>General Disclosure</b>	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.	<b>Engaging Community</b> <b>&gt;Community and Welfare</b>
<b>B8.1</b>	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	<b>Engaging Community</b> <b>&gt;Community and Welfare</b>
<b>B8.2</b>	Resources contributed (e.g. money or time) to the focus area.	<b>Engaging Community</b> <b>&gt;Community and Welfare</b>



**Domino's Pizza**  
**达美乐比萨**

