



# 鍋圈食品（上海）股份有限公司

## GUOQUAN FOOD (SHANGHAI) CO., LTD.

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

(於中華人民共和國註冊成立的股份有限公司)

Stock Code股份代號: 2517.HK



# 2024

## 環境、社會及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

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# 關於本報告

## ABOUT THE REPORT

### 發佈情況

本報告是鍋圈食品（上海）股份有限公司（簡稱「鍋圈」或「（本）公司」）發佈的第二份《環境、社會及管治（簡稱「ESG」）報告》，旨在向投資者及其他利益相關方披露公司在經營中對於 ESG 議題所秉持的理念、建立的管理方法、開展的工作與取得的成效。

### Release Information

This is the second *Environmental, Social and Governance ("ESG") report* (the "**Report**") released by Guoquan Food (Shanghai) Co., Ltd. ("**Guoquan**" or the "**Company**"), which is designated to disclose the Company's philosophy, management methods, actions, and achievements regarding ESG issues to investors and other stakeholders.

### 組織範圍

除非另有特別說明，本報告的披露範圍與鍋圈（股票代碼：2517.HK）同期合並財務報表範圍一致，涵蓋鍋圈及其附屬公司（統稱「（本）集團」或「我們」）。本報告涉及的附屬公司的簡稱及其主要業務介紹詳見下表。

### Reporting Scope

Unless otherwise stated, the reporting scope of the Report is consistent with the scope of the consolidated financial statement of Guoquan (Stock Code: 2517.HK) of the same period, covering Guoquan and its subsidiaries (collectively referred to as the "**Group**" or "**we**"). Abbreviations of significant subsidiaries mentioned herein, and their primary businesses are listed below.

「歡歡工廠」 "Huanhuan Plant"	指鍋圈歡歡食品（湖北）有限公司，我們自營生產設施的其中一家，從事水產類產品加工 Refers to Guoquan Huanhuan Food (Hubei) Co., Ltd., one of our self-operated production facilities that engages in aquatic product processing.
「和一工廠」 "Heyi Plant"	指鹿邑縣和一肉業有限公司，我們自營生產設施的其中一家，從事牛肉加工 Refers to Luyi Heyi Meat Industry Co., Ltd., one of our self-operated production facilities that engages in beef processing.
「丸來丸去工廠」 "Wanlai Wanqu Plant"	指鹿邑縣丸來丸去食品有限公司，我們自營生產設施的其中一家，從事肉丸生產 Refers to Luyi County Wanlai Wanqu Food Co., Ltd., one of our self-operated production facilities that engages in meatball production.
「澄明工廠」 "Chengming Plant"	指鹿邑縣澄明食品有限公司，我們自營生產設施的其中一家，從事火鍋底料生產 Refers to Luyi Chengming Food Co., Ltd., one of our self-operated production facilities that engages in hotpot soup base production.

## 時間範圍

本報告為年度報告。報告時間範圍為 2024 年 1 月 1 日至 2024 年 12 月 31 日（簡稱「**報告期**」）。為增強報告的對比性和前瞻性，部分內容或將超出上述時間範圍。

## Reporting Period

The Report is an annual report, covering the period from January 1, 2024 to December 31, 2024 (the "**Reporting Period**"). To enhance the Report's comparability and forward-looking nature, some content may extend beyond this time frame.

## 編制依據

本報告依據香港聯合交易所有限公司（簡稱「**香港聯交所**」）刊發的《香港聯合交易所有限公司證券上市規則》（簡稱「**上市規則**」）附錄 C1《企業管治守則》（簡稱「**企業管治守則**」）、附錄 C2《環境、社會及管治報告指引》（2023 年 12 月 31 日生效版）（簡稱「**ESG 指引**」），同時參考全球可持續發展標準委員會（GSSB）《GRI 可持續發展報告標準》（2021）（簡稱「**GRI 標準**」）編制而成。

## Basis of Preparation

The Report has been prepared pursuant to in accordance with Appendix C1 Corporate Governance Code (the "**CG Code**") and Appendix C2 Environmental, Social, and Governance Reporting Guide (effective on December 31, 2023) (the "**ESG Guide**") of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "**Listing Rules**") published by The Stock Exchange of Hong Kong Limited (the "**Hong Kong Stock Exchange**" or the "**HKEX**"), with reference to the Global Sustainability Standards Board (GSSB)'s GRI Sustainability Reporting Standards (2021) (the "**GRI Standards**").

## 數據說明

報告中的數據統計範圍包含鍋圈食品（上海）股份有限公司及其附屬公司，特別說明的除外。

## Data Explanation

Statistics in the Report cover Guoquan and its subsidiaries, unless otherwise specified.

報告中的財務數據均以人民幣為單位。除特別說明外，本報告的財務數據與公司年度財務報告保持一致。

All financial data in the Report is expressed in Renminbi (RMB). Except as otherwise specifically stated, the financial data in this Report is consistent with the Company's annual financial report.

## 編制原則

本報告編制匯報遵循重要性、量化、平衡、一致性原則。

## Principles of Preparation

The preparation of the Report adheres to the principles of materiality, quantification, balance, and consistency.

### 重要性 Materiality

- 本集團識別出各利益相關方關注的與經營相關的重要性議題，作為本報告匯報重點。本報告中對重要性議題匯報的同時關注公司所處行業和經營業務的特點。議題重要性分析過程及結果詳見本報告「重要性議題分析」章節。
- The Group identifies the material issues related to its operations that are of interest to various stakeholders, which are highlighted as the focus of the Report. While reporting on these material issues, the Report also takes into consideration the characteristics of the industry and business in which the Company operates. The process and results of the analysis of material issues are detailed in the "Materiality Analysis" section of the Report.



### 量化 Quantification

- 本報告中數據來自公司實際運行的原始記錄或財務報告，定量關鍵績效指標的統計標準、方法、假設及／或計算工具，以及轉換因素的來源均在報告中進行說明。本報告披露關鍵定量績效指標，並盡可能披露歷史數據。詳見「ESG 數據績效表」章節。
- Statistics in the Report are derived from the Company's actual operational records or financial reports. The statistical standards, methods, assumptions, and/or calculation tools for key performance indicators (KPIs), as well as the sources of conversion factors, are explained within the Report. The Report discloses key quantitative performance indicators and, where possible, includes historical data. Please refer to the "ESG Performance Indicators" section for further details.

### 平衡 Balance

- 本報告內容反映客觀、真實的事實，對涉及公司正面、負面的信息均予以不偏不倚的披露。在報告期內未發現應當披露而未披露的負面事件。
- The content of the Report reflects objective and truthful facts, with both positive and negative information about the Company disclosed impartially. No negative events that should have been disclosed were omitted during the Reporting Period.

### 一致性 Consistency

- 本報告對同一指標在不同報告期內的統計及披露方式保持一致；若統計及披露方式有更改，在報告附注中予以充分說明，以便利益相關方進行有意義的分析，從而評估公司的 ESG 績效水平和發展趨勢。
- The Report maintains consistency in the statistical and disclosure methods for the same indicators across different reporting periods. If there are any changes in the statistical or disclosure methods, these are fully explained in the notes to the Report, to enable stakeholders to conduct meaningful analysis and assess the Company's ESG performance and development trends.

## 報告獲取

本報告通過電子版形式發佈，可在香港聯交所網站（[www.hkexnews.hk](http://www.hkexnews.hk)）及公司官方網站（[www.zzqqsh.com](http://www.zzqqsh.com)）獲取。

## Report Access

The Report is published in electronic form and can be accessed on the HKEX's website ([www.hkexnews.hk](http://www.hkexnews.hk)) and the Company's official website ([www.zzqqsh.com](http://www.zzqqsh.com)).

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## 董事長致辭

## CHAIRPERSON'S STATEMENT



2024 年是鍋圈邁向高質量發展新階段的關鍵之年。作為一家以「好吃方便還不貴」為核心理念的在家吃飯餐食產品企業，我們始終將食品安全視為企業生命線，以科技創新驅動產品升級，以共贏生態賦能加盟夥伴，以人才戰略夯實發展根基，積極貫徹新發展理念，在「鄉村振興」「消費升級」等政策引領下，深挖內外部發展潛力，充分利用產業鏈優勢，為推動中國餐飲行業的高質量發展貢獻力量。

2024 is a key year for Guoquan as we enter a new stage of high-quality development. As a company that focuses on the core concept of providing consumers with "tasty, convenient and value-for-money" home meal products, we always regard food safety as the lifeline of our business. We drive product upgrades through technological innovation, empower franchise partners with a win-win ecosystem, and solidify our development foundation through a talent strategy. Actively implementing the new development philosophy, we leverage policy initiatives such as "rural revitalisation" and "consumption upgrade" to tap into both internal and external development potential, fully utilise industry chain advantages, and contribute to the high-quality development of China's catering industry.

**築牢信任基石，守護餐桌安全。** 食品安全是我們對消費者最根本的承諾。本集團始終堅持質量第一的原則，以國際化 ESG 標準不斷完善質量管理體系和食品安全體系。我們打造「人人都是食品安全官」的食安文化，通過加強從生產到銷售的全覆蓋管理，確保產品符合國家標準和消費者需求。2024 年，我們持續深化「從田間到餐桌」的全鏈條質量管理體系。在原有的三個食材生產廠的基礎上，本集團繼續佈局了三個食材生產廠，即生產水產類產品的歡歡工廠、生產滑類產品的逮蝦記工廠、生產酸湯底料產品的台江工廠，進一步擴展了從原料採購、生產加工到物流配送的全流程透明化管理，確保每一份食材「來源可查、去向可追」。

**Building trust and ensuring food safety.** Food safety is our most fundamental commitment to consumers. The Group adheres to the principle of prioritizing quality, continuously improving our quality management system and food safety system in line with international ESG standards. We have created a food safety culture where "everyone is the supervisor of food safety", strengthening full coverage management from production to sales to ensure that our products meet national standards and consumer needs. In 2024, we continue to deepen our full-chain quality management system "from farm to table". In addition to the three existing ingredient production plants, the Group continued to deploy three food ingredient production plants, Huanhuan Plant for the production of aquatic products, Daixiaji plant for the production of our paste products and Taijiang plant for the production of sour soup base products. This further expands the transparent management of the entire process, from raw material procurement and production to logistics distribution, ensuring that every ingredient is "traceable from source to destination".

**科技賦能創新，滿足多元需求。**本集團在2024年開啟了產品健康化升級，陸續上架了百餘款健康化升級產品，包括多款清潔標籤的火鍋底料，以及進行了有機認證、國家地理標誌認證、野生食材認證等健康認證的火鍋相關食材，致力於為消費者提供更健康、更優質的食材和餐飲解決方案。

**厚植成長沃土，凝聚創新力量。**本集團始終將人才視為推動企業高效發展的核心動力，構建高質量的人才供應鏈。我們重視員工權益保護，持續完善員工關懷和福利保障體系，注重員工多元化建設，通過多層次的人才培養方式，助力員工職業成長，實現個人價值與公司融合發展。

**共建共贏生態，激發渠道活力。**萬家門店是本集團與加盟商攜手成長的見證。我們注重對加盟店的管理，以自營店為標杆，對加盟店實行標準化指引。我們為加盟商提供線上線下營銷支持，設立加盟商委員會與店長之家，分享促銷案例與經驗，旨在培養加盟商成功經營的技能，促進加盟商改進經營。

**全產業鏈賦能，深化鄉村振興。**本集團承載著餐飲振興、消費升級、鄉村振興的使命，積極攜手產業鏈上各方合作夥伴，以高遠之誌共創可持續發展新時代。我們堅持以可持續供應鏈和高質量服務為戰略支點，將責任運營理念融入企業血脈，聯動產業生態圈共同合作、共謀發展，增進社會福祉，成就綠色、和諧、共贏的未來。

**Technology-driven innovation to meet diverse needs.** In 2024, the Group began upgrading the products for health, launching over a hundred health-focused products, including several clean-label hotpot soup bases and hotpot ingredients with organic certification, national geographical indication certification and wild-sourced ingredient certification. We are committed to providing consumers with healthier and higher-quality ingredients and meals.

**Nurturing growth and fostering innovation.** The Group always views talent as the core driving force behind the efficient development of the Group and builds a high-quality talent supply chain. We place great importance on employee rights protection, continuously improving our employee care and benefit systems. We focus on employee diversification and provide multi-layered talent development approaches to assist employees' career growth, helping them realise their personal value while integrating with the Company's development.

**Building a win-win ecosystem to stimulate channel vitality.** Thousands of stores are a testament to the shared growth of the Group and the franchise partners. We focus on managing franchised stores with our self-operated stores as a benchmark, implementing standardised guidelines for franchisees. We provide online and offline marketing support for franchisees and set up Franchisee Committee and Store Manager Hubs to share promotional cases and experiences. The goal is to cultivate the skills for successful operations, helping franchisees improve their business.

**Empowering the entire industry chain to deepen rural revitalisation.** The Group carries the mission of catering revitalisation, consumption upgrade, and rural revitalisation. We actively collaborate with various partners in the industry chain to create a new era of sustainable development with high aspirations. We insist on using sustainable supply chains and high-quality services as strategic pivots, integrating responsibility-oriented operations into our core, working together with the industry ecosystem for cooperation and development, enhancing social welfare, and contributing to a green, harmonious, and win-win future.

**篤行不怠、踔厲奮發。**2025 年，本集團將繼續通過三產聯動助力鄉村振興，以「社區央廚」戰略滿足消費者在家吃飯的全場景需求。我們將持續發揮產業鏈示範和引領作用，在可持續發展的道路上書寫「鍋圈故事」，攜手合作夥伴共同繪製中國餐飲產業的新藍圖！

**楊明超**  
董事長

**Acting with dedication and striving for excellence.** In 2025, the Group will continue to support rural revitalisation through the synergy of primary, secondary, and tertiary industries, using the "community central kitchen" strategy to meet consumers' full-scenario needs for home meals. We will continue to play a leading role in the industry chain, writing the "Guoquan story" on the path of sustainable development, and collaborating with partners to draw a new blueprint for China's catering industry!

**Yang Mingchao**  
Chairperson



## 董事會 ESG 管理聲明

## BOARD OF DIRECTORS' ESG MANAGEMENT STATEMENT

鍋圈深知 ESG 因素對企業長期可持續發展的重要性，致力於將 ESG 原則融入戰略決策與日常運營，推動企業與社會、環境的和諧共生。

Guoquan is fully aware of the importance of ESG factors for the long-term sustainable development of the business, and is committed to integrating ESG principles into strategic decision-making and daily operations, fostering harmonious coexistence between the Company, and society and the environment.

**切實提升 ESG 管理質效。**公司搭建了完善的 ESG 治理架構，切實提升 ESG 管理效能。董事會（「**董事會**」）全面負責 ESG 事宜的監管，審議公司 ESG 戰略、政策、風險管理及目標情況，監督 ESG 政策的執行情況，檢討 ESG 目標完成進度，確保 ESG 管理與公司整體戰略緊密結合。為貫徹落實 ESG 發展戰略，公司高級領導團隊負責 ESG 事宜的管理工作，ESG 工作小組負責具體工作的落地，並指導各職能部門及附屬公司依據公司可持續發展戰略與目標，將可持續發展理念融入日常運營中。同時，高級領導團隊定期向董事會匯報 ESG 工作進展。

**Enhancing ESG management quality and effectiveness.** The Company has established a comprehensive ESG governance framework to effectively enhance ESG management efficiency. The board of directors (the "**Board**" or the "**Board of Directors**") is fully responsible for overseeing ESG matters, reviewing the Company's ESG strategy, policies, risk management and targets, supervising the implementation of ESG policies, and reviewing the progress of ESG goal achievement to ensure that ESG management is closely aligned with the overall strategy of the Company. To implement the ESG development strategy, the Company's senior leadership team is responsible for managing ESG matters, while the ESG working group handles the execution of specific tasks and provides guidance to various functional departments and subsidiaries to integrate sustainability concepts into daily operations based on the Company's sustainable development strategy and goals. The senior leadership team regularly reports on the progress of ESG work to the Board of Directors.

**識別確認 ESG 管理重點。**公司定期通過利益相關方調研、聯動第三方專家評估等方式開展 ESG 議題重要性評估，識別與評估 ESG 相關影響、風險與機遇，確立公司 ESG 重點議題及管理優先級，明確公司 ESG 管理重點。2024 年，公司開展年度 ESG 議題重要性分析，識別並篩選出環境、社會、公司治理三大類，共計 22 項 ESG 議題，並通過影響重要性及財務重要性評估，確立食品安全與質量、加盟商管理、信息安全和隱私保護、商業行為、營養與健康、員工權益與福利 6 項雙重重要性議題。ESG 議題重要性評估分析結果經公司董事會審議確認。

**Identifying and confirming ESG management priorities.** The Company regularly conducts ESG materiality assessments through stakeholder surveys and collaboration with third-party experts to identify and assess ESG-related impacts, risks and opportunities. Based on these assessments, the Company establishes key ESG issues and management priorities. In 2024, the Company carried out the annual ESG materiality analysis, identifying and selecting 22 ESG issues across environment, society and corporate governance categories. Through assessments of both impact and financial materiality, six issues were selected as of dual materiality, which were food safety and quality, franchisee management, information security and privacy protection, business conduct, nutrition and health, and employee rights and benefits. The results of the ESG materiality assessment were reviewed and confirmed by the Company's Board of Directors.

**全面落實 ESG 管理舉措。** 公司高度重視 ESG 風險與機遇對運營可能產生的重大影響，以 ESG 議題為開展 ESG 管理的重要抓手，結合公司運營與業務發展，設立多項 ESG 目標，建立完善的目標管理與追蹤機制，全面推進各項管理措施落地，以確保 ESG 目標的穩步達成。公司董事會監督 ESG 風險應對計劃及管理措施的有效實施，定期對 ESG 相關目標的完成情況進行審閱與檢視，及時調整策略以應對發展中的挑戰與機遇。

本報告詳盡披露本集團 2024 年度 ESG 管理與實踐的進展與成效，於 2025 年 3 月 28 日經董事會審議通過。

**Implementing ESG management measures.** The Company attaches great importance to the significant impact that ESG risks and opportunities may have on operations. Using ESG issues as a key approach for ESG management, the Company has set multiple ESG goals in alignment with its operations and business development. A comprehensive goal management and tracking mechanism has been established to ensure the effective implementation of various management measures and the steady achievement of ESG targets. The Board of Directors oversees the effective implementation of ESG risk response plans and management measures, regularly reviewing and assessing the completion of ESG-related targets, and adjusting strategies in time to respond to emerging challenges and opportunities.

The Report provides detailed disclosure of the Group's progress and achievements in ESG management and practices for 2024, and was approved by the Board of Directors on March 28, 2025.

## 關於鍋圈 ABOUT GUOQUAN

### 公司簡介

鍋圈食品（上海）股份有限公司（股票代號：2517.HK）是中國領先且快速增長的一站式在家吃飯餐食產品品牌。2023 年 11 月 2 日，公司在香港聯交所主板成功上市。

本集團提供即食、即熱、即煮和即配食材，並專注於在家火鍋和燒烤產品。我們致力於開發帶有「鍋圈食匯」標誌的自有品牌產品。我們的產品組合包括八大類別，涵蓋火鍋產品、燒烤產品、飲品、一人食、即烹餐包、生鮮、西餐及零食。憑藉精心策劃的產品組合、強大的供應鏈能力以及遍佈全國的加盟門店的即時零售網絡，我們使用鍋圈食匯品牌為消費者提供好吃方便還不貴的餐食產品，服務於不同的用餐場景。

本集團已建立以加盟店為主體的門店網絡。在特許經營業務模式下，加盟商以我們的品牌開設和經營加盟店，並向消費者銷售我們的產品，我們的絕大部分收益來自向加盟商銷售我們的產品，但我們並不收取亦不依賴於加盟費。

2024 年，本集團通過完善會員體系、優化產品組合、擁抱在線平臺等一系列舉措，進一步夯實門店經營能力，有效提升經營效能，形成全方位的即時零售門店網絡。與此同時，圍繞「中國社區好鄰居」的長期願景，我們持續升級和打造門店店型，為後續發展做好積極儲備。截至報告期末，本集團的即時零售門店覆蓋全國 31 個省、自治區及直轄市，達到 10,150 家。

### Company Overview

Guoquan Food (Shanghai) Co., Ltd. (Stock Code: 2517.HK) is a leading and rapidly-growing one-stop home meal products brand in China. On November 2, 2023, the Company was successfully listed on the Main Board of the Hong Kong Stock Exchange.

The Group offers a variety of ready-to-eat, ready-to-heat, ready-to-cook and prepared ingredients, with a focus on at-home hotpot and barbecue products. We are devoted to developing products under our proprietary brand name carrying the "Guoquan Shihui" logo. Our product portfolio comprises eight categories including hotpot products, barbecue products, beverages, solo-dining meals, ready-to-cook meal kits, fresh produce, western cuisines and snacks. With a carefully curated product portfolio, strong supply chain capabilities and a retail network of franchised stores across the country, we provide consumers with a wide variety of tasty, convenient and value-for-money home meal products under the Guoquan Shihui brand, serving diverse dining scenarios.

We have established a store network primarily comprising franchised stores. Under our franchise business model, we derive substantially all of our revenue from the sale of our products to franchisees, who open and operate franchised stores under our brand and sell our products to consumers. We do not charge or rely on franchise fees.

In 2024, we further strengthened our store operation capabilities and effectively improved operational efficiency by enhancing our membership system, optimising the product portfolio and embracing online platforms. This has resulted in a comprehensive instant retail store network. At the same time, focus on long-term vision of "China's good neighbor", we continued to upgrade and develop store types, making positive preparations for future growth. As of the end of the Reporting Period, the Group's instant retail stores covered 31 provinces, autonomous regions and municipalities across China, reaching 10,150.

我們亦開發線上銷售渠道，包括鍋圈 APP、微信小程序以及流行社交商務平臺（如抖音）。此外，我們與美團及餓了麼等第三方外賣平臺合作，為消費者提供外賣到家服務。線上線下的購物選擇，實現了廣泛的消費者觸達。憑藉供應鏈及數字化管理體系的高效管理及運營，我們能夠確保產品質量及安全並實現從食品生產到零售的高運營效率。

展望未來，我們將繼續圍繞品牌、產品、渠道三位一體，從門店拓展運營、會員策略、產業端佈局等角度，挖掘市場空間，勇於突破創新，進一步鞏固我們的市場領導地位，為社區千家萬戶提供一日四餐的在家吃飯解決方案，持續打造億萬家庭身邊的社區中央廚房。

We have also been developing online sales channels including our Guoquan APP, WeChat mini-programme as well as on popular social commerce platforms such as Douyin. In addition, we partner with third-party food delivery platforms, such as Meituan and Ele.me to deliver our products to consumers. Online and offline shopping options achieve highly extensive consumer reach. Leveraging the highly efficient management and operation of our supply chain and our digital management system, we are able to ensure product quality and safety, as well as achieve high operational efficiency from food production to retail sales.

Looking ahead, we will continue to integrate our brands, products and channels, explore market potential, embrace breakthroughs and innovation in terms of expansion and operation of stores, membership strategy, industrial layouts and other aspects, in order to consolidate our leading position in the market, through which we can offer four meals a day at home dining solution for thousands of households in the community, and continue to build a central kitchen for millions of families in the community.



## 企業文化

「低調、務實、下沉、謙卑、利他」的文化一直指引著我們的發展，我們致力於為全國百姓提供好吃方便還不貴的產品。我們的業務模式圍繞著盡我們所能為他人服務。我們專注於滿足消費者的多樣化需求，在確保食品質量及安全的同時，提供便捷、愉悅的消費體驗。

本集團一直在探索社區中央廚房之路，在「買菜回家做飯」「外賣到家」「社會餐飲」之外，開闢出居家與露營餐飲的新模式，為老百姓提供多元化、多品類、優質、方便且具有高質價比的第 4 種居家吃飯解決方案。圍繞便民生活圈，定位中國社區好鄰居，把握社區中央廚房入口，以及中國億萬家庭餐桌的入口，塑造新生活方式——在家吃就鍋圈！

## Corporate Culture

The culture of being "modest", "pragmatic", "down-to-earth" and "other-oriented" has been guiding our development and commitment to providing tasty, convenient and value-for-money products to people all over the country. Our business model revolves around serving others in the best possible way we can. We are devoted to satisfying the diverse needs of consumers and providing convenient and pleasant consumption experiences while ensuring quality and safety of the product.

We have been exploring the concept of community central kitchen. In addition to the traditional models of "buy and then cook at home", "doorstep food delivery" and "dining out", we have developed a new model for home and camping dining. This offers the public a fourth solution for eating at home, which is diverse, wide-ranging in categories, high in quality, convenient, and delivers exceptional value for money. Focused on convenience and local living circles, positioning ourselves as "China's good neighbor", and seizing the entry point of the community central kitchen, and the entry point of dining tables for billions of households, shaping a new lifestyle – "become the go-to brand for dining at home in China!"

企業價值觀 Corporate values	低調、務實、下沉、謙卑、利他 "Modest", "pragmatic", "down-to-earth" and "other-oriented".
企業願景 Corporate vision	在家吃就鍋圈 To become the go-to brand for dining at home in China.
企業使命 Corporate mission	匯聚全球好食材，多場景提供老百姓一站式在家吃飯「多、快、好、省」的餐食產品，讓偏遠鄉村的老百姓也能吃到鍋圈好吃方便還不貴的好食材。 To source quality food ingredients globally and offer diverse, convenient, high-quality and value-for-money home meal products in a one-stop shop manner to meet consumers' diverse needs under different dining scenarios, from urban centers to the most remote areas of China.

我們的員工是連接供應商、加盟商、門店經理與消費者之間不可或缺的紐帶，也是我們企業文化不可或缺的一部分。我們高度重視人才的持續發展，將管理層、員工及加盟商整合到我們的培訓體系中，促進平等對話與知識共享。我們亦一直努力提供全面的支持，以賦能和培養我們的加盟商，促進其業務增長和成功。此外，我們的管理團隊亦非常重視服務社會，並積極參與環保、慈善捐贈、賑災及社區支持工作。

Our employees are the indispensable link between us and our suppliers, franchisees, store managers and consumers, forming an integral part of our corporate culture. We place great emphasis on the continual development of talent, and integration of management, employees and franchisees into our training system, which promotes equal conversations and knowledge sharing. We have also been diligently providing comprehensive support to empower and cultivate our franchisees to promote their business growth and success. Moreover, our management team also places great importance in serving the society and has been actively involved in environmental protection, charitable contributions, disaster relief, and community support.

## 年度榮譽

2024 年，本集團在 ESG 管治、鄉村振興、社會公益、創新驅動、行業影響力、優質品牌與產品等方面獲得多項認可與榮譽。

## Honours in 2024

In 2024, the Group received multiple recognitions and honours in areas such as ESG governance, rural revitalisation, social welfare, innovation-driven development, industry influence, and high-quality brands and products.

### ESG管治 ESG governance

- 鍋圈榮獲中國連鎖經營協會、中國零售業博覽會「ESG 踐行示範案例」。
- Guoquan won the "ESG Practise Model" award from the China Chain Store & Franchise Association and China Retail Expo.
- 鍋圈榮獲中國企業社會責任年會「年度新銳責任企業」。
- Guoquan won the "Emerging Responsible Enterprise of the Year" award at the China Corporate Social Responsibility Annual Conference.
- 鍋圈榮獲 2024 年新虹街道總工會勞動關係「易和諧」示範企業。
- Guoquan won the "2024 Harmony Demonstration Enterprise" award for labour relations from the Xinhong Sub-district Federation of Trade Unions.



### 鄉村振興 Rural revitalisation

- 「鍋圈三二一產聯動，助力鄉村振興項目」榮獲第六屆「中國創翼」創業大賽「鄉村振興專項賽二等獎」。
- "Guoquan's 3-2-1 Industrial Collaboration to Boost Rural Revitalisation Projects" won the "Second Prize for Rural Revitalisation" at the 6th China Entrepreneurship & Innovation Competition.



### 社會公益 Social welfare

- 鍋圈榮獲 2024 餐飲產業大會「年度公益品牌」。
- Guoquan won the "Public Welfare Brand of the Year" award at the 2024 Catering Industry Conference.
- 和一工廠榮獲新翹楚第十五屆小主持人大賽「兒童友好摯友」。
- Heyi Plant won the "Children's Friendly Partner" award at the 15th New Elites Children's Host Competition.



### 創新驅動 Innovation-driven development

- 丸來丸去工廠榮獲河南省工業和信息化廳「河南省智能車間」。
- Wanlai Wanqu Plant won the "Intelligent Workshop of Henan Province" award from the Department of Industry and Information Technology of Henan Province.

## 行業影響力 Industry influence

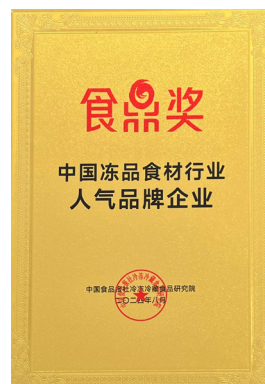
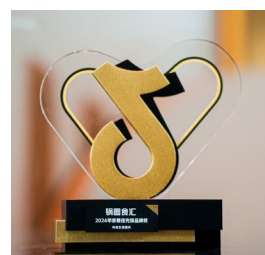
- 鍋圈成為全聯農業產業商會常務理事單位。
- Guoquan became a standing director member of the All-China Federation of Industry and Commerce Agricultural Chamber.
- 鍋圈榮獲胡潤中國「中國餐飲供應鏈 TOP100」。
- Guoquan won the "Top 100 Chinese Catering Supply Chain" award from Hurun China.
- 鍋圈榮獲格隆匯「年度成長價值獎」「年度卓越大消費企業」。
- Guoquan won the "Enterprise with Growth Value of the Year" and "Excellent Big Consumption Enterprise of the Year" awards from Gelonghui.
- 澄明工廠、歡歡工廠、丸來丸去工廠、和一工廠榮獲參見數據研究院「中國火鍋創新供應鏈」。
- Chengming Plant, Huanhuan Plant, Wanlai Wanqu Plant and Heyi Plant won the "Chinese Hotpot Innovative Supply Chain" award from Canjian Data Research Institute.
- 澄明工廠榮獲中國餐飲產業峰會組織委員會「餐飲供應鏈百強企業」。
- Chengming Plant won the "Top 100 Catering Supply Chain Enterprises" award from the China Catering Industry Summit Organising Committee.
- 歡歡工廠榮獲第二屆中國火鍋領潮峰會「全國火鍋業地標先鋒企業 TOP10」「全國火鍋業優質服務商 TOP20」。
- Huanhuan Plant won the "Top 10 National Hotpot Industry Landmark Pioneer Enterprises" and "Top 20 National Hotpot Industry Quality Service Providers" awards at the 2nd China Hotpot Leadership Summit.
- 澄明工廠榮獲第二屆中國火鍋領潮峰會「全國火鍋業優質服務商 TOP20」「全國火鍋業優質生產商 TOP20」「全國火鍋業創新爆品 TOP20」。
- Chengming Plant won the "Top 20 National Hotpot Industry Quality Service Providers", "Top 20 National Hotpot Industry Quality Producers" and "Top 20 National Hotpot Industry Innovative Products" awards at the 2nd China Hotpot Leadership Summit.
- 和一工廠榮獲第二屆中國火鍋領潮峰會「全國火鍋業優質服務商 TOP20」「全國火鍋業創新爆品 TOP20」。
- Heyi Plant won the "Top 20 National Hotpot Industry Quality Service Providers" and "Top 20 National Hotpot Industry Innovative Products" awards at the 2nd China Hotpot Leadership Summit.
- 和一工廠榮獲 2024 花椒餐博大會「餐飲供應鏈優質品牌」。
- Heyi Plant won the "Quality Restaurant Supply Chain Brand" award at the 2024 Huajiao Catering Expo.





## 優質品牌與產品 High-quality brands and products

- 鍋圈榮獲 WRE 世界零售精英雅各佈專欄「傑出增長力品牌獎」。
- Guoquan won the "Outstanding Growth Brand" award from WRE (World Retail Elite) Conference & Jacob Column.
- 鍋圈榮獲食品飲料 & 酒品牌數字生態大會組委會「年度消費新勢力品牌」。
- Guoquan won the "New Consumption Force Brand of the Year" award from the Food, Beverage & Wine Brand Digital Ecosystem Conference Organising Committee.
- 鍋圈榮獲「年度行業標杆獎」「年度全場大獎」、抖音生活服務「年度最佳先鋒品牌獎」及餐飲行業「年度增長黑馬品牌」。
- Guoquan won the "Industry Benchmark Award", "Grand Prize of the Year", "Best Pioneer Brand Award" from Douyin Life Services, and "Fast Growing Dark Horse Brand of the Year" of the catering industry.
- 鍋圈榮獲 2024 餐飲產業大會「年度新勢能品牌」。
- Guoquan won the "Emerging Power Brand of the Year" award at the 2024 Catering Industry Conference.
- 鍋圈榮獲快手「品類領航獎」。
- Guoquan won the "Category Leadership Award" from Kuaishou.
- 澄明工廠、丸來丸去工廠榮獲中國餐飲產業峰會組織委員會「餐飲供應鏈金質產品」。
- Chengming Plant and Wanlai Wanqu Plant won the "Gold Quality Products of Catering Supply Chain" award from China Catering Industry Summit Organising Committee.
- 澄明工廠、和一工廠榮獲鄭州市 2024 年度「十大兒童友好品牌」。
- Chengming Plant and Heyi Plant won the "2024 Top 10 Children's Friendly Brands" award in Zhengzhou.
- 歡歡工廠榮獲中國食品報社冷凍冷藏食品研究院「中國凍品食材行業人氣品牌企業」「中國凍品食材行業超級單品」。
- Huanhuan Plant won the "Most Popular Brand in China's Frozen Food Ingredients Industry" and "Superstar Product in China's Frozen Food Ingredients Industry" awards from the Frozen and Refrigerated Food Research Institute of China Food Newspaper.
- 丸來丸去工廠、和一工廠榮獲中國食品報社冷凍冷藏食品研究院「中國凍品食材行業領軍企業」「中國凍品食材行業超級單品」。
- Wanlai Wanqu Plant and Heyi Plant won the "Leading Enterprise in China's Frozen Food Ingredients Industry" and "Superstar Product in China's Frozen Food Ingredients Industry" awards from the Frozen and Refrigerated Food Research Institute of China Food Newspaper.
- 丸來丸去工廠榮獲中國物流與採購聯合會「創新領航產品」。
- Wanlai Wanqu Plant won the "Innovation Leading Product" award from the China Federation of Logistics and Purchasing.
- 和一工廠榮獲第二屆中國餐飲供應鏈品類 TOP 榜「鮮牛肉供應鏈 TOP30」「牛肉牛副供應鏈 TOP50」「火鍋食材百強榜 TOP100」。
- Heyi Plant won the "Top 30 in Fresh Beef Supply Chain", "Top 50 in Beef and Beef Offal Supply Chain" and "Top 100 in Hotpot Ingredient Supply Chain" awards at the 2nd China Catering Supply Chain TOP Ranking.



# ESG 管治體系

## ESG GOVERNANCE SYSTEM

### ESG 管治架構

### ESG Governance Structure

#### 鍋圈 ESG 管治架構 Guoquan's ESG Governance Structure



鍋圈高度重視 ESG 治理，已構建層級分明、分工明確、權責清晰的 ESG 治理架構，涵蓋監督層、管理層、執行層三個層面。董事會作為公司 ESG 治理的監督機構，對 ESG 事宜承擔最終責任。在管理層，公司設立高級領導團隊，負責制定 ESG 戰略、目標與政策，統籌 ESG 事務的管理與推進，並監督 ESG 工作小組的執行情況。在執行層，公司成立 ESG 工作小組，由跨部門人員組成，負責協調各職能部門及附屬公司，推動 ESG 具體事項的落地執行，並負責 ESG 報告的編制與數據收集工作。

Guoquan attaches great importance to ESG governance and has established a clear and well-structured ESG governance framework with distinct levels, clear responsibilities, and well-defined duties, covering the supervisory level, the management level and the execution level. The Board of Directors, as the supervisory body for the Company's ESG governance, bears the ultimate responsibility for ESG matters. At the management level, the Company has established a senior leadership team responsible for formulating ESG strategies, goals and policies, overseeing the management and promotion of ESG affairs, and supervising the execution of ESG tasks by the ESG working group. At the execution level, the Company has established the ESG working group, which consists of cross-departmental personnel and is responsible for coordinating the efforts of various functional departments and subsidiaries, driving the implementation of specific ESG initiatives, and handling the preparation of the ESG report and data collection.

本集團將食品安全與質量、信息安全、員工健康與安全生產、環保、公司治理、風險管理等 ESG 指標納入高級管理層績效考核體系，每年對高級管理層開展績效評估，並將績效考核與其薪酬掛鉤；同時，將高級管理層 ESG 考核指標分解至相應業務單元、職能部門負責人績效考核方案中，並根據業務單元及職能部門負責人於考核期內的績效表現兌現激勵薪酬。

The Group incorporates ESG indicators on food safety and quality, information security, employee health and production safety, environmental protection, corporate governance and risk management into the performance appraisal system for senior management. Performance appraisals are conducted annually, and are linked to senior management's remuneration. At the same time, the ESG performance indicators for senior management are broken down into the performance appraisal schemes of the heads of relevant business units and functional departments, with incentive compensation awarded based on the performance of the business unit and functional department heads during the appraisal period.

2024 年，公司董事會充分履行了對 ESG 相關事項的審議、決策與監督職責。2024 年 3 月，董事會審議通過了《關於本公司環境、社會及管治政策以及截至二零二三年十二月三十一日止年度環境、社會及管治報告的議案》，並聽取了審核委員會關於本集團 2023 年度風險管理及內部控制系統及其有效性的匯報。2024 年 12 月，ESG 工作小組協調各職能部門及附屬公司召開會議，向集團管理層匯報可持續發展工作進展，討論並決策 2024 年的重點 ESG 議題，最終形成《2024 年重要性議題分析報告》。

In 2024, the Company's Board of Directors fully carried out its duties of reviewing, deciding and supervising ESG-related issues. In March 2024, the Board reviewed and approved the *Proposal on the Company's ESG Policies and the Annual ESG Report for the Year Ended December 31, 2023*, and listened to the Audit Committee's report on the Group's risk management and internal control systems and their effectiveness in 2023. In December 2024, the ESG working group coordinated with various functional departments and subsidiaries to hold a meeting to report on the progress of sustainability efforts to the Group's management and discuss and decide on the key ESG issues for 2024, and ultimately produced the *2024 Materiality Analysis Report*.

2025 年 3 月，董事會審議通過了《關於本公司環境、社會及管治政策以及截至二零二四年十二月三十一日止年度環境、社會及管治報告的議案》，並聽取了審核委員會關於本集團 2024 年度風險管理及內部控制系統及其有效性的匯報。

2025 年 4 月，ESG 工作小組協調公司相關部門，經高級領導團隊指導與評估後，正式對外發佈了《人權政策》《反腐敗政策》《商業行為準則》《供應商行為準則》等 ESG 政策。

In March 2025, the Board reviewed and approved the *Proposal on the Company's ESG Policies and the Annual ESG Report for the Year Ended December 31, 2024*, and listened to the Audit Committee's report on the Group's risk management and internal control systems and their effectiveness in 2024.

In April 2025, the ESG working group coordinated with relevant departments within the Company. After guidance and assessment by the senior leadership team, the Group officially released several ESG policies, including the *Human Rights Policy*, the *Anti-Corruption Policy*, the *Code of Business Conduct*, and the *Supplier Code of Conduct*.



## 利益相關方溝通

本集團積極構建有效的溝通機制，與利益相關方保持緊密聯繫，並通過多元化的溝通渠道，積極開展廣泛而深入的交流與互動。根據本集團的業務性質、經營狀況及行業特點，我們識別出包括消費者及客戶、投資者及股東、政府及監管部門、員工、加盟商、供應商及合作夥伴、社區公眾及媒體、協會及公益組織等利益相關方。我們始終高度重視利益相關方的期望與要求，積極響應其關注的重點議題，並將其納入我們的可持續運營決策與實踐活動中，持續提升本集團 ESG 管理水平。

## Stakeholder Communication

The Group actively builds effective communication mechanisms, maintaining close contact with stakeholders, and engages in extensive and in-depth exchanges and interactions through diversified communication channels. Based on the Group's business nature, operational status, and industry characteristics, we have identified stakeholders including consumers and customers, investors and shareholders, government and regulatory authorities, employees, franchisees, suppliers and partners, community and media, associations and non-profit organisations. We consistently place high importance on the expectations and demands of stakeholders, actively respond to the key issues they are concerned with, and incorporate these into our sustainable operational decisions and practises, continuously enhancing the Group's ESG management level.

利益相關方 Stakeholders	關注議題 Key Issues of Concern	溝通渠道與響應機制 Communication Channels & Response Mechanisms	頻率 Frequency
 消費者 / 客戶 Consumers/ Customers	<ul style="list-style-type: none"> <li>• 食品安全與質量</li> <li>• Food safety and quality</li> <li>• 營養與健康</li> <li>• Nutrition and health</li> <li>• 信息安全和隱私保護</li> <li>• Information security and privacy protection</li> <li>• 消費者溝通與服務</li> <li>• Consumer communication and service</li> <li>• 負責任營銷</li> <li>• Responsible marketing</li> </ul>	<ul style="list-style-type: none"> <li>• 線上 / 線下推廣活動</li> <li>• Online/offline promotional activities</li> <li>• 客戶拜訪</li> <li>• Customer visits</li> <li>• 市場調研</li> <li>• Market research</li> <li>• 全國客戶服務熱線</li> <li>• National customer service hotline</li> <li>• 公司官網</li> <li>• The Company's official website</li> <li>• 電話、郵箱等溝通渠道</li> <li>• Phone calls, emails, etc.</li> </ul>	不定期 Irregular

利益相關方 Stakeholders	關注議題 Key Issues of Concern	溝通渠道與響應機制 Communication Channels & Response Mechanisms	頻率 Frequency
 投資者 / 股東 Investors/ Shareholders	<ul style="list-style-type: none"> <li>• 食品安全與質量</li> <li>• Food safety and quality</li> <li>• 加盟商管理</li> <li>• Franchisee management</li> <li>• 供應鏈管理</li> <li>• Supply chain management</li> <li>• 負責任營銷</li> <li>• Responsible marketing</li> <li>• 公司治理</li> <li>• Corporate governance</li> <li>• 風險管理</li> <li>• Risk management</li> </ul>	<ul style="list-style-type: none"> <li>• 新聞稿、定期報告與公告</li> <li>• Press releases, regular reports and announcements</li> <li>• 股東大會</li> <li>• Shareholder meetings</li> <li>• 線上 / 線下路演</li> <li>• Online/offline roadshows</li> <li>• 投資者郵件及會議溝通</li> <li>• Investor email and meeting communication</li> <li>• 投資者關係網站</li> <li>• Investor relations website</li> <li>• 業績發佈會</li> <li>• Performance briefings</li> <li>• 門店參觀調研</li> <li>• Store visits and survey</li> </ul>	定期 Regular 不定期 Irregular
 政府 / 監管部門 Government/ Regulatory authorities	<ul style="list-style-type: none"> <li>• 公司治理</li> <li>• Corporate governance</li> <li>• 商業行為</li> <li>• Business conduct</li> <li>• 社會貢獻</li> <li>• Social contribution</li> <li>• 環境管理</li> <li>• Environmental management</li> <li>• 能源利用</li> <li>• Energy usage</li> <li>• 水資源管理</li> <li>• Water resource management</li> <li>• 應對氣候變化</li> <li>• Climate change tackling</li> <li>• 排放物與廢棄物管理</li> <li>• Emissions and waste management</li> <li>• 包裝材料管理</li> <li>• Packaging materials management</li> </ul>	<ul style="list-style-type: none"> <li>• 信息披露和報送</li> <li>• Information disclosure and submission</li> <li>• 來訪接待</li> <li>• Visitors reception</li> <li>• 項目合作</li> <li>• Project collaboration</li> <li>• 監督檢查</li> <li>• Supervision and inspection</li> <li>• 政府諮詢</li> <li>• Government consultations</li> </ul>	不定期 Irregular

利益相關方 Stakeholders	關注議題 Key Issues of Concern	溝通渠道與響應機制 Communication Channels & Response Mechanisms	頻率 Frequency
 <b>員工</b> <b>Employees</b>	<ul style="list-style-type: none"> <li>員工權益與福利</li> <li>Employee rights and benefits</li> <li>員工培訓及發展</li> <li>Employee training and development</li> <li>員工健康與安全</li> <li>Employee health and safety</li> <li>員工僱傭與多元化</li> <li>Employment and employee diversity</li> </ul>	<ul style="list-style-type: none"> <li>定期溝通調研反饋</li> <li>Regular communication and feedback surveys</li> <li>內部活動</li> <li>Internal activities</li> <li>交流培訓</li> <li>Communication and training</li> <li>投訴舉報</li> <li>Complaints and reporting</li> </ul>	定期 Regular 不定期 Irregular
 <b>加盟商</b> <b>Franchisees</b>	<ul style="list-style-type: none"> <li>加盟商管理</li> <li>Franchisee management</li> <li>食品安全與質量</li> <li>Food safety and quality</li> <li>營養與健康</li> <li>Nutrition and health</li> </ul>	<ul style="list-style-type: none"> <li>加盟商大會</li> <li>Franchisee meetings</li> <li>加盟商委員會</li> <li>Franchisee Committee</li> <li>加盟商說明會</li> <li>Franchisee briefings</li> <li>加盟商滿意度調查</li> <li>Franchisee satisfaction surveys</li> <li>加盟商溝通平臺</li> <li>Franchisee communication platform</li> <li>鍋圈學堂</li> <li>Guoquan Academy</li> <li>鍋圈游學</li> <li>Guoquan study tours</li> <li>鍋圈食品雲學院</li> <li>Guoquan Food Online College</li> <li>知識卡片</li> <li>Knowledge cards</li> <li>交流培訓</li> <li>Communication and training</li> <li>食安天地期刊</li> <li>Food Safety Journal</li> </ul>	定期 Regular 不定期 Irregular

利益相關方 Stakeholders	關注議題 Key Issues of Concern	溝通渠道與響應機制 Communication Channels & Response Mechanisms	頻率 Frequency
 供應商 / 合作夥伴 Suppliers/Partners	<ul style="list-style-type: none"> <li>• 供應鏈管理</li> <li>• Supply chain management</li> <li>• 食品安全與質量</li> <li>• Food safety and quality</li> <li>• 負責任營銷</li> <li>• Responsible marketing</li> <li>• 知識產權保護</li> <li>• Intellectual property protection</li> </ul>	<ul style="list-style-type: none"> <li>• 合同與協議</li> <li>• Contracts and agreements</li> <li>• 供應商評估 / 考核</li> <li>• Supplier evaluations/ assessments</li> <li>• 供應商大會</li> <li>• Supplier meetings</li> <li>• 實地考察</li> <li>• On-site visits</li> <li>• 交流培訓</li> <li>• Communication and training</li> </ul>	定期 Regular 不定期 Irregular
 社區公眾 / 媒體 Community/Media	<ul style="list-style-type: none"> <li>• 食品安全與質量</li> <li>• Food safety and quality</li> <li>• 消費者溝通與服務</li> <li>• Consumer communication and service</li> <li>• 信息安全和隱私保護</li> <li>• Information security and privacy protection</li> </ul>	<ul style="list-style-type: none"> <li>• 日常溝通與回應</li> <li>• Daily communication and responses</li> <li>• 輿論監測與回應</li> <li>• Public opinion monitoring and responses</li> <li>• 公司官網新聞披露</li> <li>• News disclosures on the Company's official website</li> <li>• 採訪與訪談</li> <li>• Interviews and discussions</li> <li>• 媒體線下活動參與</li> <li>• Participation in offline media events</li> <li>• 媒體線上論壇</li> <li>• Online media forums</li> </ul>	不定期 Irregular
 協會 / 公益組織 Associations/Non-profit organisations	<ul style="list-style-type: none"> <li>• 社會貢獻</li> <li>• Social contribution</li> </ul>	<ul style="list-style-type: none"> <li>• 社區服務</li> <li>• Community services</li> <li>• 公益慈善活動</li> <li>• Charitable activities</li> <li>• 助力鄉村振興</li> <li>• Supporting rural revitalisation</li> <li>• 本地化採購</li> <li>• Localised procurement</li> <li>• 校企合作</li> <li>• University-enterprise cooperation</li> </ul>	不定期 Irregular

## 重要性議題分析

開展重要性議題分析是公司推進 ESG 管理和信息披露的關鍵基礎。公司依據香港聯交所《ESG 指引》中的「重要性」原則，每年進行一次議題重要性分析，並於每 2-3 年通過問卷調研的方式開展一次利益相關方重要性議題調研。2024 年 12 月，ESG 工作小組協調各職能部門及附屬公司，結合本集團戰略重點、行業特點及業務需求，參考香港聯交所的要求、評級機構的關注點以及國內外 ESG 標準（包括 GRI 標準）的最新要求，並納入外部利益相關方的意見，對公司 ESG 議題開展了雙重重要性分析。

## Materiality Analysis

Conducting a materiality analysis is a key foundation for advancing the Company's ESG management and information disclosure. The Company performs an annual issues' materiality analysis based on the "materiality" principle outlined in the HKEX's *ESG Guide* and conducts a stakeholder materiality survey every two to three years with questionnaires. In December 2024, the ESG working group, coordinating with various functional departments and subsidiaries and based on the Group's strategic priorities, industry characteristics, and business needs, with reference to the requirements of the HKEX, the focus areas of rating agencies, the latest ESG standards (including the GRI Standards), and the feedback from external stakeholders, conducted a dual materiality analysis of the Company's ESG issues.

### 鍋圈 2024 年 ESG 議題重要性分析流程 Guoquan's Materiality Analysis Process for ESG Issues in 2024

#### 瞭解公司活動和業務關係背景 Learn about the background of the Company's activities and business relationships

- 瞭解公司活動和業務關係。
- Learn about the Company's activities and business relationships.
- 瞭解外部客觀環境。
- Learn about the external objective environment.
- 瞭解主要受影響利益相關方。
- Learn about the major stakeholders involved.



#### 建立議題清單 Make a list of issues

- 通過開展行業政策分析、披露標準、國內外優秀同業對標，結合國內外資本市場關注重點，對與公司相關的 ESG 議題進行識別和篩選，形成重要性議題清單。
- Conduct industry policy analysis, review disclosure standards, benchmark against outstanding domestic and international peers, incorporate key concerns of global capital markets to identify and prioritise ESG issues relevant to the Company, and make a list of material issues.
- 通過定性分析的方式，針對 ESG 議題清單中的具體議題開展影響、風險和機遇分析，及時識別公司 ESG 相關負面影響或風險。
- Conduct qualitative analysis on specific issues from the list of ESG issues to assess their impacts, risks and opportunities, and promptly identify any ESG related negative impacts or risks to the Company.





議題重要性評估與確認  
Evaluate and confirm the materiality of an issue

影響重要性評估：

Evaluate impact materiality:

- 參考 2023 年度利益相關方調研結果，識別各利益相關方的關注重點，並結合專家意見，從「影響的嚴重程度」（包括影響的規模、範圍及不可補救性）和「影響的可能性」兩個維度，對相關議題進行評估、排序，得出影響重要性議題矩陣。
- Refer to the 2023 stakeholder survey results to identify key areas of stakeholder concern, incorporate expert insights to evaluate and prioritise relevant issues based on the severity of impact (including scale, scope and irremediability of the impact) and the likelihood of impact, and generate an impact materiality matrix.

財務重要性評估：

Evaluate financial materiality:

- 通過訪談、問卷調研等方式與公司高管、財務相關人員以及各部門負責人進行深入溝通，分析各議題在短期、中期和長期內的風險和機遇發生的可能性及對公司財務預期的影響程度。參考內外部專家的意見，對各議題的財務重要性進行排序，得出財務重要性議題矩陣。
- Engage in in-depth communication through interviews, surveys, and other methods with senior management, finance personnel, and department heads to analyse the likelihood of risks and opportunities associated with each issue in the short, medium, and long term, as well as their potential impact on the Company's financial outlook, incorporate insights from internal and external experts to prioritise the financial materiality of each issue, and generate a financial materiality matrix.

雙重重要性結果匯總：

Consolidate dual materiality results:

- 對影響重要性和財務重要性矩陣進行歸一計算後，形成雙重重要性清單及矩陣。
- Normalise the results from both the impact materiality and financial materiality matrices, and develop the dual materiality list and matrix.



議題報告  
Report issues

- 經公司董事會審核確認，就 2024 年度重要性較高的議題在本報告中進行重點披露。
- Upon review and confirmation by the Company's Board, we highlight issues with high materiality in 2024 in the Report.

2024 年 12 月，鍋圈識別並篩選出 22 項重要性議題。其中，環境維度共 6 項，社會維度共 13 項，管治維度共 3 項。

In December 2024, Guoquan identified and determined 22 material ESG issues. Among these, six related to environmental dimension, 13 to social dimension, and three to governance dimension.

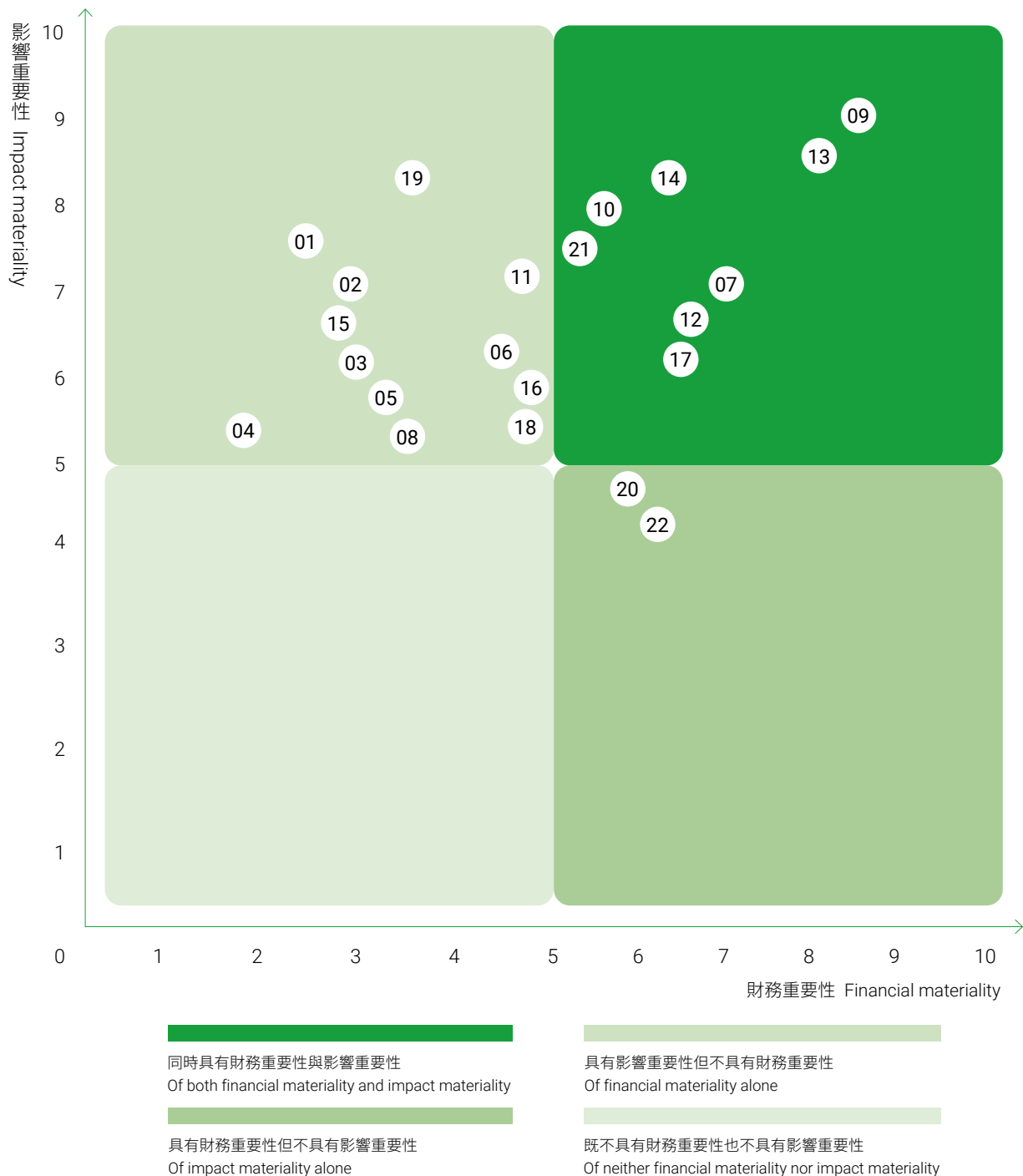
### 鍋圈 2024 年重要性議題主要變動情況 Changes in Guoquan's Material Issues in 2024

2024年重要性議題 Material Issues in 2024	2023年重要性議題 Material Issues in 2023	變動情況 Change	變動原因 Reason for Change
排放物與廢棄物管理 Emissions and waste management	環境管理及食品浪費 Environmental management and food waste	拆分議題 Split into two issues	根據香港聯交所《ESG 指引》以及公司管理實踐，拆分議題。 Split into two issues according to the HKEX's ESG Guide and the Company management practises.
環境管理 Environmental management			
員工權益與福利 Employee rights and benefits	員工薪酬與福祉 Employee compensation and welfare	合並議題 Combined into one issue	根據公司管理實踐，整合議題。 Combined into one issue based on Company management practises.
	員工權益保障 Labour rights protection		
	員工溝通與關懷 Employee communication and care		
供應鏈管理 Supply chain management	供應鏈管理 Supply chain management		根據香港聯交所《ESG 指引》，優化議題表述。 Optimise the expression according to the HKEX's ESG Guide.
	可持續供應鏈 Sustainable supply chain		
信息安全和隱私保護 Information security and privacy protection	信息安全和數據隱私 Information security and data privacy	優化表述 Optimise the expression	參照 ESG 相關標準，優化議題表述。 Optimise the expression according to ESG-related standards.
應對氣候變化 Climate change tackling	能源與溫室氣體管理 Energy and greenhouse gas management		根據香港聯交所《ESG 指引》以及公司管理實踐，優化議題表述。 Optimise the expression according to the HKEX's ESG Guide and the Company's management practises.
能源利用 Energy usage			
員工僱傭與多元化 Employment and employee diversity	員工僱傭 Employment		參照 ESG 相關標準與同業實踐，優化議題表述。 Optimise the expression according to ESG-related standards and peer practises.
商業行為 Business conduct	商業道德及反貪腐 Business ethics and anti-corruption		優化議題表述。 Optimise the expression.

經分析，鍋圈共有 8 項議題具有雙重重要性，2 項議題僅具有財務重要性，12 項議題僅具有影響重要性。公司議題的雙重重要性分析結果如下圖所示。

Analysis shows that Guoquan has eight issues of dual materiality, two issues of financial materiality alone, and 12 issues of impact materiality alone. The results of the dual materiality analysis for the Company's issues are shown in the following diagram.

鍋圈 2024 重要性議題矩陣  
Materiality Matrix of Guoquan in 2024



鍋圈 2024 年重要性議題清單  
Guoquan's List of Material Issues in 2024

維度 Dimension	重要性議題名稱 Name of Material Issue
環境 Environmental	① 應對氣候變化 Climate change tackling ② 排放物與廢棄物管理 Emissions and waste management ③ 環境管理 Environmental management ④ 水資源管理 Water resource management ⑤ 能源利用 Energy usage ⑥ 包裝材料管理 Packaging materials management
社會 Social	⑦ 營養與健康 <b>Nutrition and health</b> ⑧ 知識產權保護 Intellectual property protection ⑨ 食品安全與質量 <b>Food safety and quality</b> ⑩ 消費者溝通與服務 <b>Consumer communication and service</b> ⑪ 負責任營銷 Responsible marketing ⑫ 供應鏈管理 <b>Supply chain management</b> ⑬ 加盟商管理 <b>Franchisee management</b> ⑭ 信息安全和隱私保護 <b>Information security and privacy protection</b> ⑮ 員工健康與安全 Employee health and safety ⑯ 員工培訓及發展 Employee training and development ⑰ 員工權益與福利 <b>Employee rights and benefits</b> ⑱ 員工雇傭與多元化 Employment and employee diversity ⑲ 社會貢獻 Social contribution
管治 Governance	⑳ 公司治理 Corporate governance ㉑ 商業行為 <b>Business conduct</b> ㉒ 風險管理 Risk management

注：加粗議題為雙重重要性議題。  
Note: The issues in bold are of dual materiality.

## 規範治理，誠信經營

# COMPLIANCE IN GOVERNANCE AND INTEGRITY IN BUSINESS

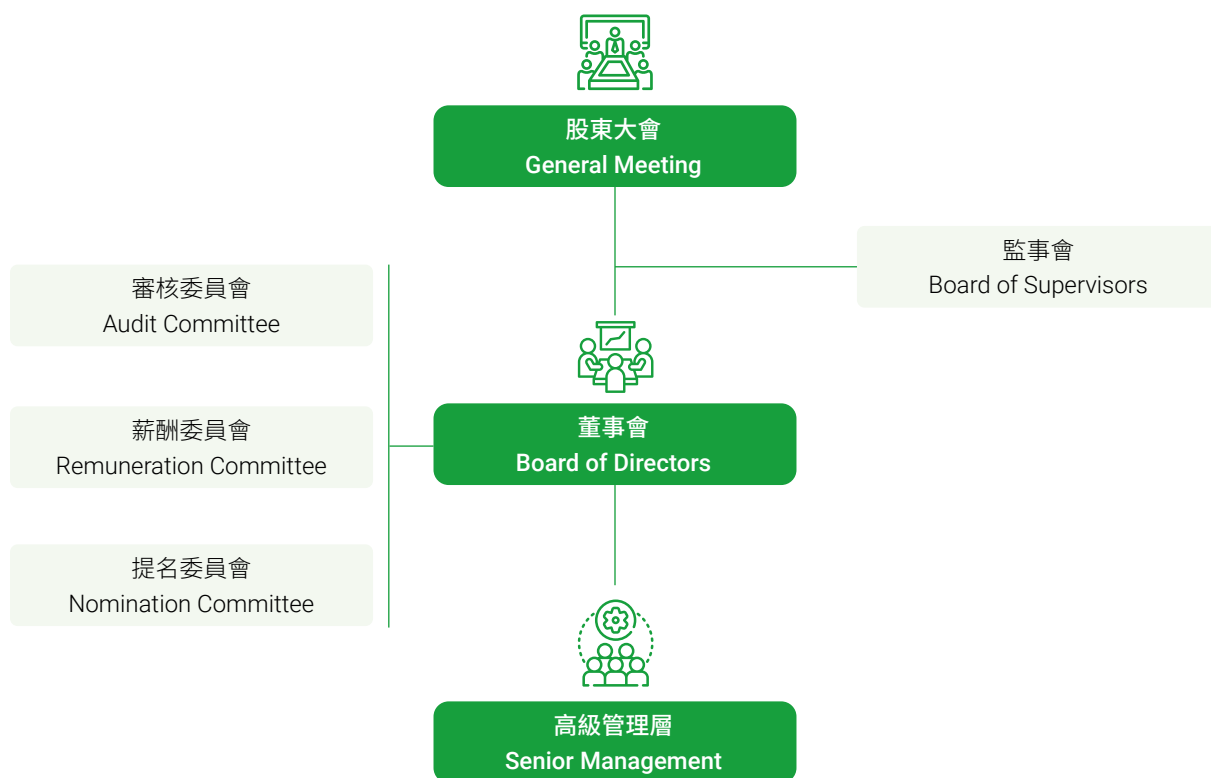
### 公司治理

鍋圈嚴格遵循《中華人民共和國公司法》以及《上市規則》《企業管治守則》《證券及期貨條例》（第 571 章）等法律法規及相關規範性文件的要求，規範公司治理。公司建立了由股東大會、董事會及其專門委員會、監事會和高級管理層組成的治理結構，明確了各機構的職責範圍以及各部門的職能和運作機制，保障公司治理的規範性和透明度。

### Corporate Governance

Guoquan strictly adheres to the *Company Law of the People's Republic of China*, the *Listing Rules*, the *Corporate Governance Code*, the *Securities and Futures Ordinance* (Cap. 571), and other applicable laws, regulations and normative documents to ensure robust corporate governance. The Company has established a governance structure comprising the General Meeting, the Board of Directors and its specialised committees, the Board of Supervisors, and senior management. Responsibilities of each governance body are clearly defined, as are the functions and operational mechanisms of all departments. This framework ensures that corporate governance remains standardised, transparent and effective.

鍋圈公司治理架構  
Guoquan's Corporate Governance Structure





<b>股東大會</b> <b>General Meeting</b>	<ul style="list-style-type: none"> <li>股東大會是公司的最高權力機構，依法行使職權。</li> <li>The General Meeting is the highest authority of the Company and exercises its powers in accordance with the law.</li> <li>2024 年，公司共召開股東大會 1 次，共審議議案 8 項。</li> <li>In 2024, the Company convened one general meeting and reviewed eight proposals.</li> </ul>
<b>董事會</b> <b>Board of Directors</b>	<ul style="list-style-type: none"> <li>董事會是公司的經營決策機構，由股東大會選舉產生，對股東大會負責。其下設審核委員會、薪酬委員會及提名委員會。</li> <li>The Board of Directors is the Company's decision-making body for business operations, with members elected by the General Meeting and accountable to it. It has the Audit Committee, Remuneration Committee and Nomination Committee under it.</li> <li>2024 年，公司共召開董事會會議 12 次。</li> <li>In 2024, the Company convened 12 board meetings.</li> <li>2024 年，公司共召開董事會各專門委員會會議 7 次。此外，主席與獨立非執行董事舉行了 1 次無其他董事出席的專門會議。</li> <li>In 2024, the Company held a total of seven meetings of the specialised committees of the Board of Directors. Additionally, the Chairperson and independent non-executive Directors held one meeting without the presence of other directors.</li> </ul>
<b>監事會</b> <b>Board of Supervisors</b>	<ul style="list-style-type: none"> <li>監事會是公司的監督機構，負責監督公司董事和高級管理人員依法履行職責。</li> <li>The Board of Supervisors serves as the Company's supervisory body, responsible for overseeing the lawful performance of duties by directors and senior management.</li> <li>2024 年，公司共召開監事會會議 2 次，共審議議案 4 項。</li> <li>In 2024, the Board of Supervisors held two meetings and reviewed four proposals.</li> </ul>

2024 年，各董事在董事會會議及各專門委員會會議、股東大會的出席率均為 100%。

In 2024, the attendance rate of all directors at Board meetings, committee meetings and general meetings was 100%.

董事選舉  
有效性說明  
Statement on  
effectiveness of  
Director elections

- 公司董事任期為三年，任期屆滿後，經股東批准可連選連任。根據公司提名和選舉董事的政策及程序，提名委員會和董事會均有權提名董事候選人。在評估推薦候選人是否合適以及其對董事會的潛在貢獻時，提名委員會將參考以下標準：誠信度、專業資質及技能、知識、經驗、承諾以及相關貢獻等。提名委員會需就委任合適的董事候選人向董事會報告評估結果並提供相關建議，供董事會決策及制定整體選舉計劃，並最終提交至股東大會供股東批准。
- Directors serve a term of three years and may be re-appointed subject to Shareholders' approval at the end of each term. According to the Director nomination and election policy and procedures of the Company, both the Nomination Committee and the Board have the authority to nominate Director candidates. In assessing a candidate's suitability and potential contribution to the Board, the Nomination Committee considers criteria such as integrity, qualifications and expertise, knowledge, experience, commitment and potential contribution. The Nomination Committee is required to report the assessment results and provide relevant recommendations to the Board of Directors regarding the appointment of suitable Director candidates. This is for the Board of Directors to make decisions and formulate an overall election plan, which will ultimately be submitted to the general meeting for approval.

董事履職  
有效性評估  
Appraisal of  
effectiveness  
of Directors'  
performance

董事會薪酬委員會負責研究董事及高級管理人員的考核標準，並向董事會提出建議，此外，還負責審查公司董事及高級管理人員的履職情況，並對其進行年度績效考核及評價。薪酬委員會對董事和高級管理人員的考評程序如下：

The Remuneration Committee is responsible for developing appraisal criteria for Directors and senior management, submitting proposals to the Board, reviewing performance, and conducting annual performance appraisals. The appraisal process includes:

- 公司董事和高級管理人員向董事會薪酬委員會作述職和自我評價。
- Directors and senior executives present performance reports and self-assessments to the Remuneration Committee.
- 薪酬委員會依據績效評價標準和程序，對董事及高級管理人員進行績效評價。
- The Remuneration Committee appraises performance of Directors and senior management based on established appraisal criteria and procedures.
- 根據崗位績效評價結果及薪酬分配政策，提出董事及高級管理人員的報酬數額和獎勵方式，表決通過後提交公司董事會審議。
- Based on appraisal results and our remuneration policy, the Committee proposes remuneration packages and incentive measures for Directors and senior executives, and submit them to the Board for approval after voting.

如有必要，薪酬委員會可以聘請中介機構為其決策提供專業意見，相關合理費用由公司承擔。When necessary, the Remuneration Committee may engage third-party agencies to provide professional advice, with reasonable expenses arising therefrom to be borne by the Company.

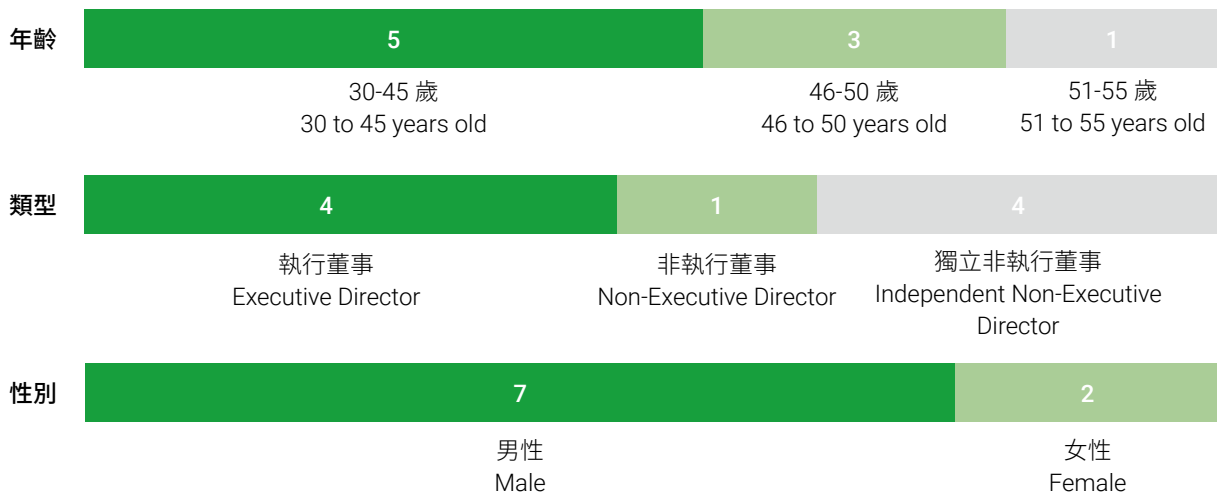
公司堅信，擁有多元化背景的董事有助於提升董事會的治理效能，進而推動企業的長遠發展。在提名董事會候選人時，公司充分考慮候選人在性別、年齡、文化、教育背景、種族、專業、行業經驗、管理經驗、技能等方面的多元化水平，以確保董事會能夠從不同角度在業務戰略、風險防控等重要事宜上提供專業且獨立的意見與判斷。公司的獨立董事及非執行董事人數占本集團董事會總人數的比例超過三分之一，從而確保企業決策的獨立性及有效性。截至本報告發佈日期，公司董事會共有 9 名成員，其中包括 4 名執行董事、1 名非執行董事以及 4 名獨立非執行董事。

Guoquan firmly believes that a diverse Board enhances governance effectiveness and supports long-term development. In nominating Board candidates, the Company considers diversity across dimensions such as gender, age, cultural and educational background, ethnicity, professional expertise, industry experience, management experience, and skills. This ensures the Board provides professional and independent judgment on key issues such as business strategy and risk management. Independent and non-executive Directors account for more than one-third of the total Board membership, ensuring decision-making independence and effectiveness. As of the publication date of this Report, the Board consisted of nine members, including four executive Directors, one non-executive Directors, and four independent non-executive Directors.

更多公司治理相關信息，請參閱公司《2024 年度報告》中的「企業管治報告」。

For more information on corporate governance, please refer to the "Corporate Governance Report" in the 2024 Annual Report.

### 鍋圈董事會成員多元化組成和佔比 The Diversified Composition and Proportion of Guoquan Board of Directors Members



## 信息披露與投資者關係管理

鍋圈高度重視信息披露工作，規範管理對資本市場的信息輸出，確保真實、準確、完整、及時地披露公司經營狀況、財務狀況及重大交易等重要信息，為廣大投資者及時、準確地掌握公司動態並做出明智的投資決策提供有力支持。

公司持續強化內部控制與管理制度建設，完善信息披露事務管理制度。依據香港聯交所、香港證監會等監管機構的規則及公司章程，並結合公司業務場景與實際情況，公司已制定《信息披露管理辦法》及《內幕消息管理制度》，以規範信息披露行為。

通過這些制度，公司明確了信息披露的內容、範圍、時間、流程及職責，確保信息披露的真實性和準確性。公司通過公告、投資者關係活動、公共媒體等多元化渠道進行信息披露。2024 年，公司在香港聯交所網站披露文件共 56 份，未出現違反《上市規則》和《公司章程》等相關規定和制度的行為。

## Information Disclosure and Investor Relations Management

Guoquan places great importance on information disclosure and has standardised its communication with the capital markets. The Company ensure that information related to business operations, financial performance, and material transactions is disclosed truthfully, accurately, completely, and in a timely manner, supporting investors in grasping the Company's dynamics in a timely and accurate manner and making well-informed decisions.

The Company continuously strengthens internal controls and improves the information disclosure management system. In accordance with the rules and regulations of the Hong Kong Stock Exchange (HKEX), the Securities and Futures Commission (SFC), and the *Articles of Association*, in conjunction with the Company's business scenarios and actual conditions, the Company have formulated internal policies including the *Information Disclosure Management Measures* and the *Inside Information Management Policy* to regulate disclosure practises.

These policies define the content, scope, timing, procedures, and responsibilities related to disclosure to ensure information authenticity and accuracy. Disclosures are made via multiple channels, including official announcements, investor relations activities, and public media. In 2024, the Company published 56 documents on the HKEX website. No violations of the *Listing Rules*, *Articles of Association*, or related policies and regulations were recorded.

### 鍋圈信息披露渠道及內容 Guoquan's Information Disclosure Channels and Content

常規活動 Routine Activities	投資者關係活動 Investor Relations Activities	公開發言 Public Presentation Engagements	信息披露 Formal Disclosures
<ul style="list-style-type: none"> <li>接受投資者、媒體等特定對象的調研、溝通、採訪</li> <li>Engagement with targeted audiences such as investors and media through research briefings, communications, and interviews</li> <li>進行對外宣傳、推廣等</li> <li>External publicity and promotional activities</li> <li>.....</li> </ul>	<ul style="list-style-type: none"> <li>門店參觀走訪</li> <li>Store visits and site tours</li> <li>業績發佈會</li> <li>Performance release conferences</li> <li>分析師會議</li> <li>Analyst meetings</li> <li>路演</li> <li>Roadshows</li> <li>.....</li> </ul>	<ul style="list-style-type: none"> <li>股東大會、行業會議等</li> <li>General meetings, industry forums, and conferences</li> <li>媒體採訪、新聞發佈會</li> <li>Media interviews and press conferences</li> <li>微博、微信等社交媒體</li> <li>Posts on social media platforms such as Weibo and WeChat</li> <li>.....</li> </ul>	<ul style="list-style-type: none"> <li>招股說明書</li> <li>Prospectus</li> <li>定期報告</li> <li>Periodic reports</li> <li>臨時公告</li> <li>Interim announcements</li> <li>.....</li> </ul>

公司高度重視投資者關係管理工作，平等地對待所有投資者。公司建立了包括股東大會、業績說明會、投資者關係電郵、公司官方網站、微信公眾號以及各類投資者交流活動在內的多樣化溝通渠道，全方位展示公司經營狀況和發展前景。通過這些渠道，公司積極傳遞公司投資價值，提升運營透明度，切實保障投資者合法權益，致力於與投資者建立長期穩定的良好關係。

The Company places great emphasis on investor relations and is committed to treating all investors equally. The Company establishes a diverse set of channels, including the General Meeting, performance release conferences, investor relations emails, the Company's official website and WeChat public account, and various investor engagement activities. These platforms allow the Company to comprehensively showcase the business performance and development prospects, effectively communicate our investment value, enhance operational transparency, and safeguard the legitimate rights and interests of investors. The goal of the Company is to foster long-term, stable, and constructive relationships with the shareholders.

### 舉辦中期業績交流會，加強與投資者的溝通

#### Held an interim results exchange meeting to strengthen communication with investors.

2024 年 8 月 29 日，鍋圈舉辦了 2024 年中期業績交流會，公司管理層團隊出席並分享了公司半年度的經營業績情況。本次活動吸引了包括中信證券、中金公司等多家知名投資機構以及香港主流財經媒體，共計百餘人參與。公司向與會者詳細回顧了 2024 年中期的業績表現，並圍繞公司產品、門店、會員、供應鏈等業務維度分享了發展情況。此次交流會不僅是對公司發展的全面梳理與匯報，也是公司積極開展投資者溝通工作的重要體現，展現了公司對投資者、行業夥伴和媒體的尊重與重視。

On August 29, 2024, Guoquan held its mid-year results briefing for 2024, attended by the management team, who shared the performance for the first half of the year. The event drew participation from more than 100 attendees, including representatives from leading investment institutions such as CITIC Securities and CICC, as well as major financial media outlets in Hong Kong. During the session, The Company provided a comprehensive overview of its 2024 interim financial results and shared key business updates across product offerings, store expansion, membership operations and supply chain development. This communication session is not only a comprehensive review and report on the Company's development but also an important manifestation of the Company's active engagement in investor communication, demonstrating the Company's respect and emphasis on investors, industry partners and the media.

2024 年，公司組織了上百場股東 / 投資者會議、路演及其他活動，覆蓋了包括公募基金、保險資管、私募基金、QDII 等在內的多元投資者群體。此外，公司還組織了在鄭州、上海等地的線下門店參觀走訪活動。在下半年，共組織了 10 餘次參觀調研，累計接待了近 30 家投資機構。通過與加盟商、店長等一線從業人員的面對面溝通，以及在門店中親身體驗多樣化的產品與服務，投資者顯著加深了對公司商業模式的理解。

Throughout 2024, the Company hosted over 100 shareholder/investor meetings, roadshows, and related activities, engaging a wide range of investor groups including public mutual funds, insurance asset managers, private equity firms, and QDII investors. The Company also organised offline store tours in cities such as Zhengzhou and Shanghai. In the second half of the year alone, the Company conducted over 10 such visits, and welcomed nearly 30 investment institutions. These activities enabled investors to engage directly with franchisees and store managers and experience Guoquan's diverse products and services firsthand, which deepening their understanding of the Company's business model.



## 公司注重投資者權益，高比例現金分紅回報投資者

**The Company places great emphasis on protecting investor rights and delivers high cash dividend payouts as a return to shareholders.**

公司始終秉持以投資者為核心的經營理念，通過實施股份回購等舉措，有效穩定市場並增強投資者信心。同時，公司建立持續且穩定的分紅機制，不斷提升投資者回報水平，致力於構建與股東之間的和諧關係。公司自 2023 年 11 月上市以來，每年均實施分紅計劃，累計宣派現金分紅總額已超過人民幣 3.4 億元（含稅）（不包括股份回購金額）。其中，2023 年度末期股息已派付逾 1.4 億元（含稅），現擬派發 2024 年度末期股息超過 2 億元（含稅）。本次股息派發以公司截至 2025 年 3 月 28 日的總股本 2,682,783,200 股（不含庫存股）為基準，具體方案尚需提交公司 2024 年度股東週年大會審議批准後實施。

The Company uphold an investor-centred philosophy by implementing measures such as share buybacks to stabilise market confidence and enhance shareholder trust. The Company establish a stable and sustainable dividend policy to continuously improve shareholders' returns and maintain a harmonious relationship with investors. Since the Company's listing in November 2023, Guoquan has been implementing the profit distribution plan every year. The total amount of cash dividends declared has exceeded RMB 340 million (tax inclusive) (excluding the amount of share repurchases). Of this, the final dividend for the year 2023 has exceeded RMB 140 million (tax inclusive), and the Company now proposes to distribute a final dividend for the year 2024 of over RMB 200 million (tax inclusive). The dividend distribution will be based on the Company's total share capital of 2,682,783,200 shares as of March 28, 2025 (excluding treasury shares). The specific plan is subject to the approval of the Company's 2024 Annual General Meeting of Shareholders.

## 稅務管理

本集團高度重視稅務治理與風險管控，嚴格遵守經營所在地的稅務法律法規，依法按時足額納稅。我們持續加強增值稅、所得稅等各稅種的稅務管理工作，由集團總部稅務部門負責監管稅務戰略的制定與決策，制定《稅務管理制度》，規範稅務管理流程，嚴格防範稅務風險。

此外，為保障日常稅務工作的順利開展，我們將稅務風險管理落實到各個業務流程環節，構建了能夠快速響應的稅務管理體系。同時，我們定期開展稅務自查，並在必要時聘請外部稅務師事務所對各項稅費進行健康檢查，及時發現並處理涉稅風險，確保稅務合規性。

## Tax Management

The Group places high importance on tax compliance and risk control. We strictly adhere to the tax laws and regulations of all operating jurisdictions, fulfilling our tax obligations fully and on time. We continuously strengthen the management of various taxes including value-added tax and corporate income tax. Our tax department at headquarters oversees the formulation and implementation of tax strategies. We establish the *Tax Management Policy* to standardise tax-related procedures and rigorously prevent tax-related risks.

To ensure the smooth execution of daily tax operations, tax risk controls are embedded across all business processes. A responsive tax management system has been established. We also conduct periodic internal tax reviews and engage external tax advisory firms when necessary to perform tax self-checks. These proactive efforts help us identify and address potential risks in a timely manner, ensuring full tax compliance.

## 商業行為

### 反貪污腐敗

本集團致力於打造道德誠信的合規文化氛圍，積極樹立向上向善的「正」文化，始終秉持對任何貪污腐敗、商業賄賂等違反商業道德的行為「零容忍」態度，發佈《向上向善，利在利他》等指引方針，明確反對「吃拿卡要，行賄受賄」等舞弊行為。

我們嚴格遵守《中華人民共和國刑法》《關於禁止商業賄賂行為的暫行規定》等法律法規，制定《反商業賄賂合規管理規定》《商業夥伴合規管理規定》《紀檢處理處分工作條例》等內部管理規定，不斷健全優化內部反貪腐反賄賂管理制度，明確貪污行為界定標準、違規行為處罰規定及處置流程等細項內容。

本集團建立專門的反貪腐反賄賂合規管理部門，由審計調查中心負責審計、調查不合規的風險和行為，並直接向董事長匯報工作，並設立專業調查團隊，專司反貪腐反賄賂監察職責，查處內部人員貪腐、瀆職等舞弊行為。

我們充分識別辦公運營及業務開展過程中的高廉潔風險領域及崗位，聚焦集團內部、供應商及加盟商，積極採取一系列針對性的風險防控措施，切實做好貪污腐敗風險防範。

本集團發佈《商業行為準則》與《反腐敗政策》，全面規範全體員工及合作方（包括但不限於供應商、加盟商等）在開展業務時的行為，維護本集團及利益相關方權益，防範因腐敗、商業賄賂等違規行為導致的損失與風險，確保業務運營的廉潔性與合規性。

## Business Conduct

### Anti-Corruption and Anti-Bribery

The Group is committed to fostering a culture of ethical integrity and compliance. We actively promote a "positive" culture that encourages continuous self-improvement and goodness, and always maintain a "zero-tolerance" policy towards all forms of corruption, commercial bribery and other behaviors that violate business ethics. We have issued guidelines such as *Striving for Excellence and Goodness, with a Focus on Helping Others*, explicitly opposing fraudulent behaviours including offering or accepting bribes by various means.

We strictly comply with the *Criminal Law of the People's Republic of China* and the *Interim Provisions on Prohibition of Commercial Bribery*, among other laws and regulations. We have established internal management regulations such as the *Anti-Commercial Bribery Compliance Regulations*, the *Compliance Management Guidelines for Business Partners* and the *Regulations on Disciplinary Inspections and Penalties*, and continuously improve and optimize our internal anti-corruption and anti-bribery management system. The criteria for defining corrupt practices, the penalties for violations, and the procedures for handling such cases are clarified.

The Group has established a dedicated anti-corruption, anti-bribery and compliance management department. The Audit and Investigation Centre is responsible for auditing and investigating non-compliant risks and activities. This department reports directly to the Chairperson and is supported by a professional investigation unit focused on internal corruption, misconduct and fraud.

We conduct comprehensive risk assessments targeting high-risk positions and business areas, focusing on internal operations, suppliers, and franchisees. Targeted prevention and control measures are actively implemented to mitigate corruption risks.

The Group has issued the *Code of Business Conduct* and the *Anti-Corruption Policy* to comprehensively regulate the behavior of all employees and partners (including but not limited to suppliers, franchisees, etc.) in business. This is aimed at safeguarding the rights and interests of the Group and its stakeholders, preventing losses and risks caused by corrupt practices, commercial bribery, and other violations, and ensuring the integrity and compliance of business operations.

## 反貪腐反賄賂管理措施 Anti-Corruption and Anti-Bribery Management Measures

### 本集團內部 Within the Group

- 向全體員工發放員工手冊，並要求全員簽署《廉潔承諾書》。
- Distribute employee handbooks and require all employees to sign the *Letter of Commitment to Integrity*.
- 制定並發佈《採購人員行為規範》。
- Have published the *Code of Conduct for Procurement Personnel*.
- 對重點部門定期開展專項審計工作。
- Conduct regular special audits for key departments.
- 定期為董事及全體員工開展反貪腐反賄賂培訓，確保彼等充分瞭解並熟悉本集團的商業道德與反貪腐反賄賂相關規定。通過宣導廉正文化，強化員工的合規意識和廉潔觀念。
- Regularly conduct anti-corruption and anti-bribery training for directors and all employees to ensure that they fully understand and are familiar with the Group's business ethics and relevant regulations on anti-corruption and anti-bribery. By promoting a culture of integrity, we strengthen employees' awareness of compliance and their sense of integrity.

### 供應商及加盟商 Suppliers and franchisees

- 制定詳盡的供應商及加盟商行為準則與規範，涵蓋反賄賂、反不正當競爭等重要方面，並將「禁止商業賄賂」明確納入合同條款，從源頭杜絕相關違規行為的發生。
- Have implemented detailed codes of conduct for suppliers and franchisees covering anti-bribery and anti-unfair competition, and explicitly include anti-bribery clauses in contracts to eliminate misconduct at the source.
- 定期為供應商及加盟商開展反貪腐反賄賂培訓，宣導廉正文化，打造廉潔產業鏈。
- Provide regular anti-corruption and anti-bribery training for suppliers and franchisees to promote a culture of integrity and build a transparent, ethical value chain.

## 反貪腐反賄賂管理機制 Anti-Corruption and Anti-Bribery Management Mechanism

- 針對內部人員貪腐、瀆職等問題，建立聯席協商機制。
- Have established joint consultation mechanisms to investigate and address internal corruption and misconduct.
- 對於查實的相關人員以及問題，第一時間同步省區公司或總部職能等相關部門，協助處置、複盤、整改。
- Coordinate with provincial branches or headquarters' functional departments to promptly resolve and review confirmed cases, and assist resolution, review and rectification.
- 根據本集團業務特點，建立審監一體的工作機制，針對審計端發現的問題，調查團隊第一時間介入，開展調查並及時處置。
- Have established an integrated audit and supervision mechanism based on the Group's business characteristics, where the investigation team is immediately engaged to conduct investigations and timely resolution when issues are identified during audits.

## 開展反貪腐反賄賂宣導活動

### Conducted Anti-corruption and Anti-bribery Advocacy and Training

我們努力提升全員的誠信合規意識，定期面向董事、鍋圈供應商及全體員工開展反貪污腐敗培訓。2024 年，審計調查中心以《正心正念正行正氣》為主題，以「身邊人、身邊案、身邊事」為素材，圍繞廉正監察和審計合規的核心內容，共開展廉正宣導活動 26 場。這些活動覆蓋了我們 18 個省區公司及鍋圈供應商企業 10 家，數千人參與。在已經開展的宣導活動中，參與人數達到了 95%。

We strive to enhance integrity and compliance awareness among all staff members and regularly conduct anti-corruption training for directors, Guoquan suppliers and all employees. In 2024, the Audit and Investigation Centre organised 26 sessions of integrity promotion activities under the theme "Positive Mind, Positive Thought, Positive Action, Positive Spirit". The sessions used real-life examples, focusing on the core content of integrity supervision and audit compliance. These activities covered our 18 provincial and regional companies, as well as 10 Guoquan supplier companies, with thousands of participants. The participation rate across completed events reached 95%.

我們建立完善的舉報流程，暢通舉報途徑，鼓勵員工、供應商、合作夥伴等內外部利益相關方對貪污腐敗行為進行投訴及舉報。此外，本集團堅決杜絕打擊、報復舉報人的行為，確保舉報人的人身及財產安全。對於打擊報復舉報人的情況，本集團嚴肅處理，相關事件涉嫌違法犯罪的，依法移交司法機關處理。

We also have established a robust reporting mechanism with accessible channels for reporting corruption by employees, suppliers, business partners and other stakeholders. In addition, the Group firmly prohibits any acts of retaliation or reprisal against whistleblowers and ensures the personal and property safety of them. Any acts of retaliation against whistleblowers will be dealt with seriously, and incidents involving suspected violations of laws or crimes will be promptly referred to judicial authorities for legal action.

對於確認違反公司行為準則 / 道德準則的行為，我們通過「鍋圈金盾」或郵箱等方式以案例形式公佈，並面向員工進行集中宣講與工作反思，警示內部員工、加盟商及供應商引以為戒。

Confirmed violations of our codes of conduct or ethics policies are publicly announced as example cases through the "Guoquan Golden Shield" platform or emails. These cases are discussed in collective training sessions to reflect, warn and guide employees, franchisees and suppliers.

自 2023 年以來，鍋圈作為反舞弊聯盟和陽光誠信聯盟的會員，持續與同行企業保持密切聯繫，共享反舞弊及打擊黑灰產的線索與情報。我們以查處案件反哺合規建設，建議、推動相關制度和業務流程的優化，降低合規風險。

Since 2023, Guoquan has been an active member of the Enterprise Anti-Fraud Alliance and the Trust and Integrity Enterprise Alliance, maintaining close contact with peer companies and sharing intelligence on fraud and illegal activities. We leverage case investigations to reinforce compliance management, making recommendations and driving the optimisation of relevant systems and business processes to reduce compliance risks.

## 舉報渠道 Reporting Channels

公開舉報渠道 Public Reporting Channels	內部員工舉報渠道 Internal Employee Reporting Channel
<p>Email: fanwubi@guoquan.cn Tel.: 15286830609</p>	<p>開放員工舉報窗口，可通過微信平臺與調查人員 一對一溝通</p> <p>An employee reporting window is available on WeChat, enabling confidential one-on-one communication with investigators</p>

## 舉報流程 Reporting Process





## 反不正當競爭

本集團嚴格遵守《中華人民共和國廣告法》《中華人民共和國反不正當競爭法》《中華人民共和國反壟斷法》《中華人民共和國消費者權益保護法》《規範促銷行為暫定規定》等法律法規，並以《經營者反壟斷合規指南》為內部制度規範，持續規範廣告、營銷行為，建立負責任營銷材料審核與監督機制，重點對涉及產品安全和質量的管理要素進行嚴格把關，並對產品標籤及產品宣稱內容進行嚴格管理。同時，公司通過開展員工培訓等一系列反壟斷與公平競爭控制措施，不斷加強相關風險控制，提升合規經營能力，為行業健康發展提供有力支持。

## Anti-Unfair Competition

The Group strictly complies with the *Advertising Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, the *Anti-Monopoly Law of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of Consumers' Rights and Interests*, and the *Interim Provisions on Regulating Promotional Activities*. We also adopt the *Guide to the Anti-monopoly Compliance of Undertakings* as an internal policy document to continuously standardise advertising and marketing practises. We have established a responsible marketing materials review and oversight mechanism, with strict control over key elements related to product safety and quality. Product labels and marketing claims are managed with rigorous attention to accuracy and compliance. At the same time, the Company has been continuously strengthening risk control and enhancing its compliance management capabilities by implementing a series of anti-monopoly and fair competition control measures, such as conducting employee training. This provides strong support for the healthy development of the industry.

### 開展專項培訓，引導營銷活動正當競爭

### Conducted Specialised Training to Promote Fair Marketing Practises

2024 年，公司基於《中華人民共和國廣告法》《規範促銷行為暫行規定》《中華人民共和國反不正當競爭法》等法律法規與司法案例，結合公司業務實際，針對 17 名相關業務人員，開展《有獎銷售風險防範法律知識分享》培訓，向相關員工講解微信營銷活動中的法律風險與應對方式、有獎銷售活動的實施與規範等內容，有效提高營銷人員風險防範意識，引導員工在營銷活動中遵循公平競爭原則，杜絕虛假宣傳等行為。

In 2024, based on the *Advertising Law of the People's Republic of China*, the *Interim Provisions on Regulating Promotional Activities*, and the *Anti-Unfair Competition Law of the People's Republic of China*, as well as relevant judicial cases, we conducted a training session titled *Legal Risk Awareness in Prize-linked Sales* for 17 marketing-related employees. The session addressed legal risks associated with marketing campaigns on WeChat, implementation standards for prize-linked promotions, and proper compliance practises. This initiative significantly enhanced employees' awareness of legal risks in marketing and reinforced the importance of fair competition, effectively curbing false advertising and other improper behaviours.

## 風險管理

本集團以「收益覆蓋風險、內控合規零容忍、制度流程全覆蓋、前中後臺一種語言、絕不放過任何一個疑點、做到全生命週期管理」為理念，以「全員規範、源頭治理、管理閉環、持續改進」為方針，主動應對內外部風險挑戰，全方位持續提升風險管理效能，推動全面風險管理再上新臺階。

## Risk Management

The Group adheres to the principles of "returns covering risks, zero tolerance for internal control and compliance breaches, full coverage of policies and procedures, unified communication across front-, mid-, and back-office operations, never overlooking any risk signal, and achieving full lifecycle management". Guided by the philosophy of "full-coverage standardisation, root cause governance, closed-loop management, and continuous improvement", we proactively address internal and external risk challenges and continuously enhance the effectiveness of our risk management systems in an all-round manner and strive to advance our comprehensive risk management to a new level.

### 風險管理體系

我們以國際通行的 COSO<sup>1</sup> 風險管理框架為基礎，結合本集團實際經營情況，建立健全風險管理體系，制定《風險管理制度》《財務管理制度》等相關內部制度規範，搭建自上而下的風險管理組織架構，建立完善的風險管理「三道防線」，明確風險管理責任分工與協作，確保風險管理工作落到實處。

### Risk Management System

We base our approach on the internationally recognized COSO<sup>1</sup> risk management framework, in light of the Group's actual business operations, and establish and improve a comprehensive risk management system. We have formulated relevant internal systems and regulations including the *Risk Management Policy* and the *Financial Management Policy*. We have built a top-down risk governance structure and established a robust "three lines of defence" model for risk management, clearly defining responsibilities and coordination mechanisms to ensure that risk control measures are effectively implemented.

<sup>1</sup> COSO: 美國反虛假財務報告委員會下屬發起人委員會 (Committee of Sponsoring Organizations of the Treadway Commission)。

<sup>1</sup> COSO: Committee of Sponsoring Organizations of the Treadway Commission.

## 風險管理架構 Risk Management Structure



## 風險管理「三道防線」 Three Lines of Defence in Risk Management

<p style="text-align: center;">第一道防線 公司各部門 First Line of Defence All Departments</p>	<ul style="list-style-type: none"> <li>公司各業務部門及職能部門識別、評估及管理其業務範疇內的風險，以確保就有效的風險管理實施合適的內部管控，對內部控制的充分性及有效性負責。</li> <li>Each business and functional department is responsible for identifying, assessing, and managing risks within its operational scope to ensure that appropriate internal controls are implemented for effective risk management. These departments are accountable for the adequacy and effectiveness of internal controls.</li> <li>各附屬公司省區總經理、運營及採購等前臺的核心業務部門，負責在其業務範圍內開展風險辨識、評估和應對工作，並在業務運作過程中有效控制風險。</li> <li>Provincial general managers of subsidiaries, along with core front-office departments such as operation and procurement departments, are responsible for identifying, evaluating, and responding to risks within their areas, and for effectively controlling risks during business operations.</li> <li>公司風控部下設的食品安全部、運營合規部、法務部、督察部等職能部門，在事前、事中、事後各階段實施專業化的合規管理，負責規章制度、經濟合同、重大決策的合規審查，受理職責範圍內的違規舉報，提出分類處置意見，並對風險管理體系的有效性進行評價。</li> <li>Functional departments under our Risk Control Department, including the Food Safety Department, Operation &amp; Compliance Department, Legal Department, and Supervision Department, carry out specialised compliance management before, during, and after business activities. They are responsible for reviewing regulations, economic contracts, and major decisions for compliance, handling violation reports within their respective scopes, providing recommendations for categorising and addressing violations, and evaluating the effectiveness of the risk management system.</li> </ul>
<p style="text-align: center;">第二道防線 公司管理層 Second Line of Defence The Management</p>	<ul style="list-style-type: none"> <li>根據公司戰略負責制定、改善及監控本公司的主要政策、程序及標準，監督公司的風險管理及內部控制活動的有效性，向董事會提供有關風險管理及內部控制系統有效性的確認，為審核委員會履行風險及監控職能提供支持。</li> <li>The management is responsible for developing, improving, and monitoring our core policies, procedures, and standards in line with corporate strategy. It oversees the effectiveness of risk management and internal control activities and provides confirmation to the Board regarding the soundness of these systems, thereby supporting the Audit Committee in fulfilling its risk oversight function.</li> </ul>
<p style="text-align: center;">第三道防線 內部審計調查中心 Third Line of Defence Internal Audit and Investigation Centre</p>	<ul style="list-style-type: none"> <li>評估及檢驗本公司與風險管理及內部控制系統有關的政策及程序的有效性，並向審核委員會、董事會上報評估及審計結果。</li> <li>This independent internal audit function evaluates and tests the effectiveness of policies and procedures related to our risk management and internal control systems. It reports its findings and assessments to the Audit Committee and the Board of Directors.</li> </ul>

## 風險識別與應對

我們構建了一套系統化的風險識別與評估機制，通過持續監測內外部環境的動態變化，及時發現潛在的經營風險。我們採用風險矩陣、SWOT 分析<sup>2</sup>等工具，對風險發生的可能性及其潛在影響進行科學評估，並優先解決關鍵性風險。此外，我們每年至少對風險管理流程進行一次內部審計，以驗證其有效性。經過識別，本集團目前面臨的主要風險包括食品安全、安全生產、環境、財務、法律法規、信息安全以及其他運營相關風險。

## Risk Identification and Response

We have established a systematic mechanism for risk identification and assessment, enabling timely detection of potential operational risks through continuous monitoring of internal and external environmental changes. We apply tools such as risk matrices and SWOT analysis<sup>2</sup> to scientifically evaluate the likelihood and potential impact of risks while prioritising the resolution of critical issues. Additionally, we conduct at least one internal audit of the risk management process annually to validate its effectiveness. Upon identification, the Group's primary risks arise from food safety, production safety, environmental protection, finance, legal and regulatory compliance, information security and other operational issues.

### 面臨的主要風險及應對策略 Primary Risks and Countermeasures

<b>食品安全風險</b> Food safety risk	<ul style="list-style-type: none"> <li>完善食品安全管理體系，建立食品安全小組聯合各相關業務部門推動食品安全工作共治，及時發現、控制、消除食品安全隱患，保證產品質量，保護品牌聲譽，維護廣大加盟商的共同利益。</li> <li>Enhance the food safety management system and have established a food safety team to collaborate with relevant departments, and proactively identify, control, and eliminate food safety hazards to ensure product quality, safeguard brand reputation, and protect the collective interests of our franchise partners.</li> </ul>
<b>安全生產風險</b> Production safety risk	<ul style="list-style-type: none"> <li>完善安全生產管理體系，定期開展安全隱患排查，識別、評估生產過程中的風險，針對各項風險積極制定管控策略；同時加強員工安全生產培訓，提高全員安全意識及安全風險應對能力。</li> <li>Improve the production safety management system, conduct regular safety inspections, identify and assess production risks, develop targeted control measures, and strengthen safety training for employees to improve awareness and response capabilities.</li> </ul>
<b>環境風險</b> Environmental risk	<ul style="list-style-type: none"> <li>推動公司及附屬公司完善環境管理體系，規範環境管理流程，實行清潔生產策略，嚴格控制三廢排放。同時，制定應急預案，應對突發環境事件。</li> <li>Strengthen the environmental management systems of the Company and its subsidiaries, standardise environmental management processes, implement clean production strategies, strictly control emissions of wastewater, waste gas, and solid waste, and formulate contingency plans for environmental emergencies.</li> </ul>

<sup>2</sup> 即基於內外部競爭環境和競爭條件下的態勢分析法，其中，S (Strengths) 是優勢、W (Weaknesses) 是劣勢、O (Opportunities) 是機會、T (Threats) 是威脅。

<sup>2</sup> This refers to a situational analysis method based on internal and external competitive environments and conditions, where S stands for Strengths, W for Weaknesses, O for Opportunities, and T for Threats.

財務風險 Financial risk	<ul style="list-style-type: none"> <li>• 規範關聯交易行為和減少不必要的關聯交易，保證關聯交易決策對所有股東的公平性和公正性。</li> <li>• Standardise related-party transactions and reduce unnecessary transactions to ensure fairness and impartiality in decision-making.</li> <li>• 每年聘請外部審計對我們財務及內部控制進行審計，同時審計調查中心檢查業務操作和財務記錄，確保合規性和準確性。</li> <li>• Engage external auditors annually for audits of financial reports and internal controls, and urge the Audit and Investigation Centre to inspect operations and financial records to ensure compliance and accuracy.</li> <li>• 嚴格遵守各運營地稅務相關法律法規，完善稅務管理相關制度，規範稅務管理流程，嚴格防範稅務風險。</li> <li>• Strictly comply with local tax regulations, improve tax-related systems and procedures, and rigorously prevent tax-related risks.</li> </ul>
法律法規風險 Legal and regulatory compliance risk	<ul style="list-style-type: none"> <li>• 建立監控系統，持續監控關鍵風險點和業務流程，及時發現異常情況；並定期審查和更新政策和程序，以適應業務變化和法規更新。</li> <li>• Have established monitoring systems to continuously oversee key risk areas and business processes, promptly identify irregularities, and regularly review and update policies and procedures to adapt to business and regulatory changes.</li> </ul>
信息安全風險 Information security risk	<ul style="list-style-type: none"> <li>• 採用先進的技術和設備，如防火牆、安全軟件、加密技術等，預防信息安全相關技術風險。</li> <li>• Adopt advanced technologies and tools such as firewalls, security software, and encryption technologies to mitigate technical risks related to information security.</li> <li>• 每年基於集團有關要求開展專項風險管理審計工作。</li> <li>• Conduct specialised risk audits annually in accordance with the Group's requirements.</li> </ul>
其他運營風險 Other operational risks	<ul style="list-style-type: none"> <li>• 針對銷售環節的風險，我們優化銷售策略，加強市場調研，靈活調整產品組合和定價策略，以應對市場需求波動，有效防範壟斷與不正當競爭風險。同時，規範銷售流程，加強銷售人員培訓，持續提升我們銷售團隊的業務能力。</li> <li>• Optimise sales strategies, enhance market research, and flexibly adjust product mix and pricing in response to demand fluctuations, monopoly and unfair competition risks, and standardise sales processes and strengthen training for sales teams to continuously improve professional capabilities.</li> </ul>

在風險控制與應對方面，我們構建了以控制、監督、考核為核心的「三位一體」管理框架，將內部控制、風險管理、合規管理、風險監控、內控評價和違規追責等六個關鍵要素的管控要求融入業務流程之中，並通過實施評估監測、監督評價、對標提升和考核問責四項機制，確保集團風險控制實現管理到位、責任明確、執行有力。

To manage and respond to risks, we develop a "three-in-one" framework centred on control, supervision, and evaluation, integrating six key components including internal control, risk management, compliance management, risk monitoring, internal control evaluation, and accountability, into our business processes. Through four key mechanisms including assessment and monitoring, supervision and evaluation, benchmarking and improvement, and performance accountability, we ensure that risk control across the Group is well-executed, with clearly defined responsibilities and strong implementation.



## 專項風險審計

為了有效應對潛在風險，我們基於風險評估及風險監控分析結果，針對高重要性等級的風險事項開展專項風險審計工作。專項風險審計覆蓋採購、生產、銷售、環保、人力資源、品牌營銷、財經公關等多個關鍵領域。2024年，我們重點圍繞產品中心、財經公關部等重點部門，開展專項風險審計工作，未發現重大風險事項。

## Special Risk Audits

To effectively address potential risks, we conduct special risk audits based on the results of risk assessments and risk monitoring analyses, focusing on high-priority risk areas. These audits cover several key business functions, including procurement, production, sales, environmental protection, human resources, brand marketing and financial communications. In 2024, we focused our special risk audit efforts on key departments such as the Product Centre and the Financial Communications Department, and no material risks were identified.

### 2024 年重点审计工作及成果 Key Audit Work and Results in 2024

財經公關部 專項審計 Special audit on the Financial Communications Department	<ul style="list-style-type: none"> <li>報告期內，我們對發稿頻次的準確性、供應商結算資料及服務內容的真實性、媒體拜訪的真實性等進行了審計。根據審計結果，我們進一步推進了內部管理升級，以防範相關潛在風險。</li> <li>During the Reporting Period, we audited the accuracy of media release frequency, the authenticity of supplier settlement documentation and service content, and the validity of media visits. Based on the audit findings, we further enhanced internal management practises to mitigate relevant risks.</li> </ul>
產品中心專項審計 Special audit on Product Centre	<ul style="list-style-type: none"> <li>報告期內，我們對採購計劃、採購詢價、供應商選擇、合同評審、訂單管控、驗收入庫、付款管理、促銷活動執行、食安問題等關鍵環節進行了審計。根據審計結果，我們進一步優化了相關流程並進行了整改，切實做好風險防範工作。</li> <li>During the Reporting Period, we audited key processes including procurement planning, pricing inquiries, supplier selection, contract review, order control, goods acceptance and warehousing, payment management, promotional campaign execution and food safety issues. Based on the audit findings, we optimised relevant processes and implemented corrective actions to strengthen risk prevention.</li> </ul>

## 食安為先，品質服務

## PRIORITISING FOOD SAFETY AND QUALITY

### 食品安全與質量

鍋圈自創始之日起始終將食品安全和產品質量控制放在公司發展的首要位置，力求為消費者提供健康、安全、好吃、不貴的鍋圈食材。

### Food Safety and Quality

Since its inception, Guoquan has always prioritised food safety and product quality control in the Company's development, striving to provide consumers with healthy, safe, tasty, and affordable meal products.

### 質量管理體系

本集團嚴格遵循《中華人民共和國食品安全法》《食品安全法實施條例》《中華人民共和國產品質量法》《食品經營過程衛生規範》（GB 31621-2014）《食品安全國家標準餐飲服務通用衛生規範》（GB 31654-2021）等法律法規及國家標準，建立了完善的產品質量管理體系。我們成立了食品安全小組，並制定了《門店食品安全操作手冊》《食品安全管理員制度》《食品安全自檢自查與報告制度》《食品及非食品貯存管理制度》《食品安全突發事件應急處置方案》等一系列制度和管理辦法，形成了覆蓋質量管理全過程的制度體系。

### Quality Control System

We strictly abide by laws, regulations and national standards such as the *Food Safety Law of the People's Republic of China*, the *Regulations on the Implementation of the Food Safety Law*, the *Product Quality Law of the People's Republic of China*, GB 31621-2014 *Hygienic Practise in Food Business Process*, and GB 31654-2021 *National food safety standard: General hygienic specifications for catering services*, and has established a comprehensive product quality management system accordingly. We have set up a food safety team, and developed a series of systems and management measures, including the *Store Food Safety Operation Manual*, the *Food Safety Administrator System*, the *Food Safety Self-inspection and Reporting System*, and the *Food Safety Emergency Response Plan*, thereby forming a complete institutional framework that covers the entire quality management process.

2024 年，我們新制定了《散裝食品管理制度》《臨近保質期食品管理制度》等制度，並修訂了《產品標準體系制定、審核、歸檔及修訂操作規程》，完善了產品標準體系規程，進一步規範了食品安全與質量管理。

In 2024, we newly established systems such as the *Bulk Food Management System* and the *Near-expiry Food Management System*, and revised the *Procedures for the Formulation, Review, Filing and Revision of the Product Standards System*, further standardising the procedures of our product standards system and enhancing our food safety and quality management.

此外，我們建立了產品質量與安全風險管理體系，針對產品全生命週期中可能因突發事件、自然災害等因素引發的質量與食品安全事件，開展全面的風險管理，前置性規避潛在的產品質量與安全風險。

In addition, we have established a product quality and safety risk management system to conduct comprehensive risk management throughout the entire product lifecycle. This system aims to proactively prevent potential product quality and food safety risks arising from emergencies, natural disasters and other factors.

## 質量管理組織架構

為切實保障食品安全，本集團成立了食品安全小組，由總部分管領導擔任組長及副組長，食品安全和公共關係部負責人擔任總協調人，部門一級主管及各省區總擔任小組成員，共同開展食品安全風險防範及應對工作。

在產品質量管理方面，以公司執行董事為核心，搭建了涵蓋產品中台、品控部、供應鏈計劃部、採購部、內勤部和研發部等職能部門的組織架構。各部門分工協作、各司其職，扎實推進產品質量管理，全力保障產品品質。

## Quality Management Organisational Structure

To effectively safeguard food safety, we set up a food safety team, with headquarters leaders in charge of food safety serving as the team leader and deputy team leader, the head of Food Safety and Public Relations Department as the overall coordinator, and first-level supervisors of each department and managers at provincial level as team members to jointly engage in food safety risk prevention and response.

Regarding product quality management, the Group develops an organisational structure centred around executive Directors, comprising key functional departments such as the Product Middle Office, Quality Control Department, Supply Chain Planning Department, Procurement Department, Internal Operations Department and Research & Development Department. Each department fulfils its respective duties and collaborates closely to solidly promote product quality management and ensure product quality.

### 食品安全小組架構

#### Food Safety Task Force Structure



由公司相關執行董事擔任組長，負責全面領導和把控食品安全與質量管理。

The competent executive directors, as team leaders, are responsible for the overall leadership and control of food safety and quality management.

食品安全和公共關係部負責人擔任總協調人，負責配合組長完成食品安全與質量相關工作，並與各負責部門對接。

The Head of the Food Safety and Public Relations Department serves as the general coordinator, supporting team leaders in carrying out food safety and quality-related work and liaising with respective responsible departments.

部門一級主管及各省區總擔任小組成員，負責食品安全與質量工作的實施與執行。

Department heads and provincial/regional managers, as team members, jointly engage in the implementation and execution of food safety and quality initiatives.

為確保食品安全與質量的穩定性，本集團採取了一系列綜合措施：定期開展食品安全與質量的風險與機遇識別工作，制定並實施針對性的食品安全風險防治策略；持續推進各類食品安全與質量管理體系認證及審核工作，不斷完善食品安全管理體系。同時，集團構建了以食品安全為核心的「總部食安——省區食安——門店端——其他支持部門」四級管控架構。在「防」和「治」兩個關鍵維度上，我們對產品生產、倉儲物流、門店銷售、售後等全流程實施嚴格管控，從而提升食品安全與質量管理的整體效能。

To ensure the stability of food safety and quality, the Group has adopted a series of comprehensive measures, including regular identification of risks and opportunities related to food safety and quality, and the formulation and implementation of targeted food safety risk prevention and control strategies. We continuously promote the certification and review of various food safety and quality management systems to further improve our food safety management framework. At the same time, we establish a four-tiered control structure centred on food safety, consisting of Food Safety Department of the headquarters, Food Safety Department at provincial level, store and other supporting departments. On the two key dimensions of "prevention" and "control", we implement strict oversight across the entire process, including product production, warehousing and logistics, store sales and after-sales, thereby enhancing the overall effectiveness of our food safety and quality management.

### 食品安全風險的「防」與「治」 "Prevention" and "Control" of Food Safety Risks

<p>「防」 "Prevention"</p>	<ul style="list-style-type: none"> <li>• 制度建設：負責制定、下發總部食安、省區食安和門店運營相關的制度、標準和流程，並監督其執行情況。</li> <li>• System construction: Responsible for formulating and issuing systems, standards, and procedures related to food safety at the headquarters, provincial and regional levels, and store operations, and supervising their implementation.</li> <li>• 宣貫：由總部食安、省區食安、企業大學等相關職能部門對省區銷售經理、門店、加盟商開展食品質量與安全方面的制度、標準和流程培訓。</li> <li>• Awareness raising: Functional departments such as the Food Safety Department of the headquarters and at provincial level and enterprise university carry out food quality and safety training sessions on systems, standards and processes for regional sales managers, stores and franchisees.</li> <li>• 管理：對省區食安、督察、省區銷售經理、加盟商等相關人員進行管理，確保其對培訓內容（包括制度、標準和流程）的理解和執行情況符合要求。</li> <li>• Management: Manage food safety departments at provincial level, inspectors, regional sales managers at provincial level and franchisees, and ensure that their understanding and implementation of the training content, including systems, standards, and processes, meet the requirements.</li> </ul>
<p>「治」 "Control"</p>	<ul style="list-style-type: none"> <li>• 督察和法務：不定期抽查門店，對門店進行食品安全檢查，並對違規情況進行處罰。</li> <li>• Inspectors and Legal Department: Carry out random food safety inspection of stores, and impose penalties for any violations.</li> <li>• 公關和輿情管理：針對不同問題，採取相應的措施，將影響降至最低。</li> <li>• Public relations and public opinion management: Take targeted measures for specific issues to minimize impact.</li> </ul>

我們持續加強食品安全與質量管理體系認證，定期開展產品質量與安全體系審核。2024年5月，本集團順利通過ISO 9001、ISO 22000等體系認證的年度監督審核。截至本報告發佈日期，鍋圈及附屬公司的食品安全與質量相關體系認證情況如下：

We continuously strengthen our food safety and quality management system certifications and regularly conduct reviews of product quality and safety systems. In May 2024, we successfully passed the annual surveillance reviews for ISO 9001 and ISO 22000 certifications. As of the publication date of this Report, the status of Guoquan and its subsidiaries' food safety and quality system certifications is as follows:

鍋圈 Guoquan	<ul style="list-style-type: none"> <li>ISO 9001 質量管理體系、ISO 22000 食品安全管理體系。</li> <li>ISO 9001 Quality Management System, ISO 22000 Food Safety Management System.</li> </ul>
和一工廠 Heyi Plant	<ul style="list-style-type: none"> <li>ISO 9001 質量管理體系、危害分析與關鍵控制點（HACCP）體系。</li> <li>ISO 9001 Quality Management System, Hazard Analysis and Critical Control Point (HACCP) System.</li> </ul>
澄明工廠 Chengming Plant	<ul style="list-style-type: none"> <li>ISO 9001 質量管理體系、ISO 22000 食品安全管理體系、FSSC 22000 食品安全體系認證、危害分析與關鍵控制點（HACCP）體系。</li> <li>ISO 9001 Quality Management System, ISO 22000 Food Safety Management System, FSSC 22000 Food Safety System Certification, Hazard Analysis and Critical Control Point (HACCP) System.</li> </ul>
丸來丸去工廠 Wanlai Wanqu Plant	<ul style="list-style-type: none"> <li>ISO 9001 質量管理體系、ISO 22000 食品安全管理體系、危害分析與關鍵控制點（HACCP）體系。</li> <li>ISO 9001 Quality Management System, ISO 22000 Food Safety Management System, Hazard Analysis and Critical Control Point (HACCP) System.</li> </ul>
歡歡工廠 Huanhuan Plant	<ul style="list-style-type: none"> <li>危害分析與關鍵控制點（HACCP）體系。</li> <li>Hazard Analysis and Critical Control Point (HACCP) System.</li> </ul>

由於歡歡工廠於2024年8月才正式投產，截至本報告發佈日期，其ISO 9001、ISO 22000等體系認證的相關工作仍在積極推進中。

As Huanhuan Plant officially commenced operations in August 2024, its ISO 9001 and ISO 22000 certification processes are still actively underway as of the publication date of this Report.

## 產品全生命週期質量保障

本集團將食品安全與質量理念貫穿於產品生產、倉儲物流、門店銷售及售後的全流程，致力於打造全鏈條的高品質與安全保障。

## Product Lifecycle Quality Assurance

The Group integrates the awareness of food safety and quality throughout the entire product lifecycle, which is from production to warehousing and logistics, and to store sales and after-sales service, committed to building a high-quality and secure supply chain.

## 產品生產環節

本集團全面識別各類潛在的安全與質量風險，重點關注非法添加等關鍵風險點。我們與國內頂尖的第三方權威檢測機構合作，對日常監督和高風險監控環節進行嚴格監控與評價，確保生產環節的食品安全。

## Production Stage

We conduct comprehensive identification of potential safety and quality risks, with particular attention to critical issues such as illegal additives. We collaborate with leading third-party testing institutions in China to conduct rigorous supervision and evaluation of routine monitoring and high-risk checkpoints to ensure food safety in the production stage.

### 公司及各工廠在食品安全與質量管理方面採取了以下措施：

#### Measures taken by the Company and our plants in food safety and quality management include:

- **供應商的選擇及審核：**嚴格篩選供應商，從資質、信譽、生產能力、質量控制水平等多維度進行評估，並定期現場審核，確保其提供符合要求的原材料。
- **Supplier selection and review:** Suppliers are rigorously selected and evaluated across multiple dimensions including qualifications, reputation, production capacity and quality control capability, with regular on-site reviews to ensure the compliance of their raw materials.
- **到貨驗收：**對原材料進行全面檢測，涵蓋理化性質、藥物殘留、添加劑等關鍵指標，嚴格執行驗收程序，建立追溯系統。
- **Incoming material inspection:** Raw materials are thoroughly inspected for key indicators such as physicochemical properties, pesticide residues and additive content. Strict acceptance procedures are enforced, and a traceability system is established.
- **異物管控與衛生管理：**安裝檢測設備以識別異物，定期維護設備，加強員工操作培訓，建立嚴格的清潔消毒制度，確保車間衛生達標。
- **Foreign object control and sanitation management:** Detection equipment for identifying foreign objects is installed and regularly maintained. Employee training is strengthened, and strict cleaning and disinfection protocols are implemented to ensure workshops' hygiene meet required standards.
- **現場檢查：**品控人員定期駐廠和不定期飛行檢查，全程管控生產過程。
- **On-site inspections:** Quality controllers are stationed in plants on a regular basis, supplemented by unannounced inspections to supervise the entire production process.
- **庫存產品不定期抽檢、定期外檢：**建立庫存產品抽檢機制，定期委託第三方檢測機構外檢，對不合格產品妥善處理。
- **Spot checks and third-party testing of inventory products:** A spot check mechanism is established for inventory products, with regular third-party testing arranged. Non-conforming products are appropriately handled.
- **風險保障措施：**購買產品責任險，為消費者提供食品安全保障。
- **Risk mitigation measures:** Product liability insurance is purchased to guard consumers against food safety incidents.



## 倉儲物流環節

本集團建立了針對倉儲物流服務供應商的日常管控要求和年度審核機制，確保其經營過程合法合規，避免對產品安全與質量造成任何危害。我們嚴格把控產品的儲存溫度和有效期，安排品控人員駐場倉庫，全面負責倉儲環節的食品安全管理，並監督倉庫的日常運行。同時，本集團要求物流供應商嚴格控制產品運輸溫度和周轉時間，以降低物流運輸過程中可能產生的食品安全與質量風險。

## 門店銷售環節

在門店管理方面，本集團圍繞證照管理、計量規範、清潔消毒、蟲害防治、效期管控及標籤標識等 6 大關鍵點實施嚴格監控，並制定了《鍋圈門店食品抽樣管理規範》。運營合規部、督查部、食安部門及省區銷售經理定期對加盟商門店開展食品安全巡檢。品控部與運營合規部協同定期抽檢已入庫及到店產品質量，提出整改意見，並對重大違規加盟商採取警告、罰款或取消特許經營資格等處罰。2024 年，通過線上監控、線下日常檢查及突擊檢查相結合的方式，對加盟商門店的運營環境、人員管理、食品安全等進行全面檢查，強化監督管理。

## Warehousing and Logistics Stage

The Group propose daily control requirements and establish an annual review mechanism for warehousing and logistics service providers to ensure lawful and compliant operations and prevent any adverse impact on product safety and quality. We strictly control storage temperatures and shelf lives, assign quality controllers to warehouses to take full responsibility for food safety management in the warehousing stage, and supervise day-to-day warehouse operations. In addition, we require logistics providers to strictly monitor transportation temperatures and turnover times to reduce food safety and quality risks during logistics and delivery.

## Store Sales Stage

In terms of store management, the Group implements strict monitoring focused on six key control points of license management, measurement standards, cleaning & disinfection, pest prevention, expiration management, and labeling & marking. We have formulated the *Management Standards for Spot Checks of In-store Food of Guoquan*. The Operation & Compliance Department, Inspection Department, Food Safety Department, and regional sales managers at provincial level conduct regular food safety inspections on franchised stores. The Quality Control Department and Operation & Compliance Department collaborate to conduct regular spot checks of both inventory and in-store products, come up with suggestions for rectification, and impose penalties including warnings, fines, or revocation of franchise operation licence on franchisees with critical findings. In 2024, we conducted food safety tour inspections of the operating environment, personnel management and food safety on our franchised stores in the form of online monitoring, offline routine inspection and sudden unannounced inspection, thereby strengthening supervision and management.

## 產品售後環節

在產品召回方面，本集團制定《產品召回撤回管理》管理制度，完善產品召回流程，並積極開展產品召回演練，提高應急響應速度及處理能力，確保在食品安全事件發生時，能夠快速召回產品，最大限度降低對公眾的危害。2024 年，本集團共開展 1 次產品召回演練，未發生食品安全違規或處罰事件，也未發生由食品安全問題導致的產品批量召回事件。

## After-sales Stage

As for product recall, the Group has established the management system of *Product Recall and Withdrawal Management* and refined the product recall process. The Company actively carries out product recall drills, and improves emergency response rate and disposal capacity to ensure quick product recall and minimize the risks to the public in case of food safety incidents. In 2024, the Group conducted one product recall drill and did not experience any food safety violations or penalties, nor did it have any mass product recalls caused by food safety issues.

### 產品召回流程 Product Recall Process



本集團致力於打造「人人都是食品安全官」的食安文化，持續強化質量與安全文化建設。每年定期組織全體員工開展產品質量與食品安全相關培訓，將質量安全理念融入日常工作。我們通過在線鍋圈學堂、公眾號等形式開展常規培訓，並在質量安全日、安全週等重點時段開展專項宣貫與培訓活動。

We are committed to fostering a food safety culture where "everyone is the supervisor of food safety". We continued to strengthen quality and safety culture construction, and conduct training sessions on product quality and food safety for employees on a regular basis each year to improve quality and safety awareness in daily work. We also carry out regular training for all employees through our online learning platform "Guoquan Academy", WeChat official account and other channels, and provide special lectures and training sessions at key events such as Quality and Safety Day and Safety Week.

### 開展加盟商食安培訓

#### Conducted Food Safety Training for Franchisees

作為食品安全和質量保障的關鍵環節之一，我們還對加盟商進行持續宣貫與培訓，內容涵蓋食品安全案例、門店食品安全管理及日常經營中的食安問題等。報告期內，本集團對加盟商共開展各類食品安全相關培訓 707 場，其中新加盟商培訓約 140 場。

As franchisees are one of the key components of food safety and quality assurance, we provide continuous training for them on food safety cases, in-store food safety management and food safety issues in daily operations. During the Reporting Period, the Group conducted 707 food safety-related training sessions for franchisees in total, including about 140 training sessions for new franchisees.

### 門店產品抽樣檢測

#### Spot Checks of In-store Products

2024 年，公司品控部根據產品安全與質量風險制定抽檢計劃，運營合規部負責現場隨機抽樣，確保抽樣科學、公正。樣本送至第三方檢測機構，全程跟蹤檢測報告，並留存門店及產品追溯信息以便異常追蹤。重點檢測受儲運條件影響較大的指標，如水分、pH 值、酸價、過氧化值、揮發性鹽基氮、微生物等。全年共抽檢 123 批次門店產品，檢測結果全部合格。

In 2024, our Quality Control Department developed a spot check plan for product safety and quality risks, while the Operation & Compliance Department carried out on-site spot checks to ensure scientific and impartial sampling procedures. Samples were sent to third-party testing institutions, with full tracking of test reports. Store and product traceability information was recorded to support issue tracking if needed. The checks focused on indicators sensitive to storage and transportation conditions, such as moisture content, pH value, acid value, peroxide value, volatile basic nitrogen and microbiological parameters. A total of 123 batches of in-store products were checked during the year, with all results meeting quality standards.

## 開展產品召回演練

### Carried out Product Recall Drill

2024 年 8 月，公司組織開展了覆蓋全國 10 個城市的 154 家門店的产品召回演練。演練背景為產品包裝質量問題，涉及 164 件規格為 19kg/ 件的产品。工廠停產相關產品，庫存退回工廠；門店產品下架，集中退回倉庫後報廢處理。演練結束後，公司對相關部門、供應商及檢測機構的表現進行了總結，並制定了糾正預防措施。

In August 2024, we conducted a product recall drill covering 154 stores across 10 cities nationwide. The drill scenario simulated a packaging quality issue involving 164 units of a product packaged at 19 kg per unit. The plant suspended production of the affected product and inventory was sent back to the plant. In-store products were removed from shelves and recalled to the warehouse for discarding. Upon completion of the drill, we evaluated the performance of relevant departments, suppliers, and testing agencies, and developed corrective and preventive measures.

## 各工廠開展食安與質量培訓

### Each Plant conducted Food Safety and Quality Training

2024 年，本集團各工廠組織了食品安全與質量主題培訓。澄明工廠針對研發、採購、倉儲、物流、生產等部門員工，開展食品曝光案例培訓，時長 1.5 小時，共 35 人次參加。和一工廠舉辦《動物源交叉污染》培訓，覆蓋生產端管理人員、主任、班組長及技術員等約 40 人，規範操作行為，提升食安意識。歡歡工廠開展 FSSC 22000、HACCP 食品安全管理體系培訓，時長 8 小時，13 名管理人員參加。丸來丸去工廠對食品安全管理人員進行培訓，內容包括食品安全法、標準、管理要求及操作規範，時長 3 小時，4 人參加並通過考試。

In 2024, all our plants held training sessions on food safety and quality. At Chengming Plant, a 1.5-hour training session focused on food incident case studies was conducted for 35 employees from R&D, procurement, warehousing, logistics and production departments. Heyi Plant held a training session on *Cross-contamination from Animal Sources*, covering approximately 40 employees including production management personnel, supervisors, team leaders and technicians, to standardise operational behaviours and enhance food safety awareness. Huanhuan Plant conducted an 8-hour training session on the FSSC 22000 and HACCP food safety management systems, attended by 13 management personnel. Wanlai Wanqu Plant organised a 3-hour training for food safety management personnel, covering the *Food Safety Law* and food safety standards, management requirements and operating procedures, with four participants successfully passing the examination.

## 創新驅動

### 研發創新管理

本集團始終堅持「以消費者需求為導向，持續推動產品創新與升級，提升產品品質與口感」的研發創新理念，建立了以公司董事長為核心的研發管理架構，並制定了一系列內部制度與規範，包括《研發制度與流程》《產品標準體系制定、審核、歸檔及修訂操作規程》《產品測試程序》以及《產品標準》《工藝標準》《原材料標準》等，確保研發項目管理體系的系統性和完整性。

在具體執行層面，集團嚴格實施產品預研、立項、研發、測試及試產的全流程管理，確保研發產品質量的穩定性。公司董事長作為產品中心第一負責人，主要負責制定產品研發戰略方向，並對研發成果進行最終評估與確認。同時，集團設立了獨立的研發部門，專職負責研發項目管理、質量穩定性管理、資源協調、開展市場和消費場景調研、工廠研發、品質測試及優化、試產等全流程管理工作。

## Innovation-Driven Development

### R&D and Innovation Management

The Group has always adhered to the innovation philosophy of "being consumer demand-oriented, continuously promoting product innovation and upgrades, and enhancing product quality and taste". We have established an R&D management framework centred around the Chairperson of the Board and have formulated a series of internal policies and procedures, including the *R&D System and Processes*, *Procedures for the Formulation, the Review, Filing and Revision of the Product Standards System*, the *Product Testing Procedures*, and specific standards such as the *Product Standards*, the *Process Standards*, and the *Raw Material Standards*. These collectively ensure the systematic and comprehensive management of R&D projects.

At the execution level, we implement full-process management covering preliminary research, project establishment, R&D, testing and trial production, to ensure the stability of newly developed products. The Chairperson of the Board, as the principal person in charge of the Product Centre, is responsible for formulating strategic directions for product R&D and conducting final assessments and approvals of R&D outcomes. Meanwhile, we have established an independent R&D department dedicated to overseeing the entire lifecycle of R&D projects. This includes managing project execution, ensuring quality consistency, coordinating resources, conducting market and consumer scenario research, managing plant-level R&D activities, product quality testing and optimisation, and overseeing trial production.

## 產品研發環節及對應重點舉措 Key Measures in Product R&D Process





## 營養與健康

本集團積極響應《「健康中國 2030」規劃綱要》及《全民健康素養提升三年行動方案（2024-2027 年）》的政策指引，深入踐行「好好吃飯，健康生活」的消費新理念，致力於引領行業健康趨勢，打造健康飲食新餐桌，持續升級健康產品體系。

我們提出「健康新五環，簡淨優鮮好」的核心主張，圍繞「更簡、更淨、更優、更鮮、更好」五大標準，承諾從源頭甄選食材，將營養與健康作為重點研發領域，確保配料簡單、減少添加，為客戶提供通過專業認證、兼具美味與品質的健康產品。

為滿足消費者對飲食質量提出的更高需求，我們順應消費者飲食習慣向營養化、健康化、精緻化發展的趨勢，2024 年，在 2023 年健康產品項目的基礎上，進一步拓展和升級了以下營養與健康產品項目內容，助力「健康中國 2030」目標的實現。

## Nutrition and Health

We actively respond to the *Outline of the Healthy China 2030 Plan* and the *Three-Year Action Plan to Further Raise Health Literacy for All Citizens (2024-2027)* by embracing the new consumer concept of "eat well, live healthily". We aim to lead the industry toward healthier trends by redefining the modern dining experience and continuously enhancing our range of healthy products.

We advocate the core concept of the "New Five Health Dimensions: Simpler, Cleaner, Better, Fresher and Healthier". Centred on these five standards, we pledge to select premium ingredients at the source, prioritise nutrition and health as key R&D focus areas, and ensure simple formulations with fewer additives, so as to offer products that are professionally certified, delicious and of high quality.

In order to meet consumers' growing demand for food quality, we expanded and upgraded the following nutrition and health product initiatives in 2024, building on our 2023 health product project efforts and catering to consumers' preference for more nutritious, healthier and refined foods, contributing contribute to the goal of "Healthy China 2030".

### 本集團 2024 年度新增 / 升級的營養與健康產品項目內容

#### New and Upgraded Nutrition and Health Product Initiatives in 2024

**精準滿足健康需求：**精準捕捉不同消費者的健康需求，推出低脂、低鹽、清潔標籤、高蛋白、高微量元素、高膳食纖維和有機等多元產品選項，滿足個性化健康飲食偏好。

**Accurately meet health needs:** We accurately captured diverse consumer health needs and launched a wide range of options including low-fat, low-sodium, clean-label, high-protein, high trace element, high dietary fibre, and organic products to support personalised dietary preferences.

**創新打造「簡料」「清潔標籤」產品：**基於創新工藝和配方，打造「簡料」「清潔標籤」產品概念，包括：  
**Innovatively develop products with "simple-ingredient" and "clean-label":** We innovated through formulations and processes, and developed products under "simple ingredients" and "clean label" concepts, including:

- 使用純天然健康基礎食材生產的簡單加工產品。
- Products that are simply processed using purely natural and healthy basic ingredients.
- 通過工藝與配方的優化，減少添加劑的使用種類的產品。
- Products with significantly reduced types of additives through process and recipe optimisation.

**推出「野生」系列特色產品：**推出帶有「野生原料」認證的「野生」系列火鍋筍產品，進一步豐富健康產品矩陣。

**Launch of "wild-sourced"-series specialty products:** We introduced the "wild-sourced" series of hot pot bamboo shoots made with certified wild-sourced ingredients, further enriching our healthy product matrix.

我們注重從產品研發、材料採購到產品儲運銷售的全流程管理，致力於提升產品的營養與健康價值。為此，我們加大了低脂、低鹽、有機等健康產品的研發投入，嚴格篩選優質、安全的原材料，優化食品包裝標籤設計，並加強儲運保鮮技術，全方位保障產品的營養與健康。

We emphasise full-process management, which is from product research and development and material sourcing to storage, transportation, and sales, dedicated to enhancing the nutritious and health value of our offerings. To this end, we have increased investment in R&D for healthy products such as low-fat, low-sodium and organic items. We rigorously select high-quality, safe raw materials, optimise food packaging and labeling design, and strengthen cold chain freshness preservation technologies to comprehensively ensure the nutritious and health attributes of our products.

#### 營養與健康產品開發管理舉措

#### Measures for Development and Management of Nutritious and Healthy Products

產品研發 Product R&D	<p>優化與創新並重：加大產品研發力度，優化老產品並開發符合現代健康消費觀的新品。</p> <p>Focus on both optimisation and innovation: We increase investment in R&amp;D to improve existing products and develop new ones that align with modern health-conscious consumption trends.</p> <p>深化研發探索：不斷加碼研發投入，探索食材新搭配、烹飪新技藝及保鮮新技術，專注打造美味與健康兼備的食品，守護食材的本真營養。</p> <p>Further research exploration: We continue enhancing R&amp;D efforts by exploring new ingredient combinations, innovative cooking techniques, and advanced preservation technologies. We are committed to creating food that is both delicious and healthy while preserving the natural nutrition of ingredients.</p>
材料採購 Material procurement	<p>嚴守採購標準：執行高標準採購政策，建立全面的質量控制體系，從源頭到餐桌的每一步都確保食材的安全與新鮮，為消費者提供高品質的飲食保障。</p> <p>Strict adherence to procurement standards: We implement high-standard procurement policies and have built a comprehensive quality control system to ensure food safety and freshness at every step from sourcing to the table, providing consumers with high-quality dietary assurance.</p>
包裝設計 Packaging design	<p>透明化消費信息：清晰標注健康承諾、營養成分、適宜人群、辣度提示及烹飪方式等詳細信息，讓消費者在購買時一目了然，增強消費透明度，踐行「好好吃飯，健康生活」理念。</p> <p>Transparent consumption information: We clearly label health claims, nutritious content, target consumer groups, spicy level indicators and cooking instructions to make it clear at a glance for consumers when purchasing, enhancing consumption transparency and practicing the philosophy of "eat well, live healthily".</p> <p>呈現優質產品形象：從有機筍到各類食材、蘸料、底料、飲料，均在產品包裝上呈現更乾淨的配料表和權威機構認證標誌。</p> <p>Premium product image: Our product packaging, including that for organic bamboo shoots, various ingredients, dipping sauces, soup bases and beverages, features cleaner ingredient lists and certification marks from authoritative institutions.</p>
儲運保障 Storage and transportation	<p>保障食材安全與營養：依託冷鏈運儲和鎖鮮直達技術，確保每一份食材的安全與營養，讓消費者吃得放心、吃得健康。</p> <p>Commitment to ingredient safety and nutrition: We leverage cold chain logistics and freshness-locking technologies to preserve the safety and nutritious value of ingredients, ensuring that consumers eat safely and healthily.</p>

2024 年，我們持續強化產品營養與健康管理，成立了健康產品項目組。項目組成員涵蓋採購、質量、研發、商品管理、包裝設計等多部門員工，聚焦產品配方升級、工藝優化、減少添加劑使用、產品標籤及認證等方面，全面推進健康營養產品的開發。同時，我們積極聯合第三方權威認證機構，推動行業營養與健康相關產品標準及技術規範的擬定。

In 2024, we further strengthened our management of nutritious and healthy products by establishing a healthy product project team. The team includes members from departments such as Procurement, Quality, R&D, Product Management and Packaging Design. It focuses on formula upgrades, process optimisation, additive reduction, labeling and certification, promoting the comprehensive development of nutritious and healthy products. At the same time, we actively partnered with authoritative third-party certification bodies to support the drafting of industry standards and technical specifications for nutritious and healthy products.

報告期內，本集團推出了 4 款「野生」筍產品，並對約 90 款產品進行了健康營養方面的升級。其中，「清潔標籤」（不使用防腐劑、不使用合成色素、不使用甜味劑等）產品 23 款，「簡料」系列產品 8 款。

During the Reporting Period, we launched four "wild-sourced" series bamboo shoot products and upgraded the nutritious profiles of approximately 90 products. These included 23 clean-label products (free from preservatives, synthetic colorants, and sweeteners), and eight simple-ingredient products.

## 協同起草行業規範

### Co-drafting of Industry Standards

2024 年，我們與第三方權威認證機構共同起草並發佈了《野生原料及其產品認證技術規範》（CTI-PV01/03-YS-2024）。該規範從產地、加工、銷售等環節，對野生食材的標準進行了詳細規定。在此標準通過後，我們的「野生」系列火鍋筍產品成為首批獲得「野生原料」認證的食材。

In 2024, we jointly drafted and published the *Technical Specification for Certification of Wild-sourced Ingredients and Their Products* (CTI-PV01/03-YS-2024) in collaboration with third-party authoritative certification institutions. This specification provides detailed standards for wild-sourced ingredients across stages such as origin, processing, and sales. Following its release, our "wild-sourced" series hot pot bamboo shoots became the first batch of products certified thereunder.



「野生原料」認證食材  
Products obtained "wild-sourced ingredients" certification

## 開發 2 款健康營養的兒童牛排

### Development of Two Nutritious Steak Products for Children

2024 年，本集團新增研發了 2 款兒童牛排產品，這些產品是兼具風味、營養、安全與衛生的餐食類食品。我們針對 3-12 歲兒童的營養攝取特徵、成長發育需求、飲食習慣、行為和認知等綜合因素，主動控制鹽分、糖分、油脂等的添加量，優化產品營養配比，使其更合理。這些兒童牛排更易咀嚼和消化，能夠滿足兒童正常生長發育的營養需求。

In 2024, we developed two new steak products for children, offering flavourful, nutritious, safe and hygienic meal options. Targeted at children aged three to 12, these products are developed based on a comprehensive understanding of their nutritious intake needs, growth and development requirements, dietary habits, behaviours and cognitive traits. We proactively controlled the levels of added salt, sugar, and fats in these products, and optimised the nutritious profile to better suit children's health needs. These steaks are easier to chew and digest, supporting the healthy growth and development of children.



兒童牛排

Nutritious Steak Products for Children

## 知識產權保護

本集團高度重視知識產權管理，嚴格遵守《中華人民共和國專利法》《中華人民共和國商標法》《中華人民共和國著作權法》等法律法規，制定並完善《知識產權管理制度》，明確專利權、商標權、商業秘密、著作權等知識產權的歸屬判定、保密措施及獎懲機制。我們在高度重視自身知識產權保護的同時，充分尊重他人知識產權，嚴厲打擊侵權行為。

我們持續優化知識產權管理流程，通過明確的規則和激勵機制，激發員工的創新精神，鼓勵引進、吸收新技術和發明創造，從而提升市場競爭力和經濟效益。

## Intellectual Property Protection

We place a high priority on intellectual property management and strictly comply with the *Patent Law of the People's Republic of China*, *Trademark Law of the People's Republic of China*, and *Copyright Law of the People's Republic of China*. We have developed and refined our *Intellectual Property Management Policy* to clearly define the ownership, confidentiality measures, and incentive and disciplinary mechanisms related to patents, trademarks, trade secrets and copyrights. While placing high importance on protecting our own intellectual property rights, we give full respect to the intellectual property rights of others and will severely crack down on all kinds of infringements.

We continue to optimise our intellectual property management processes. By implementing clear policies and incentive mechanisms, we aim to foster a culture of innovation among employees, encouraging the adoption and creation of new technologies and inventions, thereby enhancing our market competitiveness and economic performance.



我們與全體員工及加盟商簽訂保密協議，明確知識產權保護的權責，並定期在國家知識產權局商標局網站進行例行檢查，確保商標權不受侵犯。同時，本集團密切關注知識產權相關政策動態，積極開展法律法規培訓與宣貫，覆蓋研發、銷售、法務等一線員工與管理層，以增強相關人員的知識產權知識和維權意識，及時識別並防範侵權風險。

We have entered into a series of confidentiality agreements with all our employees and franchisees to clearly define the rights and responsibilities of the Group's intellectual property protection. We conduct routine checks on the official website of Trademark Office of China National Intellectual Property Administration to ensure that our trademark rights are not infringed upon by others. Besides, we also pay close attention to the industry policy dynamics related to intellectual property rights, and actively carry out training on intellectual property laws and regulations for front-line employees from R&D, sales and legal departments as well as the management. We aim to enhance related personnel's intellectual property knowledge base and rights protection awareness, and can identify potential infringement or infringement incidents in a timely manner.

2024 年，為強化員工知識產權保護意識，我們針對市場營銷部及運營部等相關部門核心崗位的 392 人，開展了以《企業著作權侵權風險》為主題的專場培訓。培訓內容涵蓋常見知識產權侵權類型（如美術作品著作權、音樂版權、字體著作權等）及應對方式，旨在提高相關人員的風險防範意識，維護公司知識產權，預防並降低法律風險。

In 2024, to enhance awareness of intellectual property protection, we organised a dedicated training session titled *Corporate Copyright Infringement Risks* for 392 core employees from the Marketing Department, Operation Department and other related departments. The training covered common types of intellectual property infringement (e.g., visual artwork, music copyright, typeface copyright) and corresponding risk mitigation measures, helping participants better understand intellectual property protection and reduce legal risks.

截至報告期末，本集團共擁有有效專利 54 件。2024 年，新申請商標 56 件、專利 24 件，新增授權商標 134 件、專利 30 件。

As of the end of the Reporting Period, we held 54 valid patents. In 2024, we filed 56 new trademark applications and 24 new patent applications, and were granted 134 new trademarks and 30 new patents.

截至報告期末，有效專利

**54** 件

As of the end of the Reporting Period, we held 54 valid patents.

新申請商標 專利

**56** 件 **24** 件

56 new trademark applications filed  
24 new patent applications filed

新增授權商標 專利

**134** 件 **30** 件

134 new trademarks granted  
30 new patents granted

## 客戶關係管理

## Customer Relationship Management

### 消費者溝通與服務

### Consumer Communication and Services

本集團客戶類型主要包括消費者和加盟商，其中加盟商的溝通與服務情況詳見「加盟商管理」章節。

Our customer base primarily includes consumers and franchisees. Details regarding franchisee communication and services are covered in the "Franchisee Management" section.

我們秉持「讓問題最少發生、發生最快解決、解決後消費者最為滿意」的服務理念，嚴格遵守《中華人民共和國消費者權益保護法》，圍繞消費者反饋和投訴處理，制定了《消費者客訴處理》《輿情客訴風險等級判斷標準》《輿情客訴賠付標準》《輿情客訴管理制度》等制度，規範投訴處理流程，明確回復時效、處理時效和處理方案等要求，並持續提升輿情客訴處理能力，切實保障消費者權益。

We adhere to a service philosophy of "minimizing issues, resolving them promptly, and ensuring consumer satisfaction", and strictly follow the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*. We have established various internal systems related to consumer feedback and complaints, including the *Customer Complaints Handling Policy*, the *Standards for Determining Risk Level of Public Opinion and Customer Complaints*, the *Compensation Standards for Public Opinion and Customer Complaints* and the *Management System for Public Opinion and Customer Complaints*. These systems define standardised complaint handling procedures, response and resolution timelines, and resolution plans, helping us continually improve our ability to manage complaints and effectively safeguard consumer rights.

本集團已完成客訴處理知識庫的搭建，明確了客戶投訴處理流程，並針對重大、輿情及短期內難以達成一致的案件，建立了專門的上報機制，確保客訴處理的及時性和有效性。在《客訴流程》中，我們進一步明確了消費者投訴的回復時效、處理時效和處理方案。

The Group has accomplished the knowledge base construction for customer complaint handling, clearly defined customer complaint handling process, and formulated a reporting mechanism for major, public opinion-related cases and cases with no agreed solution in the short-term to ensure the timeliness and effectiveness of customer complaint handling. We specify the response time requirement, handling time limit and handling options for consumer complaints in the *Customer Complaint Handling Process Policy*.

2024 年，本集團投訴及時響應率和投訴處理及時率均達到

In 2024, both the timely response rate of complaints and timely handling rate of complaints recorded

100%



## ● 消費者信息管理與溝通

本集團構建了全面且安全的消費者數據管理平臺。基於消費者消費頻率和頻次，設計了標準會員體系。2024 年，我們升級了會員管理系統，重點優化不同等級會員的個性化權益及服務。截至 2024 年底，集團注冊會員數量達到約 41.3 百萬名。

我們以持續優化客戶體驗為目標，暢通客戶溝通渠道，切實保障消費者合法權益。集團設立客戶服務部，通過消費者熱線、公司官網、小程序、微信公眾號、各媒體平臺官方賬號（微博、抖音、快手、小紅書等）以及線下門店反饋等多元化渠道，受理消費者投訴相關事宜。

我們將消費者投訴分為三大類型：產品類投訴、活動類投訴、人員（服務）類投訴，並根據風險程度分為低、中、高三個等級。在投訴處理過程中，我們保持與消費者的密切溝通，及時通報處理進度，確保消費者的訴求得到充分理解和有效解決。

我們認真對待和處理消費者投訴，所有投訴均第一時間轉至投訴處理責任人進行對接處理，並在規定時間內給予反饋與處理。截至報告期末，我們的投訴處理滿意度達 94.04%。同時，我們對投訴信息進行深入分析總結，將潛在改進項反饋至相關部門，以持續提升產品與服務水平。

## ● 消費者滿意度提升

本集團在質量保障、服務體系優化、組織協同等多個方面採取舉措，提高客戶滿意度，以有效減少客戶投訴事件的發生。

## ● Consumer Information Management and Communication

The Group has established a comprehensive and secure consumer data management platform. Based on purchase frequency and behaviour, we design a standardised membership system. In 2024, we upgraded our membership management system with a focus on optimising personalised benefits and services for members of different tiers. As of the end of 2024, the number of registered members had reached approximately 41.3 million.

We aim at constantly optimising customer experience, expanding communication channels with customers and effectively protecting the legitimate rights and interests of consumers. The Group has set up a Customer Service Department to accept and handle consumer complaints via a number of communication channels such as customer hotline, the Company's official website, mini-program, WeChat official account and official accounts on social media platforms (Weibo, Douyin, Kuaishou, Red Note, etc.).

We categorise consumer complaints into product-related, event-related, and personnel (service)-related ones, and low risk, medium risk, and high risk levels. Throughout the complaint resolution process, we maintain close communication with consumers, provide timely updates, and ensure that their concerns are fully understood and effectively addressed.

We treat and handle consumer complaints seriously, immediately refer each complaint to the responsible handler for resolution, and provide feedback to consumer complaints within a specified time. By the end of the Reporting Period, we had recorded a complaint resolution satisfaction rate of 94.04%. Additionally, we conduct in-depth analysis and review of complaints, and inform relevant departments of areas with potential improvement rooms to continuously improve our products and services.

## ● Consumer Satisfaction Improvement

The Group improves customer satisfaction to effectively reduce customer complaints by taking measures in various aspects including quality assurance, service system optimisation and coordinated organisation.

## 提升消費者滿意度管理舉措

### Management Measures to Improve Consumer Satisfaction

<p>加強門店服務質量 監督控制 Enhance store service quality monitoring and control</p>	<ul style="list-style-type: none"> <li>• 成立全國運營合規部，針對門店產品質量、服務質量進行暗訪、明訪調查，確保產品及服務符合要求。</li> <li>• Have set up a national level Operation &amp; Compliance Department to conduct unannounced visits and investigation of product and service quality at stores to ensure that products and services meet the Company's requirements.</li> <li>• 針對已出現的產品質量問題及時進行售後處理，避免流入市場，並反饋上游工廠著手處理。</li> <li>• For existing product quality issues, promptly conduct after-sales handling to prevent them from entering the market and provide feedback to the upstream plants to take action.</li> <li>• 對已發生的服務質量問題下達整改通知，並要求省區對門店進行後續監督。</li> <li>• Issue a rectification notice on existing service quality issues, and carry out provincial level supervision over the stores.</li> </ul>
<p>提高售後投訴 服務質量 Improve after-sales complaint service quality</p>	<ul style="list-style-type: none"> <li>• 優化目前已有的售後服務體系，包括全國服務熱線接聽、消費者客訴處理流程。</li> <li>• Have optimised existing after-sales service system, including national service hotline reception and customer complaint handling process.</li> <li>• 及時響應客戶投訴，積極處理客戶問題，確保客戶體驗滿意度。</li> <li>• Respond to customer complaints in a timely manner, proactively deal with customers' complaints to ensure customers are satisfied with the experience.</li> <li>• 每週 / 每月開展客服人員的培訓，內容包括食品安全法、含量標識、服務能力等，提高客服工作人員服務技能、服務意識、產品知識等。</li> <li>• Conduct weekly/monthly training sessions for customer service staff, covering topics such as the Food Safety Law, ingredient labeling, and service competencies, to enhance service skills, customer awareness, and product knowledge.</li> <li>• 完善客戶關係管理機制，定期跟進客戶需求及反饋，提高客戶忠誠度。</li> <li>• Improve the mechanism of customer relationship management, follow up customers' needs and feedback on a regular basis to enhance customer loyalty.</li> </ul>
<p>加強內部協調溝通 Strengthen internal coordination and communication</p>	<ul style="list-style-type: none"> <li>• 建立內部溝通和協作機制，明確職責和任務，加強團隊合作，提升協作效率。</li> <li>• Have established an internal communication and cooperation mechanism, clearly identify responsibilities and obligations, promote teamwork, and improve overall efficiency.</li> <li>• 優化現有部門之間協作功能機制，確保各個部門在客戶體驗滿意度方面能協調一致。</li> <li>• Optimise the cooperation mechanism among existing departments to ensure that all departments are aligned in providing satisfying customer experience.</li> <li>• 定期對消費者相關問題進行總結分析，制定並嚴格執行改善方案。</li> <li>• Regularly summarise and analyse consumer-related issues, and develop and strictly implement corrective action plans.</li> </ul>

<p>定期數據整理匯報 Data processing and reporting on a regular basis</p>	<ul style="list-style-type: none"> <li>落實日報、週報、月報、半年度及年度匯報，分別對不同時期的客訴數據進行整理、匯總、分析，掌握最新的客訴問題類型狀態，及時調整處理措施及整改方案。</li> <li>Build a daily, weekly, monthly, semi-annual and annual reporting mechanism, process, summarise and analyse customer complaint data in different periods, be fully aware of the latest customer complaints and types, and refine handling measures and rectification plans in a timely manner.</li> <li>多部門協同匯報，針對每個時期數據進行會議分析、總結。</li> <li>Implement intra-department collaborative reporting, and hold meetings to analyse and review data of each period.</li> </ul>
<p>互動調研促體驗提升 Interactive research to enhance experience</p>	<ul style="list-style-type: none"> <li>通過社交媒體平臺進行線上交流，在線下門店開展節假日、週年慶等活動，為消費者答疑解惑，提升消費者體驗感。</li> <li>Engage in online communication with consumers via social media and organise offline activities such as holiday events and store anniversaries to answer consumer questions and enhance their experience.</li> <li>通過網絡調查、社交平臺反饋、電話溝通等方式開展不定期客戶調研，評估消費者的平臺體驗、履約體驗、產品體驗和售後體驗。</li> <li>Conduct irregular customer investigation through online surveys, social platform feedback, telephone communication, etc., to evaluate consumers' experiences with the platform, contract fulfillment, products, and after-sales service.</li> </ul>
<p>依需改進，推陳出新 Continuous improvement and innovation</p>	<ul style="list-style-type: none"> <li>聽取消費者反饋的意見，制定改進生產方案。</li> <li>Collect and act on consumer feedback to develop and refine production strategies.</li> <li>根據消費者需求，加大新套餐、新產品的開發。</li> <li>Increase efforts in the development of new set meals and products based on evolving consumer needs.</li> </ul>

## 負責任營銷

本集團嚴格遵守《中華人民共和國廣告法》《中華人民共和國電子商務法》《中華人民共和國反不正當競爭法》《中華人民共和國食品安全法》及《食品標識管理規定》等法律法規，制定了《廣告合規手冊》《促銷活動合規要點》等規範文件，並建立了責任營銷材料審核和監督機制。所有營銷材料在發佈前均須經過多部門嚴格審核，確保產品標籤、產品廣告及營銷內容的合法性、真實性、準確性。

2024 年，我們持續加強責任營銷理念的宣貫。圍繞負責任營銷、廣告宣傳、知識產權保護等重點領域，我們在線上線下開展了包括有獎銷售法律風險防範、著作權侵權風險防控以及線上營銷推廣服務業務系列合同模板操作等專項培訓。培訓共計 15 場，參與人數約 455 人。此外，我們還針對核心崗位員工組織了相關考試，切實將責任營銷理念落到實處，規範營銷宣傳的落地執行。

在產品包裝方面，我們在產品上新前，聯合第三方機構對產品標籤進行合規審核，並對產品標籤中的營養健康信息進行評估和統一管理。我們積極推動產品營養健康宣傳，並探索產品清潔標籤，旨在為消費者提供易於識別、便於理解的產品營養健康信息。

## Responsible Marketing

The Group strictly abides by laws and regulations such as the *Advertising Law of the People's Republic of China*, *E-Commerce Law of the People's Republic of China*, *Anti-Unfair Competition Law of the People's Republic of China*, *Food Safety Law of the People's Republic of China* and *Administrative Provisions on Food Labeling*, and have formulated internal regulatory documents such as the *Advertising Compliance Manual* and the *Key Points for Promotional Activity Compliance*. We establish a responsible review and supervision mechanism for marketing materials, where all marketing materials are required to undergo rigorous multi-departmental review prior to release to ensure that product labeling, advertising and marketing contents are lawful, truthful and accurate.

In 2024, we continued to strengthen promotion of responsible marketing. Focusing on responsible marketing, advertising practises and intellectual property protection, we organised 15 online and offline training sessions covering topics such as legal risk prevention in prize promotions, copyright infringement risk mitigation, and standardised contract templates for online marketing services, receiving approximately 455 participants. In addition, we organised examinations for employees in core positions to reinforce the implementation of responsible marketing practises and ensure the standardised execution of promotional content.

In terms of product packaging, we collaborate with third-party institutions to conduct compliance reviews of product labels prior to product launches. We also assess and centrally manage nutrition and health-related information presented on product labels. We actively promote the communication of nutrition and health benefits and explore the development of clean-label products, aiming to provide consumers with clear and easy-to-understand nutrition information.

## 標籤合規

### Compliance with Labeling Requirements

我們嚴格遵循《食品安全國家標準 預包裝食品標籤通則》（GB 7718-2011），涵蓋食品名稱、配料表（含定量標示）、淨含量和規格、生產者信息、日期標示、貯存條件、食品生產許可證編號、產品標準代號、質量（品質）等級、輻照食品、轉基因食品等要求；同時在配料表的臨近位置標注魚類及其製品、花生及其製品、蛋類及其製品等常見過敏原，保障易敏人群安全。

We strictly follow GB 7718-2011 *National Food Safety Standard - Standard for Labeling of Prepackaged Foods*, which includes labeling requirements for product name, ingredient list (including quantitative ingredient indication), net content and specifications, manufacturer information, date marking, storage conditions, food production license number, product standard code, quality grade, irradiation information, and genetically modified food declarations. In addition, common allergens such as fish and fish products, peanuts and peanut products, and eggs and egg products are clearly indicated near the ingredient list to ensure safety for sensitive populations.

在營養標識方面，我們遵循《食品安全國家標準 預包裝食品營養標籤通則》（GB 28050-2011），產品營養標籤均以標準化表格標示能量、核心營養素的含量值、其他營養成分含量值和營養素參考值（NRV%），對滿足營養聲稱的產品嚴格標識，確保營養信息合規展示，指導消費者科學選擇。

Regarding nutrition labeling, we adhere to GB 28050-2011 *National Food Safety Standard - Standard for Nutrition Labeling of Prepackaged Foods*, and present nutrition contents in a standardised table format, listing energy, core nutrients, other nutritious components, and their Nutrient Reference Values (NRV%). We strictly label products that meet nutritional claims, ensuring that nutritional information is displayed in compliance and guiding consumers to make informed dietary choices.

我們積極探索營養健康與清潔配方，從源頭嚴選食材、精簡配料，持續推出低脂、低鹽、高蛋白、高膳食纖維及有機認證等多元化健康產品，通過標準化營養標籤和透明化信息，滿足消費者對天然、簡潔、真實營養健康的需求。

We actively explore nutritious, healthy and clean formulations by carefully selecting raw materials at the source and simplifying ingredient lists. We continue to launch a variety of health-conscious products including low-fat, low-sodium, high-protein, high dietary fibre, and organically certified options. Through standardised nutrition labels and transparent information, we aim to meet consumers' growing demand for natural, clean, and authentic nutrition.

報告期內，我們聯合第三方機構華測檢測，舉辦鍋圈質量團隊標籤專項研討會，共同探討典型標籤案例與未來標籤相關法規標準發展趨勢；同時聯合華測食農健康產品事業部舉辦《食品標籤及配料合規管理規範》供應商專項培訓，線上參與共 484 人次，旨在確保產品生產全過程合規及穩定，為消費者持續提供安全、健康、美味的好產品。

During the Reporting Period, we partnered with a third-party institution, Centre Testing International Group Co., Ltd. (CTI), to host a dedicated labeling seminar for Guoquan's quality team. The session explored typical labeling cases and the future development trends of relevant labeling regulations and standards. We also co-hosted a special supplier training session titled *Food Labeling and Ingredient Compliance Management Guidelines* with CTI's Food & Agricultural Products Division. The online session received 484 attendees, aiming to ensure compliance and consistency throughout the product lifecycle and to continually deliver safe, healthy and delicious products to consumers.

## 信息安全和隱私保護

本集團設定「保障業務安全運營、守護客戶權益、維護企業利益、打造卓越品牌」的信息安全管理目標，並遵循「動態管控、分級防護、全員負責」的信息安全管理原則。我們嚴格遵守《中華人民共和國網絡安全法》《中華人民共和國數據安全法》《中華人民共和國個人信息保護法》《中華人民共和國消費者權益保護法》等相關法律法規，不斷完善信息安全與隱私保護體系以保障消費者權益。

為有效控制數據及用戶隱私風險，本集團設立了信息安全管理委員會、數據安全管理委員會及個人信息保護委員會分別作為信息安全、數據安全和隱私保護的最高決策機構，確保相關管理工作得以高效執行。

為確保信息安全管理有效落實，本集團建立了由執行董事擔任主席的信息安全管理委員會，並制定完善了一系列管理制度，包括《信息安全管理體系手冊》《信息安全組織管理規定》《數據分類分級及全生命週期管理制度》《個人信息管理規範》《業務連續性管理規定》等。通過這些制度，我們加強了集團全域數據全生命週期的規範化管理，確保在對外服務、內部運營、產品研發等各個業務環節中，信息的機密性、完整性和可用性得到有效保障。

## Information Security and Privacy Protection

The Group establishes an information security management objective centred on "ensuring secure business operations, safeguarding customer rights, protecting corporate interests, and building a leading brand". Our information security management adheres to the principles of "dynamic control, tiered protection, and collective responsibility". We strictly comply with the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of Consumers' Rights and Interests*, and other relevant laws and regulations, and continuously improve our information security and privacy protection framework to uphold consumer rights.

In order to effectively control the risks in relation to data and users' privacy, the Group has established Information Security Management Committee, Data Security Management Committee and Personal Information Protection Committee as the highest decision-making bodies for information security, data security and privacy protection respectively to ensure the efficient implementation of related management work.

To ensure effective implementation of information security practises, the Group has formed an Information Security Management Committee chaired by an executive Director, and developed and refined a set of comprehensive management policies, including the *Information Security Management System Manual*, the *Regulations on Information Security Organisational Management*, the *Management Standards for Data Classification and Grading and Full Life Cycle Security*, the *Personal Information Protection Management Standards* and *Business Continuity Management Provisions*. These policies standardise our global and full-life cycle data management, and ensure the confidentiality, integrity and availability of information generated from all business procedures including external services, internal operations and product R&D.



2024 年，本集團未發生重大數據洩露事件、未發生重大信息安全事故、未發生客戶隱私及數據安全相關投訴。

In 2024, we had no significant data leakage incidents, no significant information security incidents, and no complaints related to customer privacy and data security.

### 信息安全管理體系 Information Security Management System



### 截至 2024 年底各系統信息安全認證情況 Information Security Certifications as of the End of 2024

<b>To C 端的商城系統（含鍋圈 APP、微信小程序、支付寶小程序）</b> <b>To C online mall systems (including Guoquan APP, WeChat mini-program and Alipay mini-program)</b>	信息安全等級保護三級認證，通信網絡安全防護定級備案三級認證。 Grade-3 Network Security Grade Protection Certification (NSGPC), Grade-3 Grade Protection Certification by Communications Administration (GPCCA) certification.
<b>To B 端的報貨系統（鍋圈雲鋪 APP）</b> <b>To B goods reporting system (Guoquan Online Shopping APP)</b>	信息安全等級保護三級認證，通信網絡安全防護定級備案三級認證。 Grade-3 NSGPC and Grade-3 GPCCA certification.
<b>To B 端的收銀系統（鍋圈收銀管理系統）</b> <b>To B cashier system (Guoquan cashier system)</b>	信息安全等級保護三級認證，通信網絡安全防護定級備案三級認證。 Grade-3 NSGPC and Grade-3 GPCCA certification.
<b>To B 端的供應商系統（供應商協同系統）</b> <b>To B supplier system (supplier collaborative system)</b>	信息安全等級保護二級認證，通信網絡安全防護定級備案三級認證。 Grade-2 NSGPC and Grade-3 GPCCA certification.

## 信息安全

本集團高度重視信息安全，通過定期開展風險識別與評估、建立信息安全事件上報機制、制定完善的應對計劃與響應程序、定期組織應急演練、加強審計等措施，確保信息安全管理措施的有效執行，全方位保障數據安全與合規性。

我們定期開展信息安全相關風險的識別與評估，涵蓋數據洩露風險、合規風險、內部員工操作風險、第三方相關風險等，並針對不同風險採取針對性管控措施。同時，我們建立了規範的信息安全事件上報機制，明確了事件上報流程，並制定了主動應對措施與被動響應機制，以保障業務連續性，增強整體安全韌性。

## Information Security

We place great importance on information security management. Through regular risk identification and assessment, establishing incident reporting mechanisms, developing comprehensive response plans and procedures, conducting emergency drills, and enhancing audits, we ensure the effective implementation of information security measures and comprehensively safeguard data security and regulatory compliance.

We regularly assess risks related to information security, including risks of data leakages, compliance violations, internal staff operations, and third-party involvement. Based on the nature of each risk, we adopt targeted mitigation strategies. Additionally, we have established a standardised information security incident reporting mechanism, which clearly defines the reporting process. Proactive response measures and reactive contingency protocols are also in place to ensure business continuity and strengthen overall security resilience.

## 信息安全事件上報流程 Information Security Incident Reporting Procedure



## 信息安全應對計劃與響應程序 Information Security Response Plans and Procedures

### 主動應對措施（以預防為目的） Proactive response measures (prevention-focused)

- 人工滲透測試：業務系統上線前和業務重大變更前，持續進行漏洞掃描及滲透測試，並覆蓋重要接口，如個人信息處理、身份校驗、資金處理、抽獎活動等。
- Artificial penetration testing: Carry out continuous vulnerability scanning and penetration tests before the launch of new business systems and major changes in business, covering important interfaces, such as personal information processing, identity verification, fund processing, lottery activities, etc.
- 安全事件監測和響應：為完善雲上安全防護體系，我們針對異常行為和潛在風險進行識別與防護。借助華為雲、阿裏雲上部署的安全產品，包括態勢感知、應用防火牆、雲防火牆、主機安全、數據庫審計等，實時監測信息安全事件，及時發現並響應安全漏洞、威脅和攻擊，減少損失並防止惡意行為的擴散。
- Security incident monitoring and response: To strengthen our cloud-based security system, we identify and mitigate abnormal behaviours and potential risks. With security products deployed on Hicloud and Aliyun, such as situational awareness, application firewall, cloud firewall, host security, database audit, etc., we can monitor information security incidents in real time, and discover and respond to security vulnerabilities, threats and attacks in a timely manner to reduce losses and prevent the spread of malicious acts.
- 數據安全與備份管理：我們建立了日誌備份系統，支持事故發生後的快速分析；同時，對關鍵數據進行異地備份，確保關鍵數據在遭受攻擊時不會丟失。
- Data security and backup management: A log backup system is in place to support rapid incident analysis, and critical data is backed up at off-site locations to prevent data loss in the event of an attack.

被動響應機制（以恢復 / 補救為目的）  
Reactive response mechanisms (recovery/ remediation-focused)

為有效應對 IT 系統中斷、網絡攻擊等突發事件，公司建立了完善的數據洩露應急響應計劃和網絡安全事件管理流程，並成立專門的安全事件響應團隊，成員涵蓋安全、運維及 IT 部門。安全事件標準化處置流程如下：

To effectively respond to IT system interruptions, cyberattacks and other emergencies, we have developed comprehensive data breach response plans and cybersecurity incident management procedures, and establish a dedicated security incident response team comprising members from Security, Operation Maintenance and IT Departments. The standardised incident handling process includes:

- 安全事件識別：通過內部安全平臺檢測異常行為或潛在威脅，安全部門根據告警進行進一步研判。
- Security incident identification: Abnormal behaviour or potential threats are detected via internal security platforms and further assessed by the Information Security Department.
- 通知與溝通：確認為安全事件後，立即通知業務相關方和安全事件響應團隊，並提供事件初步報告。
- Notification and communication: Upon confirming a security incident, relevant business units and the response team are notified, and a preliminary incident report is provided.
- 事件隔離：根據安全事件的分級情況，針對不同級別的事件採取相應措施。對於風險較大的事件，立即隔離受影響的系統，防止威脅進一步擴散。
- Incident isolation: Based on the incident severity level, appropriate measures are taken. For incidents posing significant risks, affected systems will be immediately isolated to prevent further spread.
- 根源分析：使用取證工具分析事件原因，確保記錄完整。
- Root cause analysis: Evidence taking tools are used to investigate the incident cause, with full documentation ensured.
- 修復與恢復：快速修補漏洞，並恢復系統運行。
- Fixing and restoration: Vulnerabilities are promptly fixed, and system operations are restored.
- 事後複盤：對事件進行全面複盤，總結經驗教訓，並更新相關安全策略。
- Post-incident review: A comprehensive review is conducted to summarise lessons learned and update security strategies accordingly.

為及時發現和修復潛在的信息安全漏洞，我們定期進行信息安全審計，預防信息安全事件的發生，提升整體信息安全管理水平。同時，我們制定了《內容篡改應急預案》等各類事件應急預案，並每年開展一次數據洩露事件應急演練，以增強應對突發事件的能力。

To detect and resolve potential security vulnerabilities in a timely manner, we conduct regular information security audits to prevent incidents and improve our overall information security posture. We have developed various emergency response plans, including the *Emergency Plan for Data Tampering*, and conduct annual data leakage simulation drills to strengthen our emergency response capabilities.

### 信息安全定期審計 Information Security Response Plans and Procedures

年度審計 Annual audits	<ul style="list-style-type: none"> <li>基於《鍋圈 IT 審計控制表》中控制點及控制要求，從信息安全規劃、人員配置、風險管理、運維管理多個維度，驗證信息安全管理體系運行的有效性。</li> <li>Based on the control points and requirements specified in the <i>Guoquan Control Table for IT Audit</i>, we verify the effectiveness of information security management system from multiple dimensions such as information security planning, staffing, risk management, project management and operation and maintenance management.</li> </ul>
專項審計 Special audits	<ul style="list-style-type: none"> <li>根據日常安全運營及安全評估中發現的問題，識別風險最大的業務場景或產品，針對性地開展審計作業以控制安全風險。</li> <li>In terms of the issues discovered in daily security operation and security assessment, we identify business scenarios or products with the highest risks, and carry out targeted auditing to control security risks.</li> </ul>
賬號審計 Account audits	<ul style="list-style-type: none"> <li>2024 年，對商城管理系統訂單中心、雲鋪管理系統等系統開展賬號審計，查驗賬號開通和關閉流程是否符合要求，並出具相關報告。</li> <li>In 2024, we conducted account audits on the Mall Management System Order Centre, the Online Shopping Store Management System, etc., to verify whether account opening and cancelation processes met compliance requirements, and issued corresponding reports.</li> </ul>
數據安全風險評估 Data security risk assessment	<ul style="list-style-type: none"> <li>2024 年，根據上海市閔行區網信辦要求，在數據安全管理風險、數據處理活動風險、數據安全技術風險和個人信息保護風險 4 個方面開展了數據安全風險評估，並將評估結果報送網信辦。</li> <li>In 2024, in accordance with the requirements of the Cyberspace Administration of Minhang District, Shanghai, we conducted a data security risk assessment in four areas covering data governance risks, data processing activity risks, data security technical risks, and personal information protection risks, and submitted the assessment results to the administration.</li> </ul>



為持續增強員工信息安全保障意識，我們制定了《信息安全培訓管理規範》，並定期組織線上線下的各類信息安全相關的宣貫和培訓活動，幫助員工樹立正確的網絡安全觀念。我們借助線上知識平臺「鍋圈學堂」，向本集團員工及加盟商宣貫信息安全相關知識，內容包括密碼安全、社會工程與釣魚攻擊防範、《網絡安全法》解讀、《數據安全法》解讀等。截至2024年底，累計觀看人數1,652人。

To enhance employees' information security awareness, we formulate the *Management Practices for Information Security Training* and regularly organise various promotion and training activities on data security to help employees establish a correct network security concept. Through our online learning platform "Guoquan Academy", we shared information security knowledge with employees and franchisees, including topics such as password management, social engineering attacks, phishing prevention and interpretations of the *Cybersecurity Law* and *Data Security Law*. As of the end of 2024, the cumulative number of viewers reached 1,652.

2024年，我們面向所有信息技術部成員開展了漏洞閉環管理宣導會，對發現漏洞的應急響應處置流程進行了詳細講解和優化，有效提升了信息技術人員的應急響應能力。

In 2024, we held a closed-loop vulnerability management training session for all IT Department members. The session provided detailed explanations and optimisations of emergency response procedures for vulnerability identification, significantly improving the emergency response capabilities of our technical personnel.

### 開展數據篡改專項應急演練 Data Tampering Emergency Response Drill

2024年4月，我們組織開展了針對數據篡改的外部攻擊事件專項應急演練，演練部門包括公司信息技術部和客服部。

In April 2024, we conducted a specialised emergency drill simulating an external cyberattack involving data tampering. The drill involved our IT Department and Customer Service Department.

此次演練模擬了官網首頁宣傳文案被篡改的攻擊場景。事件觸發後，客服部員工迅速發現並上報至信息安全部。信息安全部隨即聯合各相關部門，依據公司既定的信息上報流程和應急事件響應及處置流程，高效完成了事件處理與網頁修復工作，並對本次應急處置情況進行了全面總結和詳細記錄。

This drill simulated a scenario where promotional content on our official website homepage was maliciously tampered. Upon detecting the issue, personnel with our Customer Service Department promptly reported the incident to the Information Security Department, who immediately coordinated with relevant teams, followed established reporting and emergency response protocols and efficiently resolved the issue and restored the affected webpage. A comprehensive review and detailed documentation were completed following the drill.

## 隱私保護

本集團秉承合法、誠信的個人信息處理原則，堅決不通過誤導、欺詐、脅迫等方式處理個人信息，反對非法收集、使用、買賣、提供、公開個人信息的行為，不斷更新完善隱私保護管理制度，明確信息收集、處理和保存的機制，提高內部防控能力，在確保信息處理的合法與安全的同時，加強第三方信息收集和處理管理，進一步強化個人信息保護。

## Privacy Protection

We adhere to the principles of lawful and faithful personal information processing, and strictly prohibit deceptive, fraudulent, or coercive practises, and oppose the illegal collection, use, sale, provision or disclosure of personal information. Our privacy protection system is continually updated and refined to clarify data collection, processing, and storage mechanisms and enhance internal controls. While ensuring lawful and secure data handling, we strengthen third-party management to further safeguard personal information.

### 隱私保護管理措施 Privacy Protection Management Measures

#### 完善管理制度 Improve management policies

- 及時更新應用端《隱私協議》《用戶協議》，向消費者、加盟商、供應商等利益相關方全面說明我們在數據利用、共享、公開等場景下的處理規則，並確保獲得用戶的充分授權。
- Update the *Privacy Agreement* and *User Agreement* on the application side in a timely manner, make full and complete disclosure of the processing rules of information, utilisation, sharing and publication to consumers, franchisees, suppliers and other stakeholders, and obtain full authorisation from users.
- 完善應用端合規功能，充分保障消費者和加盟商等數據主體對於數據的相關權益。
- Improve the compliance function of the application, and fully protect the rights and interests of data subjects including consumers and franchisees.

#### 制定信息收集、處理、保存原則 Determine the principles for data collection, processing, and retention

- 收集個人信息具有明確、合理的目的，且限於實現處理目的的最小範圍。
- Collect personal information for explicit and legitimate purposes and limited to the minimum scope necessary.
- 清晰告知用戶我們收集信息會在確保用戶授權同意的情況下進行。
- Clearly inform users of data collection, and collect data only with user consent.
- 如果用戶需要撤回單獨授權同意的個人信息，提供便捷的撤回同意方式，通過鍋圈 APP、小程序解除。
- If users wish to withdraw their consent, provide a convenient means such as withdrawing the consent on the Guoquan's App or mini program.
- 在個人信息處理目的發生變更時，會重新取得用戶的同意。
- If there is a change in the purpose of data processing, obtain new user consent.
- 個人信息保存期限為實現處理目的所必要的最短時間。
- Retain personal information only for the shortest period necessary to fulfil the processing purpose.

加強第三方管理  
Strengthen third-party management

- 涉及共享個人信息給第三方的，會向用戶說明數據處理的目的、方式、個人信息種類以及接收方的相關信息，並在征得用戶的單獨同意後，才會共享用戶信息。
- When sharing personal data with third parties, inform users of the purposes, methods, types of data shared, and details of the recipient, and share data only after obtaining the user's separate consent.
- 涉及委託處理信息的，與被委託方簽署《數據委託處理協議》，明確雙方在個人信息處理中的責任和義務，並監督被委託方的數據安全控制措施。
- In terms of entrusted processing scenario, sign the *Entrusted Data Processing Agreement* with the entrusted party to clarify the responsibilities and obligations of both parties regarding personal information, and monitor the data security control of the entrusted party.

提高內部防控  
Enhance internal controls

- 採用多層次訪問保護和控制措施，包括按需授權、最小授權原則、數據脫敏處理、涉敏字段入庫加密、敏感字段傳輸過程中整體加密保護、數據分類與分級管理、定期安全審計與員工培訓等。
- Adopt multi-layer access control and authorisation measures, including need-to-know access, minimum privilege principles, data masking, in-storage encryption of sensitive fields, overall encryption of sensitive fields during transmission, data classification and grading management, as well as regular security audits and employee training.

# 合作共贏，高效協同

## EFFICIENT COLLABORATION FOR WIN-WIN COOPERATION

### 供應鏈管理

作為一家食品企業，我們深知供應鏈管理是本集團確保食品安全與質量的核心環節，也是為客戶提供優質、穩定服務的重要保障。因此，我們始終秉持可持續發展理念，積極推動與供應商的協同合作，通過精細化的流程管理、創新的採購策略、完善的供應商評估機制以及數字化供應鏈體系，構建透明、廉潔、穩定的可持續供應鏈，為消費者提供安全、優質、綠色的產品。

我們的供應商包括辦公端供應商和生產端供應商。其中，辦公端主要包括辦公用品、電子設備等供應商；生產端則涵蓋食材類、非食材類、包材類、調輔料類、酒水飲品類等供應商。我們對供應商的管理重點聚焦於各工廠生產端的供應商，以確保生產環節的穩定性以及食品安全質量的可靠性，從而為我們的核心業務提供堅實保障。

### 供應商管理體系

我們持續完善供應鏈管理體系，制定了《供應商管理制度》《採購管理制度》《物流配送管理制度》《供應商食品質量安全管理規範》等一系列內部管理制度，不斷加強對供應商的管理與考核，規範供應商准入、日常管理及考核等關鍵環節，保障生產經營活動的順利進行。

### Supply Chain Management

As a food company, we fully recognize that supply chain management is the core element for ensuring food safety and quality in the Group, as well as a crucial guarantee for providing high-quality and stable services to our customers. Therefore, we consistently uphold the concept of sustainable development and actively promote collaborative cooperation with suppliers. Through refined process management, innovative procurement strategies, a comprehensive supplier evaluation mechanism, and a digitalised supply chain system, we aim to build a transparent, ethical, and stable sustainable supply chain to provide consumers with safe, high-quality and eco-friendly products.

Our suppliers consist of office-side suppliers and production-side suppliers. Among them, office-side suppliers mainly supply office supplies, electronic devices, etc., and production-side suppliers supply ingredients, non-food ingredients, packaging materials, seasoning and additives, wine and beverages, etc. Our management of suppliers primarily focuses on those in the production sector of each plant, ensuring the stability of the production process and the reliability of food safety and quality, thereby providing strong support for our core business.

### Supplier Management System

We continuously improve our supply chain management system, having established a series of internal management systems such as the *Supplier Management System*, *Procurement Management System*, *Logistics and Distribution Management System*, and *Food Quality and Safety Management Standards for Suppliers*, among others. We consistently strengthen the management and assessment of suppliers, standardising key processes such as supplier entry, daily management, and assessment, to ensure the smooth progress of production and operations.

在總部層面，鍋圈設立採購部，在執行董事的監督和高級管理團隊的統籌管理下，負責開展供應鏈管理工作。各工廠則在公司監督下，根據自身業務實際，建立並持續完善適用的供應鏈管理體系。

At the headquarters level, Guoquan has established a procurement department, which is responsible for supply chain management under the supervision of executive directors and the overall management of the senior management team. Each plant, under the Company's supervision, has established and continually improves an applicable supply chain management system based on its own business needs.

### 供應鏈管理架構 Supply Chain Management Structure



我們建立了完善的供應鏈管理體系，涵蓋供應商篩選與准入、分類管理、考核與評估等關鍵環節。通過精細化的管理流程，有效提升供應鏈的穩定性，保障產品質量與食品安全。

We have established a comprehensive supply chain management system, covering key processes such as supplier selection and admission, classification management, and assessment and evaluation. Through refined management processes, we effectively enhance the stability of the supply chain, ensuring product quality and food safety.

## 篩選與准入 Supplier Selection and Admission

### 供應商篩選 Supplier selection

- 我們制定了嚴格的供應商篩選流程，確保供應商具備國家規定的相應生產經營資質，遵守適用的法律法規，並符合我們管理規範的基本要求。此外，我們要求供應商提供質量管理體系認證證明。
- We have established a strict supplier selection process to ensure that suppliers possess the necessary production and operational qualifications required by national regulations, comply with applicable laws and regulations, and meet the basic requirements of our management standards. In addition, we require suppliers to provide certifications for their quality management systems.
- 我們高度重視供應鏈的 ESG 表現，對於在 ESG 方面存在嚴重違規行為的供應商，堅決不予准入。更多關於供應鏈 ESG 管理的內容，請參見下方「供應鏈 ESG 風險管理」小節。
- We place great emphasis on the ESG performance of our supply chain. Suppliers that engage in serious ESG violations are resolutely rejected for admission. For more details on supply chain ESG management, please refer to the "Supply Chain ESG Risk Management" section below.

### 背景審核 Background review

- 我們通過在線審核、現場檢查、文件審核等多種方式，對供應商開展背景准入審核，重點核查其生產經營資質、生產能力、質量和安全體系、生產過程質量控制、合規情況以及誠信風險等方面，確保供應商能夠滿足我們所需的產能，並具備足夠的食品質量安全保證能力、抗風險能力和交付水平。
- We conduct background admission reviews of suppliers through various methods, including online reviews, on-site reviews, and document reviews. The focus of these reviews is to verify their production and operational qualifications, production capacity, quality and safety systems, production process quality control, compliance status, and integrity risks. This ensures that suppliers can meet our required production capacity and have sufficient food quality and safety assurance capabilities, risk resilience, and delivery performance.

### 現場審核 On-site assessment

- 我們對供應商進行現場審核，對供應商的生產設施、流程以及管理體系進行全面的評估，包括對供應商的質量手冊、程序文件、作業指導書等文件進行審查，對工廠環境、倉庫等進行實地考察等，確保供應商滿足我們的准入標準。
- We conduct on-site assessments of suppliers, covering their production facilities, processes, and management systems. This includes reviewing the supplier's quality manuals, procedural documents, and work instructions, as well as conducting on-site surveys of plant environments, warehouses, and other areas to ensure that suppliers meet our admission standards.



## 供應商質量管理要求 Supplier Quality Management Requirements

供應商類型 Supplier Type	證照 Certifications	資質 Qualifications
食材類 Food ingredients	營業執照、生產 / 工業生產許可證 ( 含明細 ) 等，清真證明、3C 認證等 Business license, production/industrial production license (including details), halal certification, 3C certification, etc.	HACCP/ISO 22000 或同等效力認證 HACCP/ISO 22000 or equivalent certification
非食材類 Non-food ingredients		ISO 9000 或同等效力認證 ISO 9000 or equivalent certification

### ● 分類管理

為實現對供應商的有效管理，確保採購活動的責任與高效，我們根據供應商的資質、實力、採購金額、風險及信用等因素，將其分類為戰略型供應商、杠杆型供應商、瓶頸型供應商和一般型供應商，對各類供應商實施針對性管理。

### ● Classification Management

To achieve effective management of suppliers and ensure the responsibility and efficiency of procurement activities, we classify suppliers based on factors such as qualifications, capabilities, procurement volume, risk and credit. Suppliers are categorised into strategic suppliers, leverage suppliers, bottleneck suppliers and general suppliers, with targeted management implemented for each category.

### ● 考核與評估

為確保採購環節的高標準與合規性，我們建立了一套全面的供應商考核機制，以保障供應商能夠持續穩定地提供高質量的產品和服務。採購部依據《供應商考核表》，從產品質量、交貨期、價格和服務四個關鍵維度對供應商進行定期或不定期的評估。

### ● Assessment and Evaluation

To ensure high standards and compliance in the procurement process, we have established a comprehensive supplier assessment system to ensure that suppliers can consistently and stably provide high-quality products and services. Based on the *Supplier Assessment Form*, the procurement department conducts regular or irregular assessments of suppliers in four key dimensions including product quality, delivery time, price and service.

根據考核結果，我們將供應商分為 A、B、C、D 四個等級，並實施分級管理：對 A 級供應商加大採購量並優先採購，將其培養為集團長期戰略合作夥伴；對 B 級和 C 級供應商進行輔導與培育，助力其提升表現；對 D 級不合格供應商予以淘汰。通過這一機制，我們持續優化供應商結構，發展長期戰略合作夥伴關係，有效降低集團供應鏈管理風險。

Based on the assessment results, we classify suppliers into four tiers, A, B, C and D, and implement tiered management. For tier-A suppliers, we increase procurement amount and prioritise procurement from them, nurturing them as long-term strategic partners for the Group. For tier-B and tier-C suppliers, we provide guidance and support to improve their performance. For tier-D suppliers who fail to meet the standards, we eliminate them from our supplier base. Through this mechanism, we continuously optimise our supplier structure, develop long-term strategic partnerships, and effectively reduce supply chain management risks for the Group.

## 供應商分級管理 Tiered Supplier Management

A	<p>可加大採購量，優先採購，特殊情況下可辦理免檢，貨款優先支付。</p> <p>The procurement amount can be increased and procurement from such suppliers can be prioritised. Exemption from inspection can be offered under special circumstances. Payment of goods is prioritised.</p>
B	<p>可正常採購，要求其對不足部分進行整改並將結果以書面形式提交。</p> <p>Procurement from such suppliers can be conducted normally. We require such suppliers to rectify the deficiencies and submit the results in writing.</p>
C	<p>減量採購，要求其對不足部分進行整改並將整改結果以書面形式提交，採購部對其糾正措施和結果進行確認後決定是否繼續正常採購。</p> <p>Procurement from such suppliers will be reduced, and we require such suppliers to rectify the deficiencies and submit the rectification results in writing. The procurement department will decide whether to continue normal procurement from such suppliers after verifying their corrective measures and results.</p>
D	<p>暫停採購，從「合格供應商名單」中刪除，與其終止採購供應關係。</p> <p>Procurement from such suppliers will be suspended. The Company will delete such suppliers from the "list of qualified suppliers", and terminate the procurement and supply relationship with them.</p>

在日常管理中，我們通過專員定期使用《供應商服務評價表》《供應商質量評價表》《供應商成本評價表》和《供應商准交評價表》等工具，全面評估供應商的日常表現，並將打分結果作為供應商考核的重要依據。

In daily management, we assigns dedicated personnel to comprehensively evaluate the daily performance of suppliers using tools such as the *Supplier Service Evaluation Form*, *Supplier Quality Evaluation Form*, *Supplier Cost Evaluation Form* and *Supplier On-time Delivery Appraisal Form*, and takes the scoring results as an important basis for supplier assessment.

報告期內，我們完成了 311 次供應商全面考核，確保現有合作供應商具備品質保證能力。同時，我們優化並更新了供應商審核流程，推出新版的供應商審核表與審核指南，以確保供應商能夠滿足我們對質量的高標準嚴要求。

During the Reporting Period, we conducted 311 comprehensive audits on suppliers to ensure the quality assurance capabilities of existing cooperative suppliers. At the same time, we optimised and updated the supplier audit process, and launched a new version of the *Supplier Assessment Form* and *Assessment Guidelines* to ensure that suppliers can meet our high standards and strict requirements for quality.

## 供應商審核內容 Content of Supplier Assessment

否決項 Rejection items	證照合規、生產經營合規、誠信相關、變更備案管理、食品欺詐、檢驗管理。 Compliance of certificates, production and operations, integrity-related issues, change filing management, food fraud, inspection management.
生產運營管理 Production and operations management	企業承諾、合規運營、經營決策、組織架構與職責。 Corporate commitments, compliant operations, business decisions, organisational structure and responsibilities.
資源與支持 Resources and support	生產環境與設施、人力資源保障、知識與信息。 Production environment and facilities, human resources support, knowledge and information.
生產過程控制 Production process control	質量標準、供應商管理、生產過程控制、生產過程控制實施、產品追溯、應急管理與召回。 Quality standards, supplier management, production process control, implementation of production process control, product traceability, emergency management and recall.
績效評價 Performance evaluation	監測分析與評價、內部審核與自查、管理評審。 Monitoring, analysis and evaluation, internal reviews and self-checks, management reviews.
糾正與改進 Correction and improvement	對不符合的糾正、改進。 Corrective actions for non-compliance, improvements.

## 供應鏈 ESG 風險管理

在保障供應鏈質量的同時，我們致力於打造可持續、負責任的供應鏈。我們將供應商的 ESG 風險納入考核標準和管理辦法，努力提升供應鏈的 ESG 表現，與供應商共同維護良好的合作生態。為有效規避 ESG 風險，我們不斷完善相關管理流程，具體措施包括：建立供應商 ESG 准入與盡職調查機制、全面的 ESG 動態考核機制以及整改與剔除機制。此外，我們還制定了《供應商行為準則》和《採購人員行為規範》，明確界定貪污行為的形式，並規定了違規行為的處罰與處理流程，確保採購環節的公平、公正。

## Supply Chain ESG Risk Management

While ensuring the quality of the supply chain, we are committed to building a sustainable and responsible supply chain. We incorporate the ESG risks of suppliers into our evaluation standards and management methods, striving to improve the ESG performance of the supply chain and maintain a healthy collaborative ecosystem with our suppliers. To effectively mitigate ESG risks, we continuously improve relevant management processes. Specific measures include having established a supplier ESG admission and due diligence mechanism, a comprehensive dynamic ESG evaluation system, and a corrective and exclusion mechanism. In addition, we have formulated the *Supplier Code of Conduct* and the *Rules of Conduct for Procurement Personnel*, which clearly define the forms of corruption and specify the penalties and handling procedures for violations, ensuring fairness and impartiality in the procurement process.

## 供應鏈 ESG 風險管理流程 Supply Chain ESG Risk Management Process



## 供應商 ESG 管理要求 Supplier ESG Management Requirements

<b>環境管理</b> Environmental management	<ul style="list-style-type: none"> <li>遵守當地和國家的環境法規，無因環境違規行為而受到處罰的記錄。</li> <li>Comply with local and national environmental regulations, with no record of penalties for environmental violations.</li> <li>加強對廢水、廢氣、廢渣等污染物排放的管控，建設配套的污染處理設施，確保達標排放。</li> <li>Strengthen the control of wastewater, exhaust gases, solid waste, and other pollutants, build supporting pollution treatment facilities, and ensure compliant emissions.</li> <li>優先使用環保材料，推動產品包裝和物流的可持續改進工作。</li> <li>Prioritise the use of eco-friendly materials and promote sustainable improvements in product packaging and logistics.</li> </ul>
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社會責任 Social responsibility	<ul style="list-style-type: none"> <li>• 建立健全質量管理體系、食品安全管理體系。</li> <li>• Establish and improve quality management systems and food safety management systems.</li> <li>• 嚴禁任何形式的強制勞動和違法使用童工。</li> <li>• Prohibit any form of forced labour and illegal child labour.</li> <li>• 保障全體員工職業健康安全。</li> <li>• Ensure the occupational health and safety of all employees.</li> </ul>
公司治理 Corporate governance	<ul style="list-style-type: none"> <li>• 均需籤署《反賄賂條款》《廉潔承諾書》，不得出現賄賂、貪污等違反商業道德的行為。</li> <li>• Must sign the <i>Anti-bribery Clause</i> and the <i>Letter of Commitment to Integrity</i>, and refrain from engaging in bribery, corruption, or any other violations of business ethics.</li> </ul>

我們始終將可持續發展理念貫穿於運營的各個環節，積極推動本地化採購和綠色採購，致力於減少全價值鏈的碳排放。2024 年，本地化採購<sup>3</sup> 比例為 100%。

We consistently integrate the concept of sustainable development into all aspects of our operations, actively promoting local procurement and green procurement, and striving to reduce carbon emissions across the entire value chain. In 2024, the proportion of local procurement<sup>3</sup> reached 100%.

### 可持續採購措施 Sustainable Procurement Measures

本地採購 Local procurement	<ul style="list-style-type: none"> <li>• 與本地供應商建立長期合作關係，有效降低因長途運輸而產生的碳排放。</li> <li>• Establish long-term cooperation with local suppliers to effectively reduce carbon emissions caused by long-distance transportation.</li> </ul>
優化運輸 Transportation optimisation	<ul style="list-style-type: none"> <li>• 優化運輸路線、使用清潔能源車輛和提高運輸效率等方式，降低物流過程的碳排放。</li> <li>• Optimise transportation routes, use clean energy vehicles, and improve transportation efficiency to reduce carbon emissions in the logistics process.</li> </ul>
使用環保包裝 Use of eco-friendly packaging	<ul style="list-style-type: none"> <li>• 在日常合作中，通過加強供應商包裝材料檢查、優化供應商准入以及實施動態考核等措施，推動供應商使用環保包裝材料，減少塑料袋的使用，從而降低包裝廢棄物的產生。</li> <li>• Promote the use of eco-friendly packaging materials among suppliers and reduce the use of plastic bags in daily cooperation, thereby decreasing the generation of packaging waste. This is achieved through measures such as strengthening the inspection of packaging materials from suppliers, optimizing the entry criteria for suppliers, and implementing dynamic assessments.</li> </ul>

<sup>3</sup> 此處本地化採購按供應商營業執照註冊地為中國大陸地區統計。

<sup>3</sup> Localized procurement here is calculated based on suppliers whose business license registration is in Mainland China.



## 供應商溝通與培訓

我們十分重視與供應商的日常溝通與協作，建立供應商培訓溝通機制，通過開展供應商培訓、召開供應商大會等多種舉措，全面賦能供應商夥伴，旨在幫助供應商提升管理水平與運營效率，實現供應商與本集團的共同成長與進步。

我們通過「鍋圈學堂」搭建了供應商和內部培訓平臺，提供自行開發、第三方開發以及平臺課程，累計上線課程達 350 學時。課程類型涵蓋標法解讀、風險管控、內控要求、良好實踐、體系管理、檢驗檢測、專業技能、辦公技能、管理技能和個人成長等 11 個類別。

## Supplier Communication and Training

We place great importance on daily communication and collaboration with our suppliers, having established a supplier training and communication mechanism. Through various initiatives such as supplier training and supplier meetings, we aim to empower our supplier partners comprehensively, helping them enhance their management capabilities and operational efficiency, and achieving mutual growth and progress between the suppliers and the Group.

We have built a platform for supplier and internal training through "Guoquan Academy", offering self-developed, third-party developed, and platform-based courses. A total of 350 course hours have been launched. The course types cover 11 categories, including standard interpretation, risk management, internal control requirements, best practices, system management, inspection and testing, professional skills, office skills, management skills, and personal growth.

### 組織食品行業異物專題研討會

#### Organised a Food Industry Seminar on Foreign Objects

異物管理一直是食品行業質量管控的痛點，為提升異物管控能力，2024 年 3 月，本集團聯合「一起食安行團隊」共同舉辦「食品行業異物專題研討會」，以深度剖析異物防控為核心，共同提升食品安全管理水平。研討會採用線上線下結合的方式，面向供應商的工廠負責人、生產負責人、質量管理人員等展開。培訓時長為 8 小時，30 家核心供應商現場參與，線上直播觀看人次達 875。

Foreign object management has always been a critical issue in food industry quality control. To enhance foreign object management capabilities, in March 2024, the Group jointly hosted a "Food Industry Seminar on Foreign Objects" with the "Food Safety Initiative Team" focusing on in-depth analysis of foreign object prevention and control, and jointly improving food safety management levels. The seminar was held both online and offline, targeting plant managers, production managers, quality management personnel, and others from supplier factories. The training duration was eight hours, with 30 core suppliers attending in person and 875 online viewers.



培訓現場  
The training scene



培訓現場  
The training scene



- 2024 年，我們為供應商提供了 **13** 場培訓，培訓計劃完成率達 **100%**，共有 **8,600** 人次的供應商參與。
- In 2024, we provided **13** training sessions for suppliers, achieving a **100%** completion rate of the training plan and participation of suppliers of **8,600** person-times.

此外，我們定期召集供應商大會，向供應商清晰傳達我們的發展規劃和戰略方針，以促進雙方建立穩固、互利且基於信任的長期夥伴關係。同時，我們還會就各類產品所對應的行業標準與供應商進行深入交流，確保我們對產品的要求和期望方向能夠與供應商達成一致，實現共同目標。

In addition, we regularly convene supplier meetings to clearly communicate our development plans and strategic guidelines to suppliers, fostering the establishment of a stable, mutually beneficial, and trust-based long-term partnership. At the same time, we engage in in-depth discussions with suppliers regarding industry standards for various products, ensuring that our product requirements and expectations align with those of the suppliers to achieve common goals.

### 丸來丸去工廠開展供應商大會

#### Wanlai Wanqu Plant Hosted a Supplier Meeting

2024 年 7 月，丸來丸去工廠召開供應商大會，旨在深化與供應商的合作關係，確保供應鏈的高效穩定運行。大會期間，工廠實時跟蹤市場行情，與供應商就現貨存量、市場供需進行了深入探討。同時，工廠還對 13 種物料進行了 28 次小規模囤採，對原料驗收及生產現場的使用情況進行了反饋，並針對已出現的問題對供應商進行培訓與管控，以確保供應鏈的穩定性和產品質量。

In July 2024, Wanlai Wanqu Plant held a supplier meeting aimed at deepening the cooperation with suppliers and ensuring the efficient and stable operation of the supply chain. At the meeting, the plant tracked market trends in real-time and engaged in in-depth discussions with suppliers about inventory levels and market supply and demand. Additionally, the plant conducted 28 small-scale stockpiling activities for 13 types of materials, provided feedback on raw material acceptance and on-site usage, and conducted training and management with suppliers to address existing issues, ensuring the stability of the supply chain and product quality.

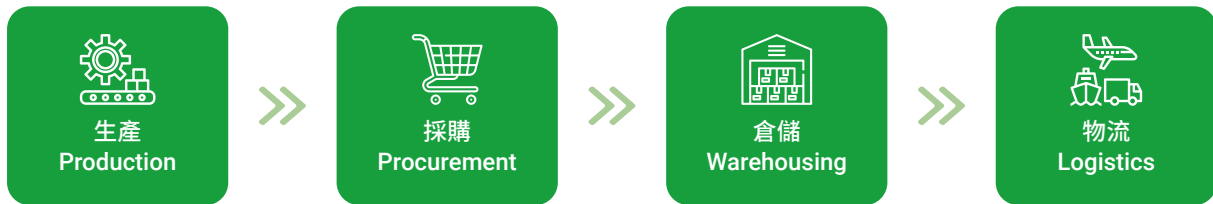
### 供應鏈數字化建設

我們致力於打造產供銷一體化、全鏈路、數字化的供應鏈體系，持續通過數字化賦能上游供應鏈，推動傳統產業工廠升級，提升整個產業的商業效率，確保產品質量與安全，並實現從食品生產到零售的高運營效率。

### Supply Chain Digitalisation

We are committed to building an integrated, full-link, and digital supply chain system that covers production, supply and sales. Through continuous digital empowerment of the upstream supply chain, we drive the upgrading of traditional industry factories, enhancing commercial efficiency across the entire industry. This ensures product quality and safety while achieving high operational efficiency from food production to retail.

### 供應鏈數字化體系 Supply Chain Digitalisation System



我們的供應鏈數字化體系能夠全面監控從採購端到門店端的供需動態，同時可以密切監控本集團的存貨水平，從而實現對本集團整個供應鏈的高效管理。通過數字化賦能的供應鏈系統，我們能夠追蹤和處理來自全國各地門店的訂單，並提前與上游供應商溝通，確保本集團所有門店的產品及時供應。截至報告期末，我們已擁有 18 個數字化中央倉庫，實現了產品的快速流通。

Our supply chain digitalisation system can comprehensively monitor supply and demand dynamics from the procurement end to the store end, while closely tracking the inventory levels across the Group. This enables efficient management of the entire supply chain. Through the digitally empowered supply chain system, we can track and process orders from stores nationwide and proactively communicate with upstream suppliers to ensure timely product supply to all of our stores. By the end of the Reporting Period, we had 18 digitalised central warehouses, enabling the rapid circulation of products.

## 加盟商管理

加盟商經營的加盟店是本集團門店網絡的重要組成部分，其經營狀況直接影響到我們的品牌影響力和市場競爭力。為此，我們建立了完善的加盟商管理體系，制定了《特許加盟商合同》《加盟商管理細則》和《加盟商積分管理制度（試行版）》等內部管理制度，並設立區域管理團隊，負責各省區加盟商的管理工作，規範管理流程，提升管理效率。

同時，我們組建了加盟商委員會，成員由各省區加盟商代表組成，旨在搭建一個高效的溝通平臺，促進我們與加盟商之間的雙向交流與合作。委員會定期召開會議，共同探討經營策略、分享成功經驗，並針對運營中的問題提出建議，從而提升加盟商管理水平，打造高效、規範的加盟商門店網絡，推動本集團整體業務的持續優化與健康發展。

在 2024 年，我們圍繞合規管理、質量管理、服務提升、賦能支持以及數字化建設等方面，深入開展加盟商管理工作，取得了顯著成效。

## 加盟商合規管理

我們精心制定加盟商商業行為準則，並針對反腐敗、反商業賄賂等關鍵領域發佈相關政策和制度。在與加盟商籤訂合同時，我們將「禁止商業賄賂」納入合同條款，以此嚴格約束雙方的商業行為，有效預防舞弊行為的發生。一旦發現有任何違規行為，我們將依據合同條款，嚴肅追究相關責任。

## Franchisee Management

Franchised stores are a crucial part of the Group's store network, and their operational status directly impacts our brand influence and market competitiveness. To this end, we have established a comprehensive franchisee management system, develop internal management regulations such as the *Franchisee Agreement*, *Franchisee Management Rules*, and *Franchisee Reward Point Management System (Trial)*, and set up regional management teams responsible for managing franchisees in each province. This helps standardise management processes and improve management efficiency.

At the same time, we have formed a Franchisee Committee, composed of franchisee representatives from various provinces. The goal is to create an efficient communication platform to promote two-way communication and cooperation between us and the franchisees. The committee holds regular meetings to discuss business strategies, share successful experiences, and provide recommendations on operational issues. This helps improve franchisee management levels, build an efficient and standardised franchised store network, and drive continuous optimisation and healthy development of the Group's overall business.

In 2024, we conducted in-depth franchisee management work focused on compliance management, quality management, service improvement, empowerment support and digitalisation, achieving significant results.

## Franchisee Compliance Management

We carefully develop the Code of Business Conduct for Franchisees and issue relevant policies and regulations in key areas such as anti-corruption and anti-commercial bribery. When signing contracts with franchisees, we include "prohibition of commercial bribery" in the contract terms to strictly regulate both parties' business conduct and effectively prevent fraud. In the event of any violations, we will rigorously pursue the relevant responsibilities in accordance with the contract terms.

2024 年，我們對加盟商管理相關重點部門、省區經理及相關企業重要人員離任進行了全面審計。審計範圍涵蓋任職期間的資產、損益、市場開發、預算執行情況、個人費用借支、個人績效考核、管理期間存在的問題。基於審計結果，我們編制了審計報告及整改跟蹤表，並發送至各省區，對重要問題的整改情況進行持續跟蹤。

### 加盟商質量管理

我們高度重視加盟商的產品質量管理，制定了《標準操作手冊》《保質期管理制度標準》等內部文件，進一步完善加盟商門店質量監管體系，確保門店產品嚴格符合食品質量衛生標準。倉儲門店端負責門店食品安全管理及標準手冊的制定，運營合規部則不定期對門店進行巡查，重點檢查產品進貨渠道、存儲條件、保質期管理等關鍵環節，確保產品從源頭到銷售終端的全程可控。

同時，我們依據國家相關法規和食品安全標準，對加盟商進行培訓和指導，幫助其提升質量管理水平。此外，我們通過收集加盟商的意見反饋，結合產品售後與投訴數據，定期輸出報表，並及時將產品質量問題、產品需求、包裝需求等問題反饋至品控及採購部門，為產品的生產管理、抽檢提供建議。

In 2024, we conducted a comprehensive audit of key departments related to franchisee management, provincial managers and key personnel in relevant enterprises upon their departure. The audit scope covered assets, profit and loss, market development, budget execution, personal expense advances, personal performance evaluations and issues existing during the management period. Based on the audit results, we prepared audit reports and rectification tracking forms, which were sent to each province for continuous follow-up on the rectification of significant issues.

### Franchisee Quality Management

We place great emphasis on franchisee product quality management and have developed internal documents such as the *Standard Operating Manual* and the *Shelf-life Management Standard*. These documents further improve the quality supervision system for franchised stores, ensuring that in-store products strictly meet food quality and hygiene standards. The warehouse and store management teams are responsible for food safety management and the development of standard manuals, while the Operation & Compliance Department conducts irregular tour inspections of stores, focusing on key areas such as product sourcing channels, storage conditions and shelf-life management. This ensures full control of products from the source to the sales terminal.

At the same time, we provide training and guidance to franchisees based on national regulations and food safety standards to help them improve their quality management capabilities. Additionally, we collect feedback from franchisees, combine it with product after-sales and complaint data, regularly generate reports, and promptly provide feedback on issues such as product quality, product demand, and packaging requirements to quality control and procurement departments. This helps offer suggestions for product production management and sampling inspections.

## 加盟商服務

加盟商是本集團重要的合作夥伴，為保障他們在各個環節都能得到專業且有效的支持，我們結合加盟商的開店年限、報貨習慣等進行差異化分層，並提供針對性服務。同時，針對加盟商不同業務階段和問題類型，我們安排相應的專業客服團隊進行對接，全方位覆蓋加盟商門店的整個運營生命週期。

## Franchisee Services

Franchisees are important partners of the Group. To ensure they receive professional and effective support in all aspects, we provide differentiated and tiered services based on factors such as the length of time a franchisee has been in business and their ordering habits. Additionally, we assign a corresponding professional customer service team to handle various business stages and problem types of franchisees, providing comprehensive support throughout the entire operational lifecycle of franchised stores.

### 加盟商門店運營生命週期服務管理流程 Lifecycle Service Management Process for Operations of Franchised Stores

建店初期 Beginning stage	協助加盟商搭建線上商城及第三方外賣平臺的店鋪設置。 Assist franchisees in setting up stores on online malls and third-party food delivery platforms.
報貨階段 Goods reporting stage	設立專門的報貨客服團隊，為加盟商提供庫存、價格、新品及優惠政策等信息，並根據其具體需求協助制定合理報貨計劃，保障店鋪正常運營和銷售。 Establish a dedicated goods reporting customer service team to provide franchisees with information on inventory, pricing, new arrivals, and discounts, and assist in formulating a reasonable goods reporting plan based on specific needs to ensure smooth operations and sales.
經營階段 Operation stage	配備 POS 收銀機服務團隊，提供 POS 收銀機系統使用、故障排查、報修及系統升級的專業遠程指導，必要時協同線下工程師上門服務。 Equip with a POS cash register service team to provide professional remote guidance on POS system usage, troubleshooting, repairs and system upgrades, and collaborate with offline engineers to provide on-site services when necessary.

同時，我們開通在線平臺和熱線電話，客服團隊協同各部門資源，為加盟商提供全方位的專業建議與解決方案，涵蓋店鋪管理、市場營銷活動策劃與執行、新品上架、產品迭代等環節，助力其在市場競爭中提升經營業績，實現與本集團的共同發展。

We have launched an online platform and hotline, where our customer service team works with various departments to provide comprehensive professional advice and solutions to franchisees. These cover store management, marketing activity planning and execution, new product listings, product iterations and more. This helps franchisees improve their business performance in the competitive market and achieve joint development with the Group.

2024 年，我們將加盟商服務全面升級，由被動響應升級為管家式主動服務，並增加定制化服務方案。服務管家在運營週期各個節點進行前置提醒，不定期向加盟商主動分享產品使用說明、新產品上線通知、預售產品上線通知、系統操作方式及賬單查詢方式更新等內容。

In 2024, we fully upgraded franchisee services from passive response to concierge-style proactive service, and introduced customised service plans. Service managers provide proactive reminders at key points throughout the operational cycle and regularly share product instructions, new arrival notifications, pre-sale product updates, system operation methods and bill inquiry updates with franchisees.

## 加盟商賦能

我們建立完善的加盟商培訓體系，制定《導師制管理辦法》《師帶徒管理辦法》等內部制度，為不同發展階段的加盟商提供全面且個性化的支持。我們對加盟門店實施分級管理，根據門店數量將加盟商劃分為三個等級，並針對每個等級制定專屬培養計劃。通過精準識別加盟商的實際運營狀況與需求，我們設計出更貼合其發展目標的培養策略，助力加盟商實現持續成長與成功。

此外，我們為加盟商搭建學習提升的平臺，打造多元化、多渠道的培訓方式，為加盟商和店長提供了與行業精英交流學習的平臺，助力其拓展視野、提升綜合管理能力、與本集團共同成長。

## Franchisee Empowerment

We have established a comprehensive franchisee training system and have developed internal policies such as the *Mentor System Management Measures* and the *Mentoring Management Measures*, and offer personalised support for franchisees at different stages of development. We have implemented tiered management for franchise stores, categorising franchisees into three levels based on the number of stores and creating exclusive development plans for each level. By accurately identifying the operational status and needs of franchisees, we have designed training strategies that align with their development goals, helping them achieve continuous growth and success.

Additionally, we have built a learning platform for franchisees, offering diversified, multi-channel training methods and providing a platform for franchisees and store managers to interact with industry experts to expand their vision, enhance management skills and grow with the Group.

### 加盟商賦能體系 Franchisee Empowerment System

#### 加盟商大會 Franchisee meetings

通過加盟商大會分享成功案例，促進各加盟商交流經驗，介紹我們的新品規劃與營銷策略調整，並邀請行業專家進行市場趨勢分析和經營策略講座，為加盟商提供更多的商業思路和發展方向。

Through franchisee meetings, we share successful case studies, promote experience exchange among franchisees, introduce our new product plans and marketing strategy adjustments, and invite industry experts for market trend analysis and business strategy lectures. This provides franchisees with more business ideas and development directions.

#### 鍋圈學堂 Guoquan Academy

通過鍋圈學堂分享產品相關知識，定期開展產品培訓，幫助加盟商深入瞭解產品特性、亮點及營銷方法，為加盟商賦能。

At Guoquan Academy, we share product-related knowledge and regularly conduct product training. This helps franchisees gain a deeper understanding of product features, highlights, and marketing methods, thereby empowering them.



鍋圈游學 Guoquan Study Tours	<p>組織加盟商到公司總部、生產基地進行實地考察，讓他們親身體驗生產流程、質量控制體系和研發設施。同時，安排針對性的培訓課程，幫助加盟商提升經營能力。</p> <p>We organise franchisees to visit the Company's headquarters and production bases for on-site inspections, allowing them to experience production processes, quality control systems, and R&amp;D facilities firsthand. At the same time, we arrange targeted training courses to help franchisees improve their operational capabilities.</p>
鍋圈食品雲學院 Guoquan Food Online College	<p>積極推動加盟商數字化培養，開發了線上學習平臺—鍋圈食品雲學院，為加盟商提供優秀案例課程，全程指導門店經營管理。</p> <p>We actively promote digitalisation training for franchisees by developing an online learning platform, Guoquan Food Online College. It offers excellent case study courses and full support for store management guidance.</p>
知識卡片 Knowledge cards	<p>結合服務數據、客訴及售後數據，加盟商服務團隊制定產品知識卡片，幫助門店快速瞭解產品常見問題，規避服務誤區，及時矯正錯誤認知，提高服務技能。</p> <p>Based on service data, customer complaints and after-sales data, our franchisee service team has developed product knowledge cards. These help stores quickly understand common product issues, avoid service pitfalls, correct misconceptions, and improve service skills.</p>
升級賦能項目 Upgrade empowerment projects	<p>推出「鍋圈 EMBA」「全能大店長」和「交大 CEO 研修班」等項目，通過系統化課程設計和實戰經驗分享，全方位提升加盟商的管理能力與業務素養，助力其在市場競爭中脫穎而出，實現可持續發展。</p> <p>We have launched projects like "Guoquan EMBA", "All-round Store Manager", and "CEO Workshop Programme at Jiao Tong University". Through systematic course design and practical experience sharing, we comprehensively enhance franchisees' management skills and business acumen to help them stand out in the market and achieve sustainable development.</p>
多元化師資建設 Diverse faulty team	<p>培養超級大單兵，憑藉其深厚的專業知識和豐富的實戰經驗，為加盟商提供精準指導；構建兼職講師體系，吸納內部優秀人才參與培訓工作，靈活滿足不同培訓需求；積極引入外部講師資源，邀請行業專家和學者，為加盟商帶來前沿理念和創新思路，全方位提升加盟商的運營能力和管理水平。</p> <p>We train top-performing individuals with deep professional knowledge and rich practical experience to provide precise guidance for franchisees. We also build a part-time instructor system, recruiting internal talent to participate in training, and flexibly meeting different training needs. We actively introduce external instructors, inviting industry experts and scholars to bring cutting-edge ideas and innovative thinking, comprehensively improving franchisees' operational capabilities and management levels.</p>

## 鍋圈學堂舉辦金牌店長抖音短視頻研學營

### Guoquan Academy Held Douyin Short Video Workshop Camp for Top-performing Store Managers

2024 年 11 月，鍋圈學堂在鄭州成功舉辦金牌店長抖音短視頻 2 天 1 夜研學營，吸引了來自 13 個省區的 44 名優秀店長和 8 名抖音輔導老師參與。培訓期間，學員共完成 40 個短視頻作業，其中 13 個被評為優質作品。此次培訓有效提升了店長的抖音運營能力，推動了門店線上營銷，為鍋圈品牌的市場拓展和數字化轉型提供了有力支持。

In November 2024, Guoquan Academy successfully held a 2-day, 1-night Douyin short video workshop training camp for top-performing store managers in Zhengzhou, attracting 44 excellent store managers from 13 provinces and eight Douyin instructors. During the training, participants produced 40 short videos clips, with 13 being rated as high quality. This training effectively enhanced the store managers' Douyin operation capabilities, promoted online marketing for stores, and provided strong support for the brand's market expansion and digital transformation.

## 開展加盟商游學培訓項目

### Launched Franchisee Study Tour Programme

2024 年 10 月 22 日至 23 日，鍋圈針對江西省區 22 名優秀加盟商開展了主題為「做增長、提認知，學習鍋圈門店裂變經營秘籍」的游學培訓項目。此次游學旨在提升加盟商對鍋圈品牌的認知，促進門店裂變與多店經營。

On October 22 and October 23, 2024, Guoquan launched a study tour training programme for 22 outstanding franchisees from Jiangxi Province, themed "Foster Growth, Enhance Understanding - Master the Secrets of Store Expansion". The goal was to enhance franchisees' understanding of the Guoquan brand and promote store expansion and multi-store operations.

游學期間，加盟商參觀了上游產業園，學習了多店經營經驗，並通過經驗交流座談，借鑒並快速複製了 10 條常見門店人員「招育用留」問題的成功經驗與做法，有效增強了經營信心。此次游學顯著提升了加盟商的認知水平，為門店裂變和多店經營奠定了堅實基礎。未來，我們將進一步優化游學的營銷宣發、品鑒環節及分享內容，持續提升活動效果。

During the tour, franchisees visited the upstream industrial park, learned about multi-store operation experience, and through experience exchange sessions, they quickly replicated and adapted 10 successful strategies for common store staff issues such as recruitment, training, utilisation and retention. This significantly boosted their confidence in operations. The study tour greatly enhanced franchisees' understanding and laid a solid foundation for store expansion and multi-store operations. In the future, we will further optimise the marketing, product appreciation, and sharing aspects of the study tour to continuously improve the effectiveness of the programme.

## 與上海交通大學合作開設 CEO 研修班

### Offer a CEO Workshop in Cooperation with Shanghai Jiao Tong University

為提升加盟商的專業素養和管理能力，自 2022 年起，本公司與上海交通大學合作，成功舉辦了多期連鎖 CEO 研修班。2024 年度共舉辦 4 期，培訓總人數達 47 人，覆蓋省會、地級市、縣、鄉等不同區域的加盟商。課程由上海交通大學的教授精彩講授，內容聚焦公司化創新模式管理，涵蓋組織架構搭建、數字化運營等多個方面，提供前沿理論與實戰方法。通過系統學習，加盟商不僅拓寬了視野、提升了認知，還掌握了科學的管理方法，對市場趨勢的判斷更加敏銳，為門店經營注入了新活力。

To enhance franchisees' professional qualities and management capabilities, the Company has partnered with Shanghai Jiao Tong University since 2022 to successfully host several sessions of the CEO Workshop. In 2024, four sessions were held, training 47 franchisees from various regions including provincial capitals, prefecture-level cities, counties, and towns. The courses, delivered by professors from Shanghai Jiao Tong University, focused on innovative corporate management models, covering topics such as organisational structure building, digital operations, and more. The programme provided cutting-edge theories and practical methods. Through systematic learning, franchisees not only broadened their horizons and enhanced their knowledge but also mastered scientific management methods, becoming more keenly aware of market trends and injecting new vitality into store operations.

## 加盟商數字化建設

鍋圈自建的雲信息平臺，通過數字化技術賦能加盟商，覆蓋生產、採購、倉儲及物流等環節，實現從前端門店到後端供應鏈的全面數字化管理。平臺採用一站式智能分析，優化門店運營、商品洞察、選品規劃等，助力加盟商降低經營門檻，提升效率。通過數據沉澱和分析，挖掘用戶偏好，促進門店收入增長和新品研發成功率。目前，該平臺已應用於全國萬家門店、18 大倉儲中心及中央廚房冷鏈配送體系，實現智能訂貨、供貨和精準營銷。未來，鍋圈將繼續加強數字化供應鏈建設，推動從「串行鏈式」到「並行網狀」的供應體系升級，為加盟商和供應鏈企業提供更高效、更精準的數字化解決方案，打造健康幸福的生活方式。

## Franchisee Digitalisation Development

Guoquan's self-built cloud information platform empowers franchisees through digital technology, covering production, procurement, warehousing and logistics, achieving comprehensive digital management from front-end stores to back-end supply chains. The platform uses one-stop intelligent analysis to optimise store operations, product insights, and selection planning, helping franchisees reduce operational barriers and improve efficiency. Through data accumulation and analysis, we uncover user preferences, promote store revenue growth, and increase the success rate of new product development. Currently, the platform has been implemented in thousands of stores and 18 major warehousing centres across China, as well as the central kitchen cold chain delivery system, achieving smart ordering, supply, and precise marketing. In the future, Guoquan will continue to strengthen the digital supply chain and upgrade the supply system from a "serial chain" to a "parallel network" model, providing more efficient and accurate digital solutions for franchisees and supply chain companies, creating a healthier and happier lifestyle.

截至 2024 年底，本集團開發的線上學習平臺鍋圈食品雲學院已吸引超過 **33,186** 名用戶參與學習，課程內容涵蓋新人培訓、店長進階、產品知識等多個領域。2024 年，鍋圈食品雲學院全年共舉辦 **50** 場直播，累計觀看人數約 **69** 萬人次，同時提供 **313** 項線上課程，有效助力門店運營水平的提升。

As at the end of 2024, our online learning platform Guoquan Food Online College had attracted over **33,186** users. The courses covered areas such as new employee training, store manager advancement, and product knowledge. In 2024, Guoquan Food Online College held **50** live streaming sessions, with a total of approximately **690,000** views, and offered **313** online courses, effectively supporting the improvement of store operational levels.

## 綠色製造，低碳引領

# GREEN MANUFACTURING TO LEAD LOW-CARBON INITIATIVES

## 應對氣候變化

面對全球氣候變化這一重大挑戰，國際社會已形成廣泛共識並積極採取行動。在此背景下，我們積極響應國家「雙碳」戰略，將應對氣候變化作為 ESG 管理的重要議題。我們重視氣候變化相關風險和機遇的識別，將氣候變化風險管理納入日常管理，並制定溫室氣體減排目標。通過優化能源結構、提升設備能源效率等方式開展節能減排，減少溫室氣體排放，助力氣候行動。

## Climate Change Tackling

Faced with the significant challenge of global climate change, the international community has reached a broad consensus and taken active actions. Against this backdrop, we actively respond to China's "carbon peaking and carbon neutrality" strategy, making climate change a key material issue in ESG management. We prioritise the identification of climate-related risks and opportunities, incorporate climate risk management into our daily operations, and have set greenhouse gas reduction targets. Through optimising energy structures and improving the energy efficiency of equipment, we engage in energy conservation and emission reduction efforts to reduce greenhouse gas emissions and support climate action.

## 管治

我們高度重視氣候相關治理體系的建設，參照國際可持續準則理事會 (International Sustainability Standards Board, ISSB) 發佈的《國際財務報告可持續披露準則第 2 號——氣候相關披露》(IFRS S2) 以及香港聯交所《環境、社會及管治報告守則》(2025 年 1 月 1 日起生效)「D 部分：氣候相關披露」相關要求，搭建自上而下的三級管理架構，明確各層級的職責和構成。

## Governance

We place great importance on the establishment of a climate-related governance system. In line with the International Sustainability Standards Board (ISSB)'s *IFRS S2 Climate-related Disclosures* and "Part D: Climate-related Disclosures" in the HKEX's *the Environmental, Social and Governance Reporting Code* (Effective from January 1, 2025), we have developed a top-down, three-tier management structure with clear responsibilities and composition of each level.

## 應對氣候變化治理架構 Management Structure for Climate Change Tackling



### 策略

我們綜合分析宏觀政策，結合本集團實際並參考外部專家意見，識別、分析和評估氣候變化相關風險和機遇，並積極制定應對策略，把握機遇、管控風險。

### Strategy

We conduct a comprehensive analysis of macro policies, combine it with the Group's actual situation, and refer to external expert opinions to identify, analyse and assess climate change-related risks and opportunities. We actively develop response strategies to seize opportunities and manage risks.



## 氣候變化相關風險識別與分析 Identification and Analysis of Climate Change Related Risks

風險類別 Risk Category	影響時間範圍 <sup>4</sup> Impact TimeHorizon <sup>4</sup>	預期財務影響 Expected Financial Effect	風險與機遇描述 Risk and Opportunity Description
轉型風險 Transition risks	政策與法律風險 Policy and legal risks	中長期 Medium to long term	<p>預期財務影響 Increased compliance costs</p> <p>隨著碳排放相關法律法規及政策制度的日益嚴格，企業碳排放量及數據準確性受到更高要求。在「雙碳」背景下，若我們無法滿足監管要求或違反相關法規，將面臨訴訟、罰款等風險。 With the increasing strictness of laws, regulations, and policy systems related to carbon emissions, companies are facing higher requirements for the accuracy of their carbon emission data and the volume of emissions. In the context of the "carbon peaking and carbon neutrality" strategy, if we fail to meet regulatory requirements or violate relevant regulations, we will face risks such as lawsuits and fines.</p>
	技術風險 Technology risks	中長期 Medium to long term	<p>預期財務影響 Increased operating costs</p> <p>在中國積極推進碳達峰與碳中和目標的宏觀背景下，我們可能在購買新能源、更換不可降解包裝、進行循環技術改造以及開發低碳產品等方面產生額外成本，並存在技術轉型風險。 With China actively pursuing carbon peaking and carbon neutrality goals, we may incur additional costs in purchasing new energy, replacing non-degradable packaging, transforming recycling technology, and engaging in low-carbon product development, as well as facing the risks.</p>
	市場風險 Market risks	中長期 Medium to long term	<p>預期財務影響 Increased operating costs</p> <p>隨著可持續發展理念的深入人心，消費者對綠色低碳產品的偏好不斷增強。為滿足消費者對低碳服務和綠色產品的需求，我們可能需在研發方面投入更多成本，同時採購綠色原材料可能導致原料成本上漲。 As the concept of sustainable development becomes more widely accepted, consumers' preference for green, low-carbon products continues to grow. To meet consumer demand for low-carbon services and green products, we may need to invest more in R&amp;D, and the procurement of green materials may lead to higher raw material costs.</p>

風險類別 Risk Category		影響時間範圍 <sup>4</sup> Impact TimeHorizon <sup>4</sup>	預期財務影響 Expected Financial Effect	風險與機遇描述 Risk and Opportunity Description
轉型風險 Transition risks	聲譽風險 Reputational risks	中長期 Medium to long term	營業收入降低 Decreased revenue	<p>隨著公眾對企業社會責任的日益關注，以及對氣候變化問題的重視程度不斷提高，若我們在運營、生產過程中未能落實可持續發展理念、破壞環境，相關負面新聞會損失集團聲譽，造成投資者顧慮。</p> <p>With the increasing public attention to corporate social responsibility and the growing emphasis on climate change issues, if we fail to implement sustainable development practises in our operations and production processes, or if we harm the environment, negative publicity will damage the Group's reputation and cause investor concerns.</p>
	急性風險 Acute risks	短中長期 Short, medium and long term	運營成本增加 Increased operating costs	<p>颶風、暴雪、洪水、極熱、極冷、乾旱等極端天氣不僅對原材料價格、供應穩定性造成衝擊，還可能對我們的門店、工廠和辦公室造成實際損害，威脅員工安全，甚至導致外賣服務延遲。</p> <p>Extreme weathers such as hurricanes, snowstorms, floods, extreme heat, extreme cold and droughts have an impact on raw material prices and may also cause physical damage to our stores, plants and offices and threaten employee safety, and even delay food delivery services.</p>
實體風險 Physical risks	慢性風險 Chronic risks	中長期 Medium to long term	運營成本增加 Increased operating costs	<p>降雨量變化、平均氣溫上升、海平面上升等因素，可能影響企業的運營地和運營成本，導致原材料供應地產量下降，甚至使工廠所在地不再適合食品生產。</p> <p>Factors such as rainfall changes, rising average temperatures, and sea-level rise may affect the locations and operational costs of our business, leading to a decline in the supply of raw materials or even making the location of our plants unsuitable for food production.</p>

<sup>4</sup> 短期：0-1 年；中期：1-3 年；長期：3-10 年。

<sup>4</sup> Short term: 0-1 year, Medium term: 1-3 years, Long term: 3-10 years.

氣候變化相關機遇識別與分析  
Identification and Analysis of Climate Change Related Opportunity

機遇類別 Opportunity Category	影響時間範圍 Impact Time Horizon	預期財務影響 Expected Financial Effect	描述 Description
產品和服務機遇 Product and service opportunities	中長期 Medium to long term	營業收入增加 Increased revenue	<p>在消費者越來越偏好綠色產品和服務的背景下，我們增加可持續包裝的使用以及開發低碳足跡食品，滿足消費者對環保包裝、綠色食品的需求，有利於提升品牌價值和長期競爭力，帶來更多產品和服務機遇。</p> <p>As consumers increasingly prefer green products and services, we may expand the use of sustainable packaging and develop low-carbon footprint foods to meet the demand for environmentally friendly packaging and green foods. This will enhance brand value and long-term competitiveness, creating more opportunities for products and services.</p>
資源效率機遇 Resource efficiency opportunities	中長期 Medium to long term	運營支出減少 Decreased operating costs	<p>在碳排放管理不斷加強的情況下，我們將更有動力推動低碳技術創新，優化能源與資源使用效率，從而降低長期運營成本並增強品牌形象。</p> <p>As carbon emission management continues to strengthen, we are more motivated to drive low-carbon technology innovation, and optimise energy and resource usage efficiency, thereby reducing long-term operating costs and enhancing brand image.</p>

## 氣候相關風險與機遇應對策略與措施 Strategies and Measures for Addressing Climate-Related Risks and Opportunities

<p>建立氣候風險管理體系 Establish a climate risk management system</p>	<ul style="list-style-type: none"> <li>對氣候風險進行前瞻性風險識別和評估。</li> <li>Proactively identify and assess climate risks.</li> <li>針對不同類型的極端天氣風險，制定差異化的應急預案，提升事前預防、事中應對和事後改進的能力，確保員工和客戶的健康與財產安全。</li> <li>Develop differentiated emergency response plans for different types of extreme weather risks, and enhance capabilities for pre-emptive prevention, in-process response, and post-incident improvement, ensuring the health and safety of employees and customers.</li> <li>定期追蹤原料產區天氣變化，及時調整採購策略、採購節奏、期貨對沖等手段減緩影響，若極端天氣影響嚴重，採取產地替代，原料的替代等方式來應對供應風險。</li> <li>Regularly track weather changes in raw material production areas, and adjust procurement strategies, purchasing paces and futures hedging methods to mitigate the impact. In case of severe extreme weather, substitute production areas or raw materials to manage supply risks.</li> <li>通過提前囤貨、建立安全庫存、拓展供應商等方式，保障原材料的穩定供應，降低氣候風險對供應鏈的影響。</li> <li>Ensure stable raw material supply by stocking up in advance, establishing safety inventories, and expanding suppliers, reducing the impact of climate risks on the supply chain.</li> </ul>
<p>加強綠色生產運營管理 Enhance green production operations and management</p>	<ul style="list-style-type: none"> <li>持續完善能源管理體系，推動各附屬公司開展節能工作，提高各環節中資源的利用效率。</li> <li>Continuously improve the energy management system, drive subsidiaries to implement energy-saving initiatives, and enhance resource efficiency at each stage.</li> <li>開發低碳足跡食品，加強與供應商的交流及資源整合，逐步向綠色採購轉型，降低供應鏈中的碳排放。</li> <li>Develop green production and operations management on footprint foods, strengthen communication and resource integration with suppliers, and gradually transition towards green procurement to reduce carbon emissions in the supply chain.</li> </ul>
<p>推進低碳技術研發創新 Promote low-carbon technology R&amp;D and innovation</p>	<ul style="list-style-type: none"> <li>在進行低碳技術改造前，全面深入評估項目風險，降低投資失敗的可能性。</li> <li>Conduct a comprehensive and in-depth risk assessment before undertaking low-carbon technology upgrades to reduce the likelihood of investment failure.</li> <li>與綠色技術供應商建立穩定合作關係，以降低投資成本。</li> <li>Establish stable partnerships with green technology suppliers to lower investment costs.</li> </ul>
<p>開展氣候相關信息披露 Carry out climate-related information disclosure</p>	<ul style="list-style-type: none"> <li>密切關注氣候相關法律法規、政策及監管要求，針對新趨勢、新要求提前做出應對，持續完善可持續發展及氣候變化相關信息披露，確保合規。</li> <li>Closely monitor climate-related laws, regulations, policies and regulatory requirements, proactively respond to new trends and demands, and continuously improve the disclosure of sustainable development and climate change-related information to ensure compliance.</li> </ul>

2024 年度，本集團圍繞綠色辦公、數字化管理和節能技改等關鍵領域開展系統性減排工作，推進低碳轉型。

In 2024, the Group carried out systematic emission reduction efforts in key areas such as green office practices, digital management and energy-saving technological upgrades, advancing the low-carbon transformation.

### 2024 年度溫室氣體減排措施 Measures for Greenhouse Gas Emission Reduction in 2024

綠色辦公 Green office	<ul style="list-style-type: none"> <li>在辦公過程中，通過合理控制空調溫度、採用節能燈具等方式，減少辦公中的電力消耗，從而減少溫室氣體排放。</li> <li>In the course of office operations, we reduce electricity consumption in office processes by reasonably controlling air conditioning temperatures and using energy-efficient lighting, thereby reducing greenhouse gas emissions.</li> </ul>
數字化管理 Digital management	<ul style="list-style-type: none"> <li>使用數字化技術賦能供應鏈管理，提高運營效率，減少能源消耗。</li> <li>Empower supply chain management with digital technologies to improve operational efficiency and reduce energy consumption.</li> </ul>
節能技改 Energy-saving technological upgrades	<ul style="list-style-type: none"> <li>各工廠端通過更換節能設備、使用餘熱回收系統等方式，減少能源消耗，從而減少溫室氣體排放。</li> <li>Each plant reduces energy consumption and greenhouse gas emissions by replacing energy-efficient equipment and using waste heat recovery systems.</li> </ul>
推廣清潔能源 Promotion of clean energy	<ul style="list-style-type: none"> <li>提高清潔能源的使用比例，加快推進各廠區光伏裝置佈局。</li> <li>Increase the proportion of clean energy usage and accelerate the deployment of photovoltaic systems in each plant.</li> </ul>

### 風險管理

為有效開展氣候相關風險管理，及時抓住氣候相關機遇，公司建立了「風險識別—風險評估—策略制定—監測評估」的管理流程。

### Risk Management

To effectively manage climate-related risks and seize climate-related opportunities in a timely manner, the Company has established a management process of "Risk Identification – Risk Assessment – Strategy Development – Monitoring and Evaluation".

## 氣候變化風險管理流程 Management Process for Climate-related Risks



### 指標及目標

為確保氣候管理工作有效推進，本集團制定了明確的溫室氣體減排目標「2022 年至 2032 年期間將溫室氣體排放密度減少 5%」，並持續跟蹤監測溫室氣體排放量及排放密度等指標，為全球氣候行動貢獻力量。

### Metrics and Targets

To ensure the effective advancement of climate management, the Group has set a clear greenhouse gas reduction target: "Reduce greenhouse gas emission intensity by 5% from 2022 to 2032." The Group will continuously track and monitor indicators such as greenhouse gas emissions and emission intensity, contributing to global climate action.



## 環境管理

## Environmental Management

### 環境管理體系

本集團嚴格遵守《中華人民共和國環境保護法》《中華人民共和國環境影響評價法》等運營地相關法律法規，制定《環境保護管理制度》《環境安全管理制度匯編》《突發環境事件應急預案》等內部制度規範，持續推動公司及各工廠建立完善的內部環境管理體系，規範環境管理流程，降低辦公運營及生產過程對環境造成的影響。

### Environmental Management System

The Group strictly complies with the relevant laws and regulations of the operating regions, such as the *Environmental Protection Law of the People's Republic of China* and the *Law of the People's Republic of China on Environmental Impact Assessment*. The Group has developed internal system norms, including the *Environmental Protection Management System*, the *Compilation of Environmental Safety Management Systems*, and the *Emergency Response Plan for Environmental Incidents*. The Group continuously promotes the establishment and improvement of internal environmental management systems in the Company and each plant, standardising environmental management processes and reducing the impact of office operations and production processes on the environment.

#### 環境管理主要措施

#### Key Measures for Environmental Management

#### 落實清潔生產管理 Implementing clean production management

- 建立 6S 管理<sup>5</sup> 制度，明確相關部門職責，確保每一項工作都有明確的責任主體和執行標準。
- Have established a 6S management<sup>5</sup> system, clearly defining the responsibilities of relevant departments to ensure that each task has a clear responsible party and execution standards.
- 制定科學合理的生產操作規程，定期維護保養生產設備，強化生產工藝和技術更新，減少因員工操作不當或設備故障引發的污染。
- Have developed scientific and reasonable production operation procedures, regularly maintain and service production equipment, and enhance production processes and technological updates to reduce pollution caused by improper employee operation or equipment failure.
- 加強生產環境監測，定期監測廠區內噪聲、廢氣等環境污染因素，針對有需求的廠區安裝在線監測裝置，實時監控污染排放達標情況。
- Have strengthened production environment monitoring, regularly monitor environmental pollution factors such as noise and exhaust gas within the plant area, and install online monitoring devices in plants that require them to monitor pollution emissions in real-time.

<sup>5</sup> 6S 管理是一種現代化的現場管理方法，通過整理、整頓、清掃、清潔、素養、安全這六個方面的工作，實現食品廠生產環境優化、生產效率提升、產品品質保障以及員工素養提高等目標。

<sup>5</sup> 6S management is a modern approach to on-site management. It aims to optimize the production environment, enhance production efficiency, ensure product quality, and improve employee discipline in a food factory by focusing on six key aspects including sorting, setting in order, shining, standardizing, sustaining, and safety.

### 做好突發事件 應急管理 Managing emergency response to incidents

- 各工廠依據當地相關法律法規，圍繞鍋爐異常、污水異常、油煙排放異常等方面制定突發環境事件應急預案。
- Each plant, in accordance with local laws and regulations, has developed emergency response plans for unexpected environmental incidents such as boiler malfunctions, wastewater anomalies, and smoke emission issues.
- 定期開展應急演練，檢驗應急預案的科學性、應急準備的充分性以及應急響應能力的適應性。演練內容涵蓋突發環境事件的報告、人員職責分配、應急處置流程、物資使用及疏散撤離等關鍵環節。
- Regularly conduct emergency drills to test the scientific nature of emergency plans, the adequacy of emergency preparedness, and the adaptability of emergency response capabilities, covering key aspects such as reporting environmental incidents, assigning responsibilities, emergency handling processes, material usage and evacuation procedures.

### 強化環保培訓及 宣導 Enhanced training and promotion on environmental protection

- 各工廠定期開展環保培訓及宣導工作，深化員工對能源節約、三廢管理、節約用水、清潔生產等環保知識的理解和應用，提升員工環保意識。
- Each plant regularly conducts environmental protection training and promotional activities to deepen employees' understanding and application of energy conservation, exhaust gas, wastewater, and waste management, water-saving practices, and clean production knowledge, thereby enhancing employees' environmental awareness.

### 歡歡工廠組織環保意識培訓

### Huanhuan Plant Organised Environmental Awareness Training

2024 年 10 月，歡歡工廠委託專業第三方機構開展了一場時長 90 分鐘的環保意識培訓，主題聚焦於廢棄物處理。培訓內容包括生產過程中產生的固體廢物、可回收包裝材料、生活垃圾等廢棄物的收集與處理方法，有效提升了員工在廢棄物分類收集和處理方面的意識與能力。

In October 2024, Huanhuan Plant commissioned a professional third-party organisation to conduct a 90-minutes environmental awareness training session, with a focus on waste management. The training content covered the collection and disposal methods of solid waste, recyclable packaging materials, and household waste generated during production, effectively enhancing employees' awareness and capability in waste classification, collection and disposal.



培訓現場  
The training scene

## 證明工廠組織危險廢物洩漏應急演練

### Chengming Plant Organised an Emergency Drill for Hazardous Waste Leakage

2024 年 10 月，證明工廠制定了《危險廢物洩漏應急演練方案》，並開展了危險廢物洩漏應急演練。演練模擬了危廢間廢液入庫時，因意外導致廢液包裝桶破裂、廢液溢出的場景，旨在鍛煉公司應急隊伍的搶險救災能力，提升員工的自我防範意識。

In October 2024, Chengming Plant developed the *Plan for Emergency Drills for Hazardous Waste Leakage* and carried out an emergency drill simulating the scenario where a hazardous waste liquid drum ruptured and leaked due to an accident during storage. The purpose of the drill was to enhance the Company's emergency response team's disaster rescue capabilities and employees' awareness of self-protection.

本集團結合自身實際情況，圍繞節能管理、水資源利用、廢棄物排放、包材使用等方面，制定了明確的環境管理目標。報告期內，我們定期監控目標的完成進度，通過落實節能減排、資源高效利用等多項舉措，積極推動環境目標的實現，踐行綠色發展理念。

The Group, based on its actual situation, has set clear environmental management goals covering areas such as energy management, water resource utilisation, waste emissions and packaging material usage. During the Reporting Period, we regularly monitored the progress of these goals. Through measures such as implementing energy-saving and emission-reduction initiatives and promoting the efficient use of resources, we actively advanced the achievement of environmental goals, practicing the concept of green development.

本集團鄭重承諾，在經營所在地嚴格遵守相關環境保護法律法規，確保按照要求完成環境影響評估和竣工檢查，並有效處理各類污染物（包括廢氣、廢水和固體廢物）。報告期內，本集團未發生任何重大環境違規事件。

The Group solemnly promises to strictly comply with relevant environmental protection laws and regulations at its operating locations, ensure the completion of environmental impact assessments and final inspections as required, and effectively handle various pollutants (including exhaust gas, wastewater and solid waste). During the Reporting Period, the Group did not experience any material environmental violations.

## 環境管理相關目標

### Environmental Management-Related Targets

節能目標 Energy-saving target	2022 年至 2032 年期間將能源消耗密度減少 5%。 5% energy consumption intensity reduction by 2032 compared to the 2022 baseline.
水資源使用目標 Water use target	2022 年至 2032 年期間將耗水密度降低 5%。 5% water consumption intensity reduction by 2032 compared to the 2022 baseline.

廢棄物排放目標 Waste discharge target	以 2022 年為基準，2032 年廢棄物排放密度降低 5%。 5% waste discharge intensity reduction by 2032 compared to the 2022 baseline.
包材使用目標 Packaging material use target	在 2022 年至 2032 年期間將不可回收材料的使用密度降低 5%。 5% non-recyclable materials consumption intensity reduction by 2032 compared to the 2022 baseline.

## 排放物與廢棄物管理

本集團全面貫徹保護環境、和諧共生的發展理念，切實做好排放物與廢棄物管理。根據我們運營及業務經營特徵，辦公端主要的排放物與廢棄物包括廢水、廢紙、塑料等辦公垃圾，工廠端主要排放物與廢棄物包括廢氣、廢水、廢棄包裝等。我們嚴格遵守各運營地環境保護相關法律法規，制定了完善的內部管理制度與規範，積極開展多項管理措施。

### ● 廢氣管理

本集團生產過程中排放的廢氣主要來源於食品油炸、鍋爐燃燒、污水處理等環節，主要污染物包括顆粒物、氮氧化物、二氧化硫等。報告期內，本集團未發生任何因違反大氣污染排放限值而受到有關部門處罰的事件。

我們嚴格遵守《中華人民共和國大氣污染防治法》等相關法律法規，以及各運營地的廢氣排放標準。各工廠制定了《廢氣管理制度》等管理規範，採取科學且完善的廢氣管理措施，持續監測廢氣排放情況，確保廢氣合規排放，有效降低對環境的影響。

## Emission and Waste Management

The Group fully implements the development concept of environmental protection and harmonious coexistence, ensuring effective management of emissions and waste. Based on the characteristics of our operations and business, the main emissions and waste at the office level include wastewater, waste paper, plastic, and other office waste, while at the plant level, the main emissions and waste include exhaust gas, wastewater, and waste packaging. We strictly comply with the environmental protection laws and regulations of each operating region and have established comprehensive internal management systems and standards, actively implementing various management measures.

### ● Exhaust Gas Management

The exhaust gases emitted during the Group's production process primarily come from food frying, boiler combustion, and wastewater treatment, with major pollutants including particulate matter, nitrogen oxides, sulphur dioxide, etc. During the Reporting Period, the Group did not experience any incidents resulting in penalties from authorities due to exceeding the permissible limits of air pollution emission.

We strictly adhere to the *Law on the Prevention and Control of Atmospheric Pollution of the People's Republic of China* and other relevant laws and regulations, as well as the exhaust gas emission standards of each operating region. Each plant has developed management norms such as the *Exhaust Gas Management System* and implements scientific and comprehensive exhaust gas management measures. We continuously monitor exhaust gas emissions to ensure compliance with regulations and effectively reduce environmental impact.

各工廠均配備了油煙淨化器、活性炭吸附裝置等廢氣處理設備，不斷提升廢氣處理效率，並定期進行設備維護和檢修，強化廢氣合規排放管理。

Each plant is equipped with exhaust gas treatment devices such as oil fume purifiers and activated carbon adsorption devices, continually improving exhaust gas treatment efficiency. Regular maintenance and repairs are carried out to strengthen the management of compliant exhaust gas emissions.

報告期內，本集團設立「廢氣污染物 100% 達標排放」的廢氣管理目標，並已達成該目標。

During the Reporting Period, the Group has set an exhaust gases management target of "achieve 100% compliance in the emission of air pollutants" and has achieved this target.

### 和一工廠污水站物理除臭項目

#### Physical Deodorisation Project at Heyi Plant's Wastewater Treatment Station

和一工廠通過選用節能環保型貫通式鍋爐，有效減少了生產過程中的廢氣排放。2024 年 3 月，和一工廠污水站物理除臭項目順利完工並投入使用。該項目採用火山岩吸附技術和增強水循環過濾工藝，將污水站散發的臭氣經過吸附過濾後再排放，確保符合環保要求。

Heyi Plant reduced exhaust gas emissions during production by adopting energy-saving and environmentally-friendly once-through boilers. In March 2024, the physical deodorisation project at Heyi Plant's wastewater treatment station was successfully completed and put into use. This project employs volcanic rock adsorption technology and enhance water recycling filtration processes to treat the odours emitted by the wastewater treatment station. The odours are filtered through adsorption before being released, ensuring compliance with environmental protection requirements.



污水站物理除臭項目現場  
Site of the physical deodorisation project at the wastewater treatment station

## ● 廢水管理

本集團產生的廢水主要分為生活污水和生產廢水。生產廢水的來源包括原材料清洗、肉製品加工以及生產車間的清潔等環節，污染物主要包括化學需氧量（COD）、生化需氧量（BOD）、氨氮、總氮、總磷、SS 懸浮物和動植物油等。報告期內，本集團未發生廢水超標排放事件。

我們嚴格遵守《中華人民共和國水污染防治法》等相關法律法規，以及《污水綜合排放標準》等地方排放標準。各工廠制定了《生產、生活廢水處理管理制度》《污水處理站系統管理規定》和《污水處理操作流程》等管理辦法，嚴格規範廢水處理流程，密切關注廢水排放情況，確保廢水合規、高效處理。

報告期內，本集團設立「廢水污染物 100% 達標排放」的廢水管理目標，並已達成該目標。

## ● Wastewater Management

The wastewater generated by the Group mainly includes domestic sewage and production wastewater. Production wastewater sources include raw material cleaning, meat product processing and workshop cleaning, with pollutants primarily including chemical oxygen demand (COD), biochemical oxygen demand (BOD), ammonia nitrogen, total nitrogen, total phosphorus, suspended solids (SS) and animal and vegetable oils. During the Reporting Period, the Group did not experience any incidents of wastewater exceeding discharge limits.

We strictly comply with the *Water Pollution Prevention and Control Law of the People's Republic of China* and other relevant laws and regulations, as well as local discharge standards such as the *Comprehensive Wastewater Discharge Standard*. Each plant has developed management measures such as the *Production and Domestic Wastewater Treatment Management System*, the *Wastewater Treatment Station System Management Regulations*, and the *Wastewater Treatment Operating Procedures*, strictly regulating wastewater treatment processes, closely monitoring wastewater discharge, and ensuring that wastewater is treated in a compliant and efficient manner.

During the Reporting Period, the Group has established a wastewater management target of "achieve 100% compliance in the discharge of wastewater pollutants" and has achieved this target.

### 廢水管理主要措施 Key Measures for Wastewater Management

#### 踐行清潔生產 Clean production

- 採用清潔生產技術，優化生產工藝，從源頭減少廢水的產生量。
- Have adopted clean production technologies and optimise production processes to reduce the generation of wastewater at the source.
- 2024 年，歡歡工廠在新建工廠的污水處理站增設了除總磷設備，確保污水總磷含量符合排放標準，同時安裝了疊螺壓泥機，實現污水的高效固液分離，進一步保障污水處理效果。
- In 2024, Huanhuan Plant added total phosphorus removal equipment to the newly constructed plant's wastewater treatment station to ensure the total phosphorus content in wastewater meets discharge standards. The plant also installed a multi-disk screw press (MDS) to achieve efficient solid-liquid separation of wastewater, further ensuring effective wastewater treatment.



### 落實水質監測 Water quality monitoring

- 建立廢水監測實驗室，每日對廢水進行監測，實時掌握水質變化，為污水處理提供科學依據。
- Have established a wastewater monitoring laboratory to monitor wastewater daily, providing real-time data on water quality changes to support wastewater treatment with scientific evidence.
- 建立污水站設備運行巡檢制度，每日對污水的 COD、總磷、氨氮等關鍵指標進行檢測與監控，確保 100% 達標排放。
- Have established a wastewater station equipment tour inspection system to test and monitor key indicators such as COD, total phosphorus, and ammonia nitrogen daily, ensuring 100% compliance with discharge standards.

### 廢水循環利用 Wastewater recycling

- 加強生產廢水的循環使用，建立淨水淨化系統，對廢水進行回收處理後再利用，減少水資源浪費。
- Strengthen the recycling of production wastewater by setting up a water purification system to treat and reuse wastewater, reducing water resource waste.

## ● 廢棄物管理

本集團在日常辦公運營中主要產生廢舊紙張、硒鼓墨盒、塑料瓶等無害廢棄物；在工廠生產環節中，主要產生廢棄包裝、食品殘渣、生活垃圾等無害廢棄物，以及廢油、廢機油、廢活性炭等有害廢棄物。報告期內，本集團未發生任何違規處置廢棄物的事件。

我們嚴格遵守《中華人民共和國固體廢物污染環境防治法》《危險廢物貯存污染控制標準》（GB 18597-2023）《危險廢物轉移管理辦法》等法律法規，制定了《固體廢物管理制度》《危險廢物管理制度》等內部管理制度，全面規範廢棄物從收集、儲存、轉運到處理的全流程管理。

## ● Waste Management

The Group primarily generates non-hazardous waste such as wastepaper, toner cartridges and plastic bottles during daily office operations. In the production process, the main types of waste include non-hazardous waste such as discarded packaging, food scraps and household waste, as well as hazardous waste such as waste oil, waste engine oil and spent activated carbon. During the Reporting Period, the Group did not have any incidents of improper waste disposal.

We strictly comply with the *Law on the Prevention and Control of Environment Pollution Caused by Solid Wastes of the People's Republic of China*, the *GB 18597-2023 Control Standards for Pollution Caused by Hazardous Waste Storage*, the *Measures for the Transfer of Hazardous Wastes* and other relevant laws and regulations. The Group has developed internal management systems such as the *Solid Waste Management System* and the *Hazardous Waste Management System*, comprehensively regulating the entire process of waste management from collection, storage and transfer to disposal.

## 廢棄物管理措施 Measures for Waste Management

<p>辦公運營 Office operations</p>	<p>在辦公樓各樓層設置分類收集容器，按廢棄物類型進行分類收集，並設立集中暫存點。廢棄物由物業統一清運處理。</p> <p>Have set up sorting and collection containers on each floor of the office building to collect waste by type and establish centralised temporary storage points. Waste is collected and disposed of by property management.</p>
<p>工廠生產 Plant production</p>	<p>實行有害廢棄物與無害廢棄物分類管理，兩者均分類暫存於工廠的指定區域，並建立台賬管理制度，加強廢棄物在廠內的管理。</p> <p>Have implemented classification management for hazardous and non-hazardous waste, with both types temporarily stored in designated areas of the plant, and have established a record keeping management system to enhance the management of the waste in the plant.</p> <ul style="list-style-type: none"> <li>• 無害廢棄物：生活垃圾由運營所在地環衛部門統一清運；廢棄包裝等可回收廢棄物由有資質的第三方單位回收；食品廢料通過堆肥等方式轉化為有機肥料，用於廠區綠化或周邊農業生產。</li> <li>• Non-hazardous waste: domestic garbage is transported by the sanitation department of the place of operation; recyclable waste such as discarded packaging is recovered by qualified third party units; food waste is converted into organic fertilizer through composting and other methods, and is used for greening of the plant or agricultural production in the surrounding area.</li> <li>• 有害廢棄物：交至有資質的第三方外運處理。</li> <li>• Hazardous waste: handed over to a qualified third party for transportation and disposal.</li> </ul> <p>建立廢棄物管理閉環機制，各工廠定期統計和分析廢棄物的產生與處理情況，持續優化處理流程，提高回收利用率和處理效率。</p> <p>Have established a closed-loop waste management mechanism, with each plant regularly tracking and analysing the generation and disposal of waste, continuously optimising the handling process, and improving recycling rates and disposal efficiency.</p>

## 資源與能源利用

## Resource and Energy Usage

### 包裝材料管理

### Packaging Material Management

本集團在食品生產、加工過程中涉及塑料薄膜、紙類包裝、玻璃瓶、標籤等包裝材料的使用。我們嚴格遵守運營地相關法律法規，制定了《包裝管理規定》《公司採購申請管理制度》《包材驗收標準》《廢舊包材處置管理辦法》等一系列內部制度，全面規範包裝材料的管理。

The Group uses packaging materials such as plastic films, paper packaging, glass bottles and labels in the production and processing of food. We strictly comply with the relevant laws and regulations of the operating regions and have established a series of internal systems, including the *Packaging Management Regulations*, the *Procurement Application Management System of the Company*, the *Acceptance Standards for Packaging Materials* and the *Management Measures for Waste Packaging Material Disposal*, to comprehensively regulate the management of packaging materials.

我們制定明確的包裝材料管理目標，全面推行「減量化、再利用、再循環」的 3R 包裝材料管理策略，持續推廣包裝綠色設計理念。通過多樣化措施，減少包裝材料用量，提升包裝材料回收率，並積極探索可降解、可再生材料的應用，降低包裝材料對環境的影響，踐行本集團與生態和諧共生的理念。

We set clear packaging material management goals and fully implement the "Reduce, Reuse, and Recycle" (3R) packaging material management strategy, continuously promoting the concept of green packaging design. Through various measures, we have reduced the amount of packaging materials used, have increased the recycling rate of packaging materials, and have actively explored the application of biodegradable and recyclable materials, reducing the environmental impact of packaging materials and practicing the Group's philosophy of ecological harmony and coexistence.

#### 3R 包裝材料管理策略及對應措施

#### The 3R Strategy and Countermeasures for Packaging Material Management

減量化 Reduce	<ul style="list-style-type: none"> <li>降低包裝的複雜度和重量，調整材料規格尺寸，減少包材用量。</li> <li>Lower the complexity and weight of packaging, adjust material specifications and sizes, and reduce the use of packaging materials.</li> <li>推行包材標籤無紙化工作，採用無油墨印刷技術，減少紙張和油墨使用。</li> <li>Promote paperless labeling for packaging, and adopt ink-free printing technologies to reduce the use of paper and ink.</li> </ul>
再利用 Reuse	<ul style="list-style-type: none"> <li>對於可回收利用的廢棄包裝物，定期聯繫有資質的回收單位進行回收處理，籤訂回收協議並做好回收記錄。</li> <li>For recyclable packaging waste, regularly contact qualified recycling agencies for collection and disposal, with recycling agreements signed and recycling records retained.</li> </ul>
再循環 Recycle	<ul style="list-style-type: none"> <li>積極探索可再生塑料（PP5）等環保材料的使用。</li> <li>Actively explore the use of recycled plastics (PP5) and other environmentally friendly materials.</li> </ul>

## 和一工廠包裝優化舉措

### Heyi Plant's Packaging Optimisation Initiatives

2024 年，和一工廠在減少包材用量和更換環保材質方面，積極開展多項優化措施：

In 2024, Heyi Plant actively implemented several optimisation measures to reduce packaging material usage and replace them with environmentally friendly materials:

- **減少包材用量：**調整肥牛片內盒尺寸，新規格內盒體積減小，重量從 40 克降至 19 克。這一優化不僅減少了材料使用量，降低了生產成本，還便於後續回收和循環利用，契合環保理念。預計全年可減少聚丙烯材料 15.5 噸。
- **Reduce packaging material usage:** It adjusted the size of the inner box for sliced beef, reducing the volume of the new box and the weight from 40 grams to 19 grams. This optimisation not only reduced material usage and lowered production costs, but also facilitated subsequent recycling and reuse, aligning with environmental protection principles. It is expected that 15.5 tons of polypropylene material will be saved over the year.
- **提升包材循環利用率：**將調理牛肉產品用箱的原彩印覆膜工藝改為水印工藝。水印工藝在生產過程中更環保，減少了有害物質排放，且在回收處理時更易操作，有助於提高包裝材料的循環利用率。
- **Improve packaging material recycling rate:** It replaced the original full-colour printing and lamination process for the beef products' boxes with a watermark process, which is more environmentally friendly during production, reduces the emission of harmful substances, and is easier to handle during recycling, helping to increase the recycling rate of packaging materials.

## 水資源利用

本集團在辦公和生產過程中，水資源消耗主要集中在產品生產、車間清潔和園區綠化等環節，供水主要來源於市政用水。我們嚴格遵守《中華人民共和國水法》等運營地相關法律法規，通過加強水資源利用管理、優化生產環節用水、推動水資源循環利用以及開展節水宣傳倡導等多方面措施，持續提升水資源利用效率。

## Water Use

The Group's water consumption in both office operations and production is primarily concentrated in product manufacturing, workshop cleaning and landscaping, with the main water source being municipal water supply. We strictly comply with the *Water Law of the People's Republic of China* and other relevant local laws and regulations. Through measures such as strengthening water resource management, optimising water use in production processes, promoting water resource recycling, and advocating water conservation, we continue to improve the efficiency of water use.

## 水資源節約措施 Water Conservation Measures

加強水資源 利用管理 Strengthen water use management	<ul style="list-style-type: none"> <li>安裝節水型生產設備和器具，如低流量水龍頭、節水型清洗設備。</li> <li>Have installed water-saving production equipment and devices, such as low-flow faucets and water-efficient cleaning equipment.</li> <li>維修人員日常對管道和設備進行點檢，杜絕「跑冒滴漏」現象。</li> <li>Maintenance personnel conduct regular spot checks of pipes and equipment to prevent water leakage and waste.</li> <li>和一工廠新增安裝 20 塊內部管控制物聯網水錶（涵蓋高壓水、自來水、純化水），精準統計、分析各車間及外圍的用水情況，提升用水效率。</li> <li>Heyi Plant has installed 20 internal IoT water meters (covering high-pressure water, tap water, and purified water) to precisely monitor and analyse water use in various workshops and surrounding areas, improving water efficiency.</li> </ul>
優化生產環節用水 Optimise water use in production	<ul style="list-style-type: none"> <li>通過優化食品加工工藝，精確控制用水量，減少生產環節的水資源浪費。</li> <li>Have optimised food processing techniques to precisely control water use and reduce water waste in production processes.</li> <li>在產品生產過程中，設置噸成品耗水量作為考核指標。</li> <li>Have set water consumption per ton of finished product as a performance indicator in the production process.</li> </ul>
推動水資源 循環利用 Promote water recycling	<ul style="list-style-type: none"> <li>建立淨水淨化系統，將廢水收集後用於車間地面清潔、廁所沖洗及綠化灌溉。</li> <li>Have established a water purification system to collect wastewater and use it for workshop floor cleaning, toilet flushing, and landscaping irrigation.</li> <li>在車間速凍庫中建立沖霜水回收池，實現沖霜水的二次利用。</li> <li>Have established a defrosting water recovery pool in the workshop's quick-freezing warehouse to achieve reuse of defrosting water.</li> <li>歡歡工廠將純水設備分離出的濃水用於綠植養護，節約 40% 的水量。</li> <li>Huanhuan Plant uses concentrated water separated from purified water equipment for plant care, saving 40% of water usage.</li> </ul>
開展節水宣傳倡導 Advocate water conservation	<ul style="list-style-type: none"> <li>張貼節水標識，提高員工節水意識，避免日常水資源浪費。</li> <li>Have posted water conservation signs to raise employee awareness of avoiding water waste in daily operations.</li> <li>開展節水宣傳教育和培訓活動，增強員工節水意識。</li> <li>Have initiated water conservation education and training to enhance employees' awareness of water-saving practises.</li> <li>鼓勵員工積極參與節水行動，提出節水改進建議，並獎勵節水行為。</li> <li>Encourage employees to actively participate in water conservation actions and propose water-saving improvement suggestions, and the water-saving behaviours for employees would be rewarded.</li> </ul>



## 和一工廠多級 RO 模組水淨化系統

### Heyi Plant's Multistage RO Module Water Purification System

和一工廠的多級反滲透模組（Reverse Osmosis, RO）水淨化系統於 2023 年 10 月建成，並於 2024 年 5 月進一步升級。升級後的系統可將淨化水電導率控制在 3  $\mu\text{S}/\text{cm}$  以下，滿足用水工藝要求。同時，處理後的廢水被用於園區綠化灌溉和車間地板的衛生清潔，實現了水資源的循環利用。

Heyi Plant's multistage reverse osmosis (RO) water purification system was completed in October 2023 and further upgraded in May 2024. The upgraded system can control the purified water's electrical conductivity to below 3  $\mu\text{S}/\text{cm}$ , meeting the water usage requirements for the production process. Meanwhile, treated wastewater is used for landscaping irrigation and cleaning the workshop floors, achieving water resource recycling.



多級 RO 模組水淨化系統  
Multistage RO module water purification system



系統淨化水用於綠化灌溉  
Landscaping irrigation with purified water from the system

## 能源利用

本集團在辦公運營及生產過程中主要使用的能源包括汽油、天然氣、蒸汽、電力等。我們嚴格遵守《中華人民共和國節約能源法》等法律法規及運營所在地的管理規定，開展一系列節能減排工作，規範化和標準化的能源管理體系及能源使用日常監控，提高能源利用效率、減少能源消耗。

## Energy Usage

The primary energy sources used in the Group's office operations and production processes include gasoline, natural gas, steam, and electricity. We strictly comply with the *Law of the People's Republic of China on Saving Energy* and other relevant laws and regulations, as well as the management rules of the operating regions. We undertake a series of energy-saving and emission-reduction efforts, establishing a standardised energy management system and routine energy usage monitoring to improve energy efficiency and reduce energy consumption.



在辦公運營中，我們秉持綠色辦公的理念，積極營造綠色、低碳的企業文化氛圍。在生產過程中，各工廠根據自身生產特點，積極採取多樣化節能措施，通過在研發、生產、運營的各個環節結合進行合理可行的設施改造及生產工藝優化，持續監測能源消耗情況，確保節能工作得到有效落實。

In office operations, we adhere to the concept of green office practises, actively fostering a green, low-carbon corporate culture. In the production process, each plant adopts diversified energy-saving measures according to its specific production characteristics. These measures include reasonable and feasible facility upgrades and process optimisations across R&D, production and operations. We continuously monitor energy consumption to ensure effective implementation of energy-saving efforts.

### 能源管理主要措施 Key Measures for Energy Management

辦公運營 Office operation	<ul style="list-style-type: none"> <li>• 制定《車輛管理制度》，加強自有車輛管理，定期監測油耗情況。</li> <li>• Have developed a <i>Vehicle Management System</i> to strengthen the management of self-owned vehicles and regularly monitor fuel consumption.</li> <li>• 採用節能燈具並充分利用自然光，優化照明管理，降低照明設備的電耗。</li> <li>• Use energy-efficient lighting and make full use of natural light to optimise lighting management and reduce electricity consumption of lighting equipment.</li> <li>• 合理使用空調、電腦、打印機等電器設備，不使用時及時斷電，減少待機能耗；同時控制空調溫度，縮短空調使用時間，降低能耗。</li> <li>• Make reasonable use of electrical appliances such as air conditioners, computers and printers, power off equipment when not in use to reduce standby energy consumption, and control air conditioning temperatures and shorten their operation durations to reduce energy consumption.</li> </ul>
工廠生產 Plant production	<ul style="list-style-type: none"> <li>• <b>建立健全能源管理體系與激勵機制：</b>丸來丸去工廠圍繞用水用電，設立節約獎和創新獎，鼓勵部門及員工積極開展能源管理舉措，提出節能建議。</li> <li>• <b>Have established a comprehensive energy management system and incentive mechanism:</b> Wanlai Wanqu Plant has set up awards for water and electricity conservation and innovation energy-saving and innovation awards related to water and electricity use to encourage departments and employees to actively carry out energy management initiatives and propose energy-saving suggestions.</li> <li>• <b>推進生產流程和生產工藝優化，持續提升能源使用效率：</b>和一工廠落地製冷機組餘熱回收項目，提升餘熱利用效率。丸來丸去工廠通過精細化管理和技術創新，成功縮短車間鍋爐及雙螺旋每日 1.5 小時的運行時間，顯著降低能源消耗。</li> <li>• <b>Promote production process and process optimisations to continuously improve energy usage efficiency:</b> Heyi Plant has implemented a waste heat recovery project for refrigeration units, improving heat recovery efficiency. Wanlai Wanqu Plant has successfully shortened the daily operation time of the boiler and double helix at the workshop by 1.5 hours through refined management and technological innovation, thereby greatly reducing energy consumption.</li> </ul>

## 工廠生產 Plant production

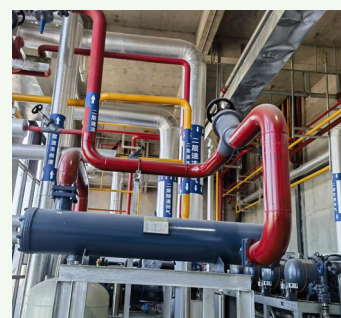
- **引進自動化流水線：**和一工廠於 2023 年積極引進先進的自動化流水線技術，包括車間滾揉流水線、自動包裝碼垛設備和自動包裝線，實現生產流程的自動化和智能化，提高生產效率，降低能源消耗。
- **Have introduced automated production lines:** Heyi Plant introduced advanced automated assembly line technologies in 2023, including the rolling and kneading assembly line, the automated packaging and palletising equipment and automated packaging line at the workshop, realising automated and intelligent production process, improving production efficiency, and reducing energy consumption.
- **開展老舊設備淘汰，更換節能設備：**澄明工廠用高效過濾設備替代低效蒸汽發生器，提高能源利用率。
- **Have eliminated outdated equipment and replace it with energy-saving equipment:** Chengming Plant replaced low-efficiency steam generators with high-efficiency filtration equipment to improve energy usage.
- **強化鍋爐、空調、冷庫等用能設備管理：**丸來丸去工廠通過優化鍋爐和雙螺旋機器的開關機時間，分別實現每年節約天然氣 9,933.7 立方米、節約電力 104,744.2 千瓦時；歡歡工廠安裝智能控制系統，根據車間實際需求精準調節設備使用，降低電力消耗。
- **Strengthen the management of energy-consuming equipment such as boilers, air conditioners and cold storage:** Wanlai Wanqu Plant optimised the start and stop times of the boiler and double helix, saving 9,933.7 cubic meters of natural gas and 104,744.2 kWh of electricity each year. Huanhuan Plant installed an intelligent control system to adjust equipment usage based on actual workshop needs, reducing electricity consumption.
- **搭建電錶物聯網：**和一工廠於 2023 年全面更新物聯網電錶，工作人員可通過計算機實時查看用電情況，精準掌握能源消耗動態，快速應對異常耗電問題，實現工廠用電的精細化管理。
- **Have built electric meter IoT:** Heyi Plant fully updated its IoT electric meters in 2023, allowing staff to view electricity consumption in real time on the computer, accurately track the dynamics of energy consumption, and quickly respond to abnormal electricity use, and manage the plant's electricity consumption in a refined manner.

## 和一工廠開展製冷機組餘熱回收項目

### Heyi Plant Adopted a Waste Heat Recovery Device for Refrigeration Unit

2024 年 7 月，和一工廠製冷機組餘熱回收項目順利完成並投入使用。該項目利用製冷機組餘熱，通過冷熱交換器對冷水進行加熱，加熱後的熱水用於生產車間打掃衛生或器具清洗，每年可節約天然氣 45,256.17 立方米。

In July 2024, the Heyi Plant successfully completed and put into operation a waste heat recovery device for its refrigeration unit. This device utilises waste heat from the refrigeration unit and heats cold water through a heat exchanger. The heated water is then used for cleaning the production workshop or washing equipment. The project saves 45,256.17 cubic meters of natural gas annually.



和一工廠餘熱回收裝置

Heyi Plant's waste heat recovery device

# 人才驅動，共築美好 TALENT-DRIVEN DEVELOPMENT FOR A BETTER FUTURE

## 員工管理

### 員工僱傭與多元化

本集團始終堅持平等、合規僱傭理念，嚴格遵守《中華人民共和國勞動法》《中華人民共和國勞動合同法》《中華人民共和國婦女權益保障法》《中華人民共和國殘疾人保障法》《禁止使用童工規定》等法律法規，制定《員工手冊》等內部管理制度規範，明確員工僱傭等相關要求，致力於為員工提供平等、包容的就業環境。

我們堅持依法規範用工，對任何形式的強制勞工和僱傭童工持零容忍態度，建立完善的人員招聘錄用流程，錄用前針對年齡、學歷、履歷等要素進行嚴格審核；在經營過程中，我們採取合理措施核實求職者及工人的年齡，嚴肅處理非法僱傭。若出現任何僱傭童工或強迫勞動的情況，我們將按照法律法規和內部政策制度嚴格追究相關人員責任，並採取懲處措施。2024 年，本集團未發生使用童工及強迫勞動等違規事件。

我們踐行包容和多元的企業文化，保持員工隊伍的多樣性，在招錄聘用、人員晉升等方面嚴格遵循「男女平等」原則，切實維護女性平等就業權益。我們為應聘人員提供平等機會，實施同工同酬，公平對待不同年齡、性別、民族、籍貫、宗教信仰的員工，積極為員工營造和諧、平等、關愛的組織氛圍。

## Employee Management

### Employment and employee diversity

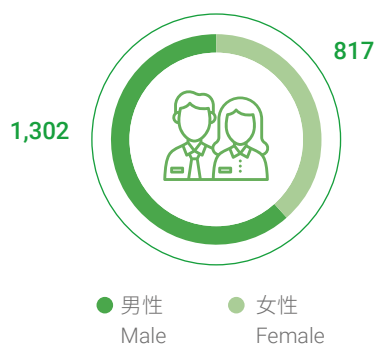
The Group is firmly committed to the principles of equal and compliant employment, strictly comply with the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of Women's Rights and Interests*, the *Law of the People's Republic of China on the Protection of Disabled Persons*, and the *Regulations on Prohibiting Employment of Child Labor*, among other applicable laws and regulations, and have formulated internal management policies such as the *Employee Handbook* to clearly define employment-related requirements and foster an equal and inclusive working environment for all employees.

We adhere strictly to legal requirements in employing workers and maintain a zero-tolerance policy towards all forms of forced labour and child labour. A comprehensive recruitment and onboarding process is in place, which includes strict pre-employment verification of age, education background and employment history. During operations, we take reasonable measures to verify the age of job applicants and workers and respond seriously to any illegal employment practises. Should any incidents of child labor or forced labor occur, we will strictly hold the relevant personnel accountable and take punitive measures in accordance with laws, regulations and internal policies and systems. In 2024, the Group had no employment incidents related to child labour or forced labour.

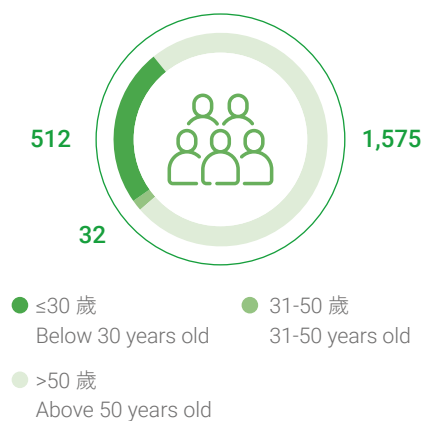
We actively promote an inclusive and diverse corporate culture and are committed to maintaining workforce diversity. We strictly adhere to the principle of gender equality in hiring and promotions and are dedicated to safeguarding women's equal employment rights. We provide equal opportunities to all applicants and practise equal pay for equal work. All employees, regardless of age, gender, ethnicity, place of origin, or religious belief, are treated fairly. We strive to create a harmonious, equitable, and supportive organizational environment.

## 2024 年員工雇傭與多元化績效 Employment and Employee Diversity Performance in 2024

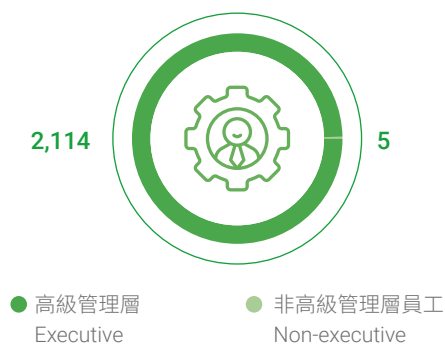
按性別劃分的員工雇傭情況（人）  
Number of Employees by Gender (Person)



按年齡劃分的員工雇傭情況（人）  
Number of Employees by Age (Person)



按管理層級劃分的員工雇傭情況（人）  
Number of Employees by Management Level (Person)



按地區劃分的員工雇傭情況（人）  
Number of Employees by Region (Person)



本集團積極落實尊重員工人權，依據《聯合國憲章》《世界人權宣言》《國際勞工公約》《工作中基本原則和權利宣言》《工商企業與人權指導原則》，制定《人權政策》，禁止歧視，禁止限制員工人身自由，合理合法地保護員工權益。

The Group actively upholds the principle of respecting the human rights of employees. In accordance with the *Charter of the United Nations*, the *Universal Declaration of Human Rights*, the *ILO (International Labour Organisation) Conventions*, the *ILO Declaration on Fundamental Principles and Rights at Work*, and the *United Nations Guiding Principles on Business and Human Rights*, we have formulated our *Human Rights Policy* to prohibit discrimination and restriction of personal freedom, and protects employees' rights and interests in a lawful and reasonable manner.

## 員工權益與福利

本集團高度重視員工的基本權益和福利保障，按照勞動部門有關規定及時發放員工薪資，切實保障員工各類合法權益，為員工提供包括商業意外保險、各類補貼等多樣化的福利項目，持續提升員工幸福感與歸屬感。

## Employee Rights and Benefits

The Group places high importance on safeguarding employees' basic rights and benefits. In compliance with labour regulations, we ensure timely remuneration payments and protect all lawful employee entitlements. We offer a diverse array of benefits, including commercial accident insurance and various subsidies, to continuously enhance our employees' well-being and foster a strong sense of belonging.

### 基本權益與法定福利 Basic Rights and Statutory Benefits

<p><b>薪酬</b> Remuneration</p>	<ul style="list-style-type: none"> <li>員工薪資分為固定工資和績效工資。根據各地社平工資結合當地經濟水平、消費指數、房價等因素考慮，確定員工生活工資即固定工資高於當地最低工資標準。根據員工的工作表現和貢獻給予適當的獎勵和激勵。</li> <li>Employees' remuneration consists of fixed wages and performance-based pay. Fixed wages are set above the local minimum wage based on regional average incomes, economic conditions, consumer price index, and housing prices, etc. Additional incentives and bonuses are granted based on performance and contributions.</li> <li>在員工滿勤的情況下，工資足額正常發放，人均實發工資遠高於生活工資。</li> <li>When employees have full attendance, their wages are paid in full and on time, and the average remuneration paid is significantly higher than the minimum living wage.</li> </ul>
<p><b>法定福利</b> Statutory benefits</p>	<ul style="list-style-type: none"> <li>為員工繳納養老保險、醫療保險、失業保險、工傷保險、生育保險、住房公積金等。</li> <li>We provide employees with pension insurance, medical insurance, unemployment insurance, work-related injury insurance, maternity insurance, and housing provident fund, and etc.</li> <li>為員工提供法定節假日、年假、婚假、產假等。</li> <li>We provide employees with legal holidays, annual leave, marriage leave, maternity leave, and etc.</li> </ul>

我們致力於打造具有包容性與歸屬感、開放的企業文化，為員工營造積極健康的職場氛圍。我們持續加強工會組織建設，落實女性員工關愛和員工健康關懷措施，並推進員工文化活動的開展，強化員工溝通機制，增強員工的滿足感、幸福感和歸屬感。

We strive to foster an inclusive, open corporate culture where employees feel a strong sense of belonging, and to create a positive and healthy work environment. We continue to strengthen labour union development, implement care programs for women, as well as health initiatives, promote employees' cultural activities, and enhance communication mechanisms to increase employees' satisfaction, happiness, and sense of belonging.

## 員工福利與關懷 Employee Benefits and Care

生活關愛補貼 Living support & subsidies	<ul style="list-style-type: none"> <li>提供過節禮品、差旅補貼等。</li> <li>Provide festival gifts, travel allowances, etc.</li> <li>額外為各工廠一線車間員工購置商業意外保險。</li> <li>Purchase additional commercial accident insurance for frontline employees at factory workshops.</li> </ul>
女性員工關愛 Female employees' care	<ul style="list-style-type: none"> <li>設置育兒假、哺乳假，在哺乳期可享受每天一小時哺乳時間。</li> <li>Offer parental leave, lactation leave, and one hour of breastfeeding time per day during the lactation period.</li> <li>開展婦女節活動，並送上三八節禮品，提升女性員工的幸福感。</li> <li>Organise International Working Women's Day celebrations and present gifts to enhance the sense of happiness among female employees.</li> </ul>
員工健康關懷 Employee health care	<ul style="list-style-type: none"> <li>確保工作場所的安全、舒適和衛生，營造積極向上的工作氛圍，讓員工感到愉悅和滿足。</li> <li>Ensure safe, comfortable and hygienic workplaces that foster a positive atmosphere where employees feel content and fulfilled.</li> <li>提供心理健康培訓和諮詢服務，幫助員工緩解工作壓力，提高工作滿意度。</li> <li>Provide mental health training and counselling services to help employees manage stress and improve job satisfaction.</li> </ul>
員工文化活動 Employee cultural activities	<ul style="list-style-type: none"> <li>定期開展形式豐富的競技文娛活動幫助員工緩解工作壓力、豐富業餘生活。</li> <li>Regularly organise diverse sports and cultural activities to relieve work pressure and enrich leisure time.</li> <li>組織豐富多彩的文化活動，例如元旦新年祝福集錦與抽獎、元宵包湯圓、端午包粽子等，為員工提供傳統節日關懷，豐富員工精神生活。</li> <li>Organise a variety of cultural activities, such as New Year's greetings compilation and lottery, making rice balls during the Lantern Festival, and making Zongzi during the Dragon Boat Festival, to provide traditional festival care for employees and enrich their spiritual lives.</li> </ul>
員工溝通 Employee communication	<ul style="list-style-type: none"> <li>設立了多種與員工進行交流的平臺，包括內部即時通訊溝通平臺、管理層直接對話渠道、社群交流活動等，讓員工有機會暢所欲言、建言獻策。</li> <li>Have developed multiple channels for communication with employees, including internal instant messaging platforms, direct dialogue channels with management and social group activities, providing employees with opportunities to speak freely and offer suggestions.</li> </ul>



## 員工溝通 Employee communication

- 構建全方位的員工溝通機制，鼓勵員工通過面談、郵件、企業微信等多渠道提出建議或反饋歧視、騷擾等事項，並支持署名或匿名舉報。我們採納合理建議給予獎勵，並通過內部公告等多渠道宣傳舉報途徑，確保訴求高效傳遞。
- Have established a comprehensive communication mechanism that allows employees to raise suggestions or report issues such as discrimination or harassment through face-to-face interviews, emails, or WeCom. Both named and anonymous reporting are supported. We reward valid suggestions and promote reporting channels through internal announcements and other means to ensure timely escalation of concerns.
- 開展員工敬業度/滿意度調查，通過匿名問卷、小組訪談、深度訪談等形式調研企業管理、工作環境、福利待遇、職業發展及內部溝通等方面，確保結果真實客觀，我們重視調查結果並積極回應。
- Conduct employees' engagement and satisfaction surveys using anonymous questionnaires, focus groups and in-depth interviews to assess areas such as corporate management, work environment, benefits and remuneration, career development, and internal communication, which ensures that the results are genuine and objective. We take these survey results seriously and respond proactively to them.



中秋活動  
Mid-Autumn Festival Activity



婦女節活動  
International Working Women's Day Activity

## 職業健康與安全

本集團生產運營過程中的職業健康與安全主要涉及各工廠的生產製造環節。我們秉持「安全第一、預防為主」的綜合治理方針，嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》等法律法規，制定了《安全生產管理制度》等制度，建立了完善的職業健康與安全管理體系，有效預防生產安全事故和職業病事故的發生，切實保障員工的健康與安全。

在安全生產方面，我們制定了《安全操作規程》等管理制度，明確了安全生產的各項要點，並要求員工簽署《生產部安全生產承諾書》。我們定期對生產過程中可能存在的安全隱患進行自查，並開展消防安全、機械安全、交通安全、消防設施實操以及消防交通安全警示教育等多項培訓，積極採取措施預防和減緩生產環節的風險。在過去三年內（含報告期），本集團未發生因工死亡事件。

在職業病風險防範方面，各工廠均採取了有效的職業健康與安全防護措施，降低生產過程中的職業病發生率。我們生產活動中涉及的職業病危害因素主要包括噪聲、低溫、高溫及粉塵。各工廠制定了《職業病危害因素識別與控制》等制度規範，建立健全了職業病管理體系，定期開展職業病危害因素檢測，並積極完善防護措施，為員工創造安全健康的工作環境。

## Occupational Health and Safety

Occupational health and safety within the Group primarily concerns the production and manufacturing operations of our plants. We adhere to the integrated safety management approach of "safety first, prevention-centric", strictly comply with the *Work Safety Law of the People's Republic of China* and the *Law of the People's Republic of China on the Prevention and Treatment of Occupational Diseases*. We have established a comprehensive occupational health and safety management system through policies such as the *Safe Production Management System*, effectively preventing workplace accidents and occupational diseases while safeguarding the health and safety of our employees.

In terms of production safety, we have formulated internal policies such as the *Safe Operation Procedures*, which detail all key aspects of safety practises. Employees are required to sign the *Letter of Safe Production Commitment of the Production Department*. We regularly conduct internal inspections for potential hazards during production, organise a number of training courses on fire safety, machinery safety, transportation safety, practical operation of fire protection facilities, and fire and traffic safety warning education, and take proactive measures to prevent and mitigate risks. Within the past three years (including the Reporting Period), the Group had no work-related fatalities.

For occupational disease prevention, each plant implements effective occupational health and safety protection measures to reduce the incidence of occupational diseases. Risk factors related to occupational diseases in our operations primarily include noise, low temperature, high temperature and dust exposure. To address these risks, plants have formulated the *Identification and Control of Risk Factors for Occupational Diseases*, have established sound occupational disease management systems, and conduct regular assessments of occupational diseases. Protective measures are continuously improved to ensure a safe and healthy working environment.

## 職業健康與安全管理措施 Management Measures for Occupational Health and Safety

開展檢測與評價 Monitoring and evaluation	<ul style="list-style-type: none"> <li>定期檢測職業病危害因素，並聘請第三方開展職業病危害現狀評價。</li> <li>Regularly monitor occupational disease risk factors, and engage third parties to conduct evaluations on the status of occupational hazards.</li> </ul>
組織定期體檢 Regular health examinations	<ul style="list-style-type: none"> <li>定期組織職業病崗位員工進行職業健康體檢。</li> <li>Organise routine occupational health check-ups for employees in positions exposed to occupational hazards.</li> </ul>
配置防護措施 Provision of protective equipment	<ul style="list-style-type: none"> <li>為職業病崗位人員配備相應的勞動防護用品（如防塵口罩、耳塞、耳罩、防凍傷手套、保溫服等）。</li> <li>Provide personal protective equipment (PPE) such as dust masks, earplugs, earmuffs, insulated gloves, and thermal workwear for employees exposed to occupational hazards.</li> </ul>
強化培訓與宣導 Enhancement of training and awareness	<ul style="list-style-type: none"> <li>加強員工安全及職業健康相關教育及宣導，完善作業環境的安全設施。</li> <li>Strengthen safety and occupational health education, and improve workplace safety infrastructure.</li> </ul>

## 員工培訓及發展

### ● 員工培訓

本集團始終堅信人才是發展的根基，致力於培養「終身學習」的職場文化、打造「篤學不倦」的職場氛圍，通過不斷提升員工的專業能力和職業素養，幫助員工實現個人發展目標。我們制定《導師制管理辦法》《全國各省區統一開展重點主題培訓指引》等制度，制定了「海基、路基、天基」三級人才培養計劃、培養優秀門店運營人才的鐵軍體系以及培養儲備管理人才的將軍體系，不斷完善員工培訓體系。

2024 年，我們持續通過線上、線下的方式為員工提供科學完善的培訓課程，優化培訓平臺建設，引入高質量的培訓技術和資源，搭建多渠道的校企合作模式，提升員工的專業技能和綜合素質。我們亦建立培訓考核機制，並檢驗培訓成果。新進員工需通過線下理論培訓、門店實務及線上線下考核後方可入職。

## Employee Training and Development

### ● Employee Training

The Group firmly believes that talent is the foundation of sustainable development. We are committed to building a workplace culture of "lifelong learning" and "continuous improvement". By enhancing employees' professional capabilities and competencies, we help them achieve their personal development goals. To support this, we have formulated the *Mentor System Management Measures* and the *Guidelines for Unified Key Topic Training in All Provinces and Regions across the Country*. We have also launched a three-tier talent training plan of "sea-based, road-based, and sky-based", an elite team system for cultivating excellent store operation talents, and a general system for cultivating reserve management talents, so as to continuously improve the employee training system.

In 2024, we continued to provide employees with structured training courses through both online and offline channels. We optimised our training platform, adopted high-quality training tools and resources, and established multi-channel industry-academic partnerships to improve employees' technical skills and overall competence. A training evaluation mechanism is also in place to assess the effectiveness of our programs. New employees are required to pass offline theoretical training, practical operation at stores, and online and offline assessment before they can take up their posts.

## 員工培訓體系 Employee Training System

<p>深化培訓平臺建設</p> <p>Enhancing the training platform</p>	<ul style="list-style-type: none"> <li>• 搭建線上學習平臺「鍋圈學堂」，持續開發各類培訓課程，為全體員工提供多樣化、知識全面的課程。截至 2024 年底，公司人力資源部已為員工提供教育附加培訓（含電商運營、市場推廣、客戶服務課程）、企業評價培訓（含供應鏈管理、連鎖經營管理課程）、以及學徒制培訓（含互聯網銷售課程），參與培訓總人次 1,014 人次。</li> <li>• We have established the online learning platform “Guoquan Academy” and continuously developed a wide range of training courses to provide all employees with diverse and comprehensive knowledge. As of the end of 2024, the HR Department offered supplementary education programs (e.g., on e-commerce operations, marketing, customer service), corporate certification training (e.g., on supply chain and chain management), and apprenticeship training (e.g., on Internet sales), receiving a total of 1,014 participants.</li> </ul>
<p>助力職業技能 等級評價</p> <p>Supporting professional certification</p>	<ul style="list-style-type: none"> <li>• 獲得上海市《連鎖經營管理師》企業評價，評價工種為《供應鏈管理師（一二三級）》和《連鎖經營管理師（一二三四級）》。2024 年，開展新型學徒制項目，培訓課程為《互聯網食品銷售員（初級）》。</li> <li>• We were recognised as an institution for issuing the <i>Chain Operation Manager</i> certificate in Shanghai, with recognised jobs including the <i>Supply Chain Manager (levels 1, 2 and 3)</i> and the <i>Chain Operation Manager (levels 1, 2, 3 and 4)</i>. We launched a new apprenticeship training program in 2024 with the course <i>Internet Food Salesperson (Entry Level)</i>.</li> <li>• 公司員工通過培訓獲得的職業技能證書將作為員工職業發展中的重要考評要素，作為員工晉升考評的參選條件。</li> <li>• The professional skill certificates obtained by employees through training will serve as important criteria in their career development and as eligibility conditions for promotion assessments.</li> </ul>
<p>開展領導力培訓</p> <p>Fostering leadership development</p>	<ul style="list-style-type: none"> <li>• 2024 年，推進落實鐵軍計劃領導力培養項目，保障運營人才科學發展。</li> <li>• In 2024, we implemented the "Elite Team Program" to foster the growth of operational talent.</li> </ul>
<p>加強校企合作</p> <p>Strengthening university-enterprise cooperation</p>	<ul style="list-style-type: none"> <li>• 繼續搭建多渠道的校企合作模式，包括與中國農業大學等對接合作。</li> <li>• We continue to develop multi-channel partnerships with universities, including collaboration with China Agricultural University.</li> </ul>
<p>海外交流， 培養領軍人才</p> <p>Advancing international exchanges and talent development</p>	<ul style="list-style-type: none"> <li>• 借助資源優勢，組織各工廠核心成員赴海外交流，學習品牌、創新及戰略經驗，培養國際化視野人才，助力企業升級與全球化發展。</li> <li>• We leverage strategic resources to send core plants personnel abroad for training in branding, innovation, and strategic thinking - fostering global talent to support business transformation and international expansion.</li> </ul>



## 開展教育附加培訓，提升各類員工能力水平

### Conducted Education-Based Training to Improve Employees' Capabilities

2024 年 10 月，公司開展週期為三個月的教育附加培訓，培訓對象為在上海繳納社保的所有員工（除高層管理者），培訓內容包括電商運營助理、市場推廣員、客戶服務等，共計 719 人次。

In October 2024, we launched a three-month education-based training program for all employees enrolled in Shanghai's social insurance system (excluding senior management). The training covered positions such as e-commerce operations assistant, marketing promoter, and customer service personnel, with a total of 719 participants.

## 攜手中國農大共育人才

### Collaborated with China Agricultural University to Jointly Cultivate Talent

2024 年 10 月 27 日，公司與中國農業大學經濟管理學院共建的校外研究生基地暨「鄉村振興賦能—金麥田計劃」人才專項啟動儀式在中國農業大學學術報告廳順利舉行。通過此次合作，雙方將促進學術研究與企業實踐的緊密結合，提升教育資源整合與創新能力，進一步深化 MBA 專業實踐能力。公司董事長楊明超先生被聘為中國農業大學 MBA 導師，未來將定期為學生授課，致力於培養高層次、複合型人才，實現產學研的深度融合，為公司的長期發展提供堅實的人才保障和產業實踐支持。

On October 27, 2024, the launch ceremony of the "Rural Revitalisation Empowerment – Golden Wheat Field Plan" was held at the Academic Lecture Hall of China Agricultural University. The Plan was jointly established by the Company and the College of Economics and Management of China Agricultural University as an off-campus graduate research base. Through this partnership, both parties aim to integrate academic research and business practises, enhance resource sharing and innovation, and strengthen MBA students' practical capabilities. Mr. Yang Mingchao, Chairperson of Guoquan, was appointed as an MBA mentor at China Agricultural University and will provide regular lectures to students. The Plan is designed to cultivate high-level, interdisciplinary talent, achieving deep integration of industry, academia, and research, and providing strong talent and practical support for our long-term development.





## 赴日交流，培養領軍人才

### Engaged in Academic Exchange in Japan to Nurture Future Leaders

本集團憑藉自身資源優勢，聚焦全球食品產業發展前沿與先進管理理念，秉持開放、謙虛的學習態度，積極探尋國際領先經驗。2025 年 3 月，鍋圈投資管理（上海）有限公司（系鍋圈之全資附屬公司）組織各工廠核心成員，赴日本參訪味之素、有明、龜甲萬等全球知名食品企業，開展為期一週的深度交流活動，旨在汲取國際先進經驗，助力企業高質量發展。在交流過程中，團隊重點考察了日本企業在品牌沉澱、產品創新和全球戰略方面的經驗，學習了精細化全球供應鏈管理和數字化營銷創新舉措，並深入探討了「本土化產品定制 + 在地化營銷」雙輪驅動模式。此次交流為企業發展提供了新方向，助力品牌升級和全球化佈局，為鍋圈的持續發展注入了新的動力。

Leveraging its own resource advantages, the Group focuses on the cutting-edge developments in the global food industry and advanced management concepts. With an open and modest attitude towards learning, we actively seek out internationally leading experiences. In March 2025, Guoquan Investment Management (Shanghai) Co., Ltd. (a wholly owned subsidiary of Guoquan) organized core personnel from our plants to visit global well-known food companies in Japan, including Ajinomoto, Akebono, and Kikkoman. The one-week in-depth exchange activity aimed to draw on international advanced experience to support the high-quality development of our enterprise. During the exchange, the team focused on the Japanese companies' experience in brand building, product innovation, and global strategy. They studied refined global supply chain management and digital marketing innovation, and explored the dual-driven model of "localised product customization + localised marketing". This exchange provided new strategic insights, supported brand upgrading and global layout, and injected fresh momentum into our continuous development.



## ● 員工發展

本集團積極為每一位員工提供廣闊的發展空間和豐富的成長機會，建立完善職業發展路徑，幫助員工明確個人發展目標，打造一支高素質、高凝聚力的人才隊伍，為企業的長遠發展提供堅實的人才保障。同時，公司制定股權激勵計劃，遵循公平、公正、合理的股份分配原則，激發員工的工作積極性和創造力，提高員工的忠誠度和留存率，促進企業的長期發展。

我們貫徹落實「價值導向」的企業文化核心價值觀，建立以崗位價值為主、能力及績效因素為輔，同時兼顧外部薪酬水平的薪酬激勵體系和績效考核機制，為吸引和保留優秀人才提供富有競爭力的薪酬水平。

## ● Employee Development

The Group are committed to offering every employee broad development opportunity and a well-defined career path. By supporting employees in achieving their personal growth goals, we aim to build a highly capable and cohesive workforce that supports the Group's long-term success. To further align incentives, we introduce an employee equity incentive plan, which is governed by principles of fairness, transparency, and rationality. This initiative encourages initiative and creativity, boosts loyalty and retention, and promotes sustainable corporate development.

We implement a "value-oriented" corporate culture. Our incentive system and performance evaluation mechanisms are built around job value, supplemented by individual capabilities and performance, while also taking into account external market compensation levels. This ensures competitiveness in attracting and retaining top talent.

## 員工發展管理體系 Talent Development Management System

<p>多樣式晉升方式 Diversified promotion channels</p>	<ul style="list-style-type: none"> <li>定期晉升：每年根據考核評分制度統一實施晉升計劃。</li> <li>Scheduled promotions: We implement scheduled promotions annually based on performance appraisal results.</li> <li>不定期晉升：對本集團有特殊貢獻且表現優異的員工，隨時予以提升。</li> <li>Irregular promotions: We grant irregular promotions to employees who have made special contributions to the Group and have outstanding performance.</li> <li>破格晉升：符合相關條件的員工，經審批後可獲得破格晉職晉級。</li> <li>Exceptional promotions: Upon approval, we grant exceptional promotions to employees who have met the relevant criteria.</li> </ul>
<p>多形式選拔通道 Multiple recruitment channels</p>	<ul style="list-style-type: none"> <li>內部競聘：員工根據自身能力和經驗，通過內部競爭的方式晉升或轉崗到更高級別或不同職位，競聘方式包括筆試、面試、演講、評估中心等。</li> <li>Internal recruitment: Employees may be promoted or transferred to higher-level or different positions through internal competition based on their abilities and experience. The selection process may include written tests, interviews, presentations, and assessment centres.</li> <li>崗位空缺優先內部補給：當出現空缺職位時，優先考慮從內部員工中選拔合適的人選。</li> <li>Priority for internal candidates: When a position becomes vacant, priority is given to selecting suitable candidates from our existing employees.</li> <li>儲備人才選拔：主要優先從內部選拔培養，同時輔以外部招聘同行業優秀人才。人力資源部根據本集團業務發展需求，確定年度儲備人才規劃，並下發選拔及培養方案。通過選拔的員工進入儲備人才池，經內外部專家評估後確定培養開發計劃，明確其職業發展路徑。</li> <li>Talent reserve inclusion: Priority is given to identifying and developing internal talent, supplemented by external recruitment of outstanding professionals from the industry. Based on our business development needs, the HR Department formulates an annual talent reserve plan and issues corresponding selection and development programs. Employees who pass the selection process enter the talent reserve pool, where their development plans and career paths are determined through assessments conducted by internal and external experts.</li> </ul>
<p>績效管理考核 Performance management and appraisal</p>	<ul style="list-style-type: none"> <li>公司各部門根據實際需求定期對員工開展績效考核，由部門主管負責實施。考核內容主要基於員工的關鍵績效指標（KPI）和崗位職責完成情況進行評估，薪資與考核結果掛鉤，以此激勵員工提升工作表現。</li> <li>Departments conduct regular performance appraisals based on actual needs. Evaluations are led by department heads and focus on key performance indicators (KPIs) and job responsibility fulfilment. Remuneration is directly linked to performance, motivating employees to improve their work outcomes.</li> <li>對於省區管理者的培養，根據我們的戰略發展制定《省區總績效考核方案》，按照季度考核進行測評及輔導改善，以激勵員工實現自我價值。</li> <li>For provincial managers, we establish the <i>Provincial General Performance Appraisal Plan</i> in line with our strategic development, which includes conducting quarterly assessments and providing coaching for improvements to motivate employees to realize their self-worth.</li> </ul>

我們搭建覆蓋全職業週期的「單兵 - 鐵軍 - 儲備幹部 - 集團高管」人才培養及晉升通道，制定《鐵軍養育方案》，配合人才培養體系，每半年晉升一次，讓鐵軍擁有屬自己的鍋圈夢。2024 年，我們共培養儲備幹部 21 人；培養鍋圈鐵軍預備 101 名，正式晉升鍋圈鐵軍 79 名。

We have set up a talent training and promotion channel of "individuals-elite team-reserve cadres-group executives" for the whole career cycle, and have developed the *Elite Team Development Plan*, as part of our broader talent development framework, to promote employees once every six months. In 2024, we trained 21 reserve cadres, prepared 101 individuals as candidates for our elite team, and officially included 79 employees in our elite team.

### 制定「鐵軍計劃」，為員工提供明晰的職業發展路徑

#### Initiated the "Elite Team Program" to Provide Clear Career Development Channels for Employees

鍋圈鐵軍是指能落實公司戰略，完成所服務區域銷售與市場開拓目標，準確傳遞鍋圈企業願景、使命、價值觀的加盟商精英團隊。

Guoquan's elite team refers to the elite franchisee team that can implement the Company's strategy, complete the sales and market development goals of the districts where they operate, and accurately convey the corporate visions, missions and values of Guoquan.

#### 鐵軍計劃員工晉升通道 Employees' Promotion Channel for The Elite Team Program



## 社會貢獻

本集團積極履行企業社會責任，推動企業發展與社會價值創造的深度融合，發起並參與各類公益項目活動，積極響應國家鄉村振興戰略，為構建更加和諧、美好的社會貢獻我們的力量。

### 鄉村振興

我們成立鍋圈鄉村振興研究院，積極探索助農興村新路徑，推動農業現代化，助力鄉村經濟發展與居民生活水平提升。通過產供銷一體化、全鏈路數字化供應鏈體系，賦能食材原產地經濟發展，促進鄉村產業振興，為農民增收並帶動本地就業。同時，我們推動傳統產業工廠升級，提升產業商業效率，促進鄉村產業向工業進化，帶動鄉村經濟全面升級。

我們的加盟門店遍佈全國各區域，在向新一線城市擴張的同時，也關注鄉鎮人口需求，覆蓋廣大鄉鎮地區。在追求自身高質量發展的同時，我們不忘增進民生福祉，帶動鄉鎮人口就業，為當地百姓提供物美價廉的食材，豐富百姓餐桌。

## Social Contribution

The Group is committed to fulfilling our corporate social responsibilities by deeply integrating business development with the creation of social value. We initiate and participate in a variety of public welfare projects and actively support China's rural revitalisation strategy, contributing to the building of a more harmonious and prosperous society.

### Rural Revitalisation

We have established the Guoquan Rural Revitalisation Research Institute to actively explore new ways to help farmers and rejuvenate villages. By advancing agricultural modernisation, we support the development of rural economies and the improvement of residents' livelihoods. Through the integration of production, supply and marketing, and the full-link and digital supply chain system, we empower the economic development of many food ingredients origins nationwide, effectively promote the revitalisation of rural industries, increase farmers' income and actively promote local employment. In addition, we have promoted the upgrading of traditional industrial factories, enhance the commercial efficiency of the industry, promote the evolution of rural agriculture to rural manufacturing, and ultimately and comprehensively motivating the promotion of rural economy.

Our franchised stores are spread across various regions in China. While we continue to expand to new first-tier cities, we also pay attention to the needs of the township population and cover a wide range of rural areas. In the pursuit of our own high-quality development, we keep it in our mind to improve the well-being of the people, promote the employment of township population, and bring high-quality and inexpensive food ingredients to the local people to enrich their dining tables.

## 聯合發起產業興農實踐項目，推動鄉村振興進程

### Joint Launched an Industrial Empowerment Project to Promote Rural Revitalisation

2024 年 7 月，我們聯合中國農業科學院農產品加工研究所，共同發起設立了產業興農實踐項目——苗苗酸湯食品。該項目以貴州省台江縣（「村 BA」發源地）為起點，依託本集團在全國的冷鏈物流中心和社區門店網絡，立足貴州特色農產品資源，結合中國農科院農產品加工所的專利發酵技術，通過「產、學、研」一體化模式，對傳統工藝進行現代化升級，搭建現代化生產線實現標準化生產。項目直接帶動當地近百人就業，助力鄉村振興。

In July 2024, we partnered with the Institute of Food Science and Technology of the Chinese Academy of Agricultural Sciences to jointly launch an industrial empowerment project to promote rural revitalisation "Miaomiao Sour Soup Food Project". This project is based in Taijiang County, Guizhou Province (origin of the "Village BA" phenomenon), and leverages our nationwide cold chain logistics network and community store footprint. Relying on the region's distinctive agricultural resources and supported by the institute's patented fermentation technology, the project modernises traditional food processing and builds modern production lines to achieve standardized production through an integrated "industry-academia-research" model. The project directly creates nearly 100 local jobs, contributing to rural revitalisation.

## 創新「三二一產聯動」，助力鄉村特色產業發展

### Innovated the "3-2-1 Industrial Collaboration" Model to Boost Rural Specialty Industries

2024 年，我們積極響應國家鄉村振興號召，創新「三二一產聯動」，助力鄉村特色產業發展。通過打造數字化全鏈路供應體系，深化產業融合，精準把握消費需求，推動工廠生產與上游產地對接，促進鄉村產業升級，帶動農戶增收。

In 2024, we actively responded to the national call for rural revitalisation by innovating the "3-2-1 Industrial Collaboration" model to support the development of rural specialty industries. By building a digital full-chain supply system, we deepened industry integration, precisely captured consumer demand, promote the connection between factory production and upstream origins, facilitate the upgrading of rural industries, and increase farmers' income.

在上游，我們在廣西北海建立更高蝦滑標準指導蝦類養殖；在東北，推動牛育肥標準化；在河南，指導辣椒種植和萬頭牛養殖，助力農業發展。在中游，新增三個中心倉，總數達 18 個，強化東北、西北及華南區域配送效率，完善物流配送網絡，提升供應鏈響應速度和服務質量。在下游，優化門店「墩苗」計劃，提升門店質量，強化即時零售戰略，結合線上渠道與線下門店優勢，整合產業鏈，升級改造部分鄉鎮門店，提供適配當地的產品，推進 B 端和 C 端業務同步發展。

Upstream, we established higher standards for shrimp paste production to guide shrimp farming in Beihai, Guangxi, promoted standardised cattle fattening in Northeast China, and provided technical guidance on chili planting and large-scale cattle farming in Henan, to support agricultural development. Midstream, we added three new regional distribution centres, bringing the total to 18, to enhance delivery efficiency in Northeast, Northwest, and South China, optimise the logistics network, and improve supply chain responsiveness and service quality. Downstream, we optimised the "Seedling Program" to improve store quality and enhanced instant retail strategy, integrating online and offline channels to consolidate the industry chain. We upgraded selected township stores to offer locally tailored products, advancing the coordinated development of both B2B and B2C businesses.



我們通過與上游食材工廠合作、自建工廠等方式整合產業鏈，創造大量就業崗位，助力鄉村振興和共同富裕，並以鄉鎮及以下地區為布局重點，持續加密全國範圍內的門店佈局，拓展門店就業崗位。同時，我們不斷加強人才培養和外部合作，制定人才專項計劃，與院校合作轉化科研成果，形成產業生態閉環。

We integrate the supply chain through partnerships with upstream food plants and self-operated facilities, creating a large number of job opportunities, and advancing both rural revitalisation and common prosperity. Focusing on township and lower-tier markets, we continuously increase the density of our store network across the country and expand job opportunities in stores. Additionally, we continue to enhance talent cultivation and external cooperation by implementing specialized talent programs, working with academic institutions to convert research into practice and building a self-sustaining industrial ecosystem.

### 建設現代化環保生產新工廠，帶動當地經濟與就業

### Built a New Modern, Eco-Friendly Production Plant to Boost Local Economy and Employment

2024 年 9 月，鍋圈歡歡食品（湖北）有限公司新工廠在湖北荊州石首市投產。該項目依託「產地建廠、銷地建園」模式，利用當地豐富水產資源，通過銷供產一體化和三二一產聯動<sup>6</sup>，構建從養殖到加工到銷售的完整產業鏈。全面投產後，可帶動就業數千人，推動鄂南、湘北水產預製菜產業協同發展，形成產業集群，助力當地經濟增長和產業升級。

In September 2024, Guoquan Huanhuan Food (Hubei) Co., Ltd. commenced operations at its new plant in Shishou City, Jingzhou, Hubei Province. Based on the "building plants at production sites and parks at sales locations" model, the project leverages local abundant aquatic resources to construct an integrated supply chain from aquaculture farming to processing to sales, combining the "production-supply-marketing integration" approach with the "3-2-1 industrial collaboration" model<sup>6</sup>. Upon full commissioning, the plant is expected to create thousands of local job opportunities, and foster the collaborative development of the pre-prepared aquatic food industry in southern Hubei and northern Hunan. This industrial cluster will promote local economic growth and facilitate industrial upgrading.

新工廠採用現代化環保技術和設備，注重節能減排。車間配備淨化、照明、新風系統和工業空調，污水處理站配備先進設備，生產線採用節能型生產設備和在線監測設備，有效減少生產對環境的污染。

The new plant employs modern eco-friendly technologies and equipment with a strong focus on energy conservation and carbon emission reduction. Workshops are equipped with air purification systems, lighting, fresh air ventilation systems, and industrial air conditioning. The wastewater treatment station features advanced equipment, while production lines use energy-efficient and real-time monitoring systems to effectively minimize environmental pollution.



歡歡工廠  
Huanhuan Plant

<sup>6</sup> 三二一產聯動是指通過第三產業（服務業）強化第二產業（工業和製造業），再通過第二產業拉動第一產業（農業），形成產業鏈的協同發展。這種模式以市場需求為導向，通過工業化經營農業，延伸農業全產業鏈，提升標準化、產業化和規模化水準。

<sup>6</sup> "3-2-1 industrial collaboration" model refers to the linkage of the tertiary, secondary, and primary industries refers to strengthening the secondary industry (manufacturing and industry) through the tertiary industry (services), and then using the secondary industry to boost the primary industry (agriculture), thereby forming a coordinated development of the industrial chain. This model is market-oriented, operates agriculture on an industrial basis, extends the entire agricultural industry chain, and enhances the levels of standardization, industrialization, and scale.



## 堅持源頭直採直供，促進農業可持續發展

### Promote Agricultural Sustainability through Direct Procurement and Direct Supply from Source

我們組建了一支 200 多人的採購團隊，深入產地源頭，堅持直採直供模式，選用當地特色食材，助力鄉村振興，推動農業可持續發展，同時減少長途運輸帶來的能源消耗和環境污染。我們的食材採購網絡覆蓋全國 100 多個地市及全球十餘個國家，包括新疆西紅柿、內蒙古羔羊肉卷、遼寧黃白花小公牛、河南黃河灘羊、福建東山珍珠鮑魚、廣東白對蝦、雲貴菌菇，以及北美小八爪、巴西牛肉、澳大利亞羔羊肉、印度尼西亞巴沙魚、泰國冬陰功醬等。

We organised a procurement team of over 200 professionals who operate directly at ingredient origin sites. Committed to a direct procurement and supply model, we select locally distinctive agricultural products to support rural revitalisation and promote sustainable agriculture. This approach also helps reduce energy consumption and environmental pollution associated with long-distance transportation. Our ingredient sourcing network spans over 100 cities across China and more than ten countries worldwide. Notable examples include tomatoes from Xinjiang, lamb rolls from Inner Mongolia, young bulls from Liaoning, Yellow River Tan Lamb from Henan, abalone pearl from Dongshan, Fujian, white shrimp from Guangdong, mushrooms from Yunnan and Guizhou, baby octopus from North America, beef from Brazil, lamb from Australia, basa fish from Indonesia, and tom yum paste from Thailand.

## 社會公益

我們秉持「向上向善，利在利他」的價值觀，積極投身公益捐贈、環境保護、教育支持、抗震救災及社區便民服務等領域，彰顯社會擔當，踐行鍋圈「社區好鄰居」精神。我們致力於在「鄰里文化」中為消費者提供實惠，增進鄰里間溫暖的情感紐帶。本集團將美好生活理念融入社區建設，鼓勵各方攜手共築美好社區，關注弱勢群體，傳遞公益溫暖，我們親切地稱這樣的鍋圈人為「種星星的人」。

## Social Welfare

Guided by the values of "striving for excellence and goodness, with a focus on helping others", we actively engage in public welfare initiatives across charitable donations, environmental protection, educational support, disaster relief, and community services, demonstrating our social responsibility and embodying the Guoquan spirit of being "a good neighbour in the community". We are committed to fostering a neighbourhood culture by bringing consumers real benefits and building a warm emotional connection with the neighbourhood. The Group integrates the concept of good life into community building and encourages all stakeholders to join hands with us to build better communities, assist disadvantaged groups, and pass on the warmth of public welfare. We affectionately call such Guoquan individuals as "stars planters".

## 與環保誌願活動，增強社會責任感

### Participated in Environmental Volunteer Activities to Foster Social Responsibility

2024 年 12 月，我們的員工參與了商居同盟“小街益家人”誌願服務隊發起的“益起大掃除”昌盛小街清潔活動。活動中，員工們與其他商戶及社區誌願者一起，身著統一服裝，手持清潔工具，分工協作，清掃街道、擦拭標識牌、維修綠地圍欄，並向過往居民宣傳環保知識，共同營造整潔、美觀的社區環境。In December 2024, our employees joined the street cleaning initiative organised by the "Xiaojie Yijiaoren" volunteer team under Merchant-Resident Alliance. During the activity, our employees, along with other merchants and community volunteers, dressed in uniform attire and equipped with cleaning tools, worked together to clean streets, wipe signage, repair greenbelt fences, and promote environmental awareness to passersby, collectively creating a clean and beautiful community environment.

## 聯合發起「小圍裙計劃」，助力青少年教育與家庭情感培養

### Joint Launched the "Little Apron Program" to Support Youth Education and Family Bonding

本集團聯合新華網等機構發起「小圍裙計劃」，這是一項長期的兒童美食啟蒙暨勞動教育公益活動。2024 年，作為該計劃的第二年，我們通過線上線下相結合的方式開展了一系列豐富多彩的活動。在線上，我們利用抖音等平臺舉辦挑戰賽，鼓勵孩子們拍攝為家人製作美食的視頻，分享他們的勞動成果和快樂。在線下，我們舉辦了「小圍裙」冠軍廚房公開課和小廚神挑戰賽等活動，邀請專業廚師現場指導，讓孩子們親身體驗美食製作過程，培養他們的勞動技能和家庭責任感，同時也增進了親子之間的互動與情感交流。

The Group partnered with Xinhuanet and other organisations to launch the "Little Apron Program", a long-term public welfare initiative focused on culinary education and labour skills for children. In 2024, the second year of the program, we organised a wide range of engaging activities both online and offline. Online, we leveraged platforms like Douyin to host challenge events that encouraged children to film themselves preparing meals for their families, sharing their labour achievements and the joy it brought. Offline, we organised events such as the "Little Apron" Champion Kitchen Open Class and the Little Chef Challenge. Professional chefs were invited to offer hands-on guidance. This allowed children to experience the process of cooking firsthand, fostering their labor skills and a sense of responsibility within the family, while also strengthening parent-child interaction and emotional connection.



## 支援湖南平江汛情災區，為受災群眾提供物資保障 Provided Emergency Relief for Flood Victims in Pingjiang, Hunan

2024 年 7 月，湖南省平江縣遭遇汛情。本集團迅速啟動應急響應機制，組織誌願者團隊奔赴受災最嚴重的地區，向平江縣三市鎮宦田村及翁江鎮仗義村的居民捐贈了價值數萬元的生活物資，包括飲用水、方便面、午餐肉和黃桃罐頭等，用於保障受災地區群眾的基本生活，切實解決了當地受災群眾飲水和飲食的“燃眉之急”。

In July 2024, Pingjiang County in Hunan Province was severely affected by flooding. The Group promptly activated its emergency response mechanism and dispatched a volunteer team to the hardest-hit areas.

We donated daily necessities worth tens of thousands of yuan, including drinking water, instant noodles, canned luncheon meat, and canned yellow peaches, to residents of Hantian Village (Sanshi Town) and Zhangyi Village (Wengjiang Town). These donations ensured basic living needs were met and helped address the urgent food and water shortages faced by affected communities.



## 協同舉辦「上春山」公益行動，關愛孤獨症群體 Co-organized "Spring Outing" Public Welfare Campaign - Caring for the Autism Community

2024 年 4 月，我們支持日光域在北京密雲日光山谷營地樂園舉辦的「上春山」公益行動。這是一場一年一度的關愛特需群體的公益活動，邀請了萬家星合孤獨症康復中心的孩子們和家長們，以及社會各界愛心人士共同參與。活動包括徒步清山，撿拾回收山間垃圾，以及「春日畫廊」公益美術展，展示孤獨症孩子的畫作。通過這些活動，我們為孤獨症孩子提供了親近自然、參與社會活動的機會，有助於他們的身心健康和社交能力的提升，同時也鏈接了更多愛心人士去瞭解和關注這一群體。

In April 2024, we supported the "Spring Outing" public welfare campaign organised by Sunarea at Sunshine Valley Campground in Miyun, Beijing. This annual event focused on caring for special needs groups and brought together children and families from the Uni-Star Autism Rehabilitation Centre, along with volunteers from various sectors. Activities included a mountain cleanup hike, where participants collected and recycled litter, and the "Spring Gallery" Public Art Exhibition, which showcased paintings by children with autism. These activities gave autistic children the opportunity to connect with nature and participate in community life, contributing to their physical and mental well-being and social development. The campaign also encouraged broader public awareness and support for the autism group.



# 附錄

## APPENDIX

### ESG 數據績效表

#### 環境績效

### ESG Performance Indicators

#### Environmental Performance Indicators

##### 環境管理<sup>1</sup>

##### Environmental Management<sup>1</sup>

指标名称 Indicators	單位 Unit	2024
環保投入總金額 Total investment in environmental protection	萬元 RMB 10,000	71.77
因違反環境保護法律法規而受到的罰款總額 Total fines imposed for violations of environmental protection laws and regulations	萬元 RMB 10,000	0

注 1：【統計口徑】環境管理相關數據統計口徑為澄明工廠、和一工廠、歡歡工廠、丸來丸去工廠。  
 Note 1: [Scope of Statistics] The scope of data statistics related to environmental management includes the Chengming Plant, Heyi Plant, Huanhuan Plant, and Wanlai Wanqu Plant.

##### 能源利用與溫室氣體排放<sup>1</sup>

##### Energy Usage and GHG Emissions<sup>1</sup>

指標名稱 Indicators	單位 Unit	2024
溫室氣體排放 GHG emissions		
溫室氣體排放總量（範圍 1& 範圍 2） Total GHG emissions (Scope 1 & Scope 2)	噸二氧化碳當量 tCO <sub>2</sub> e	12,153.89
範圍 1 溫室氣體排放 <sup>2</sup> Scope 1 GHG emissions <sup>2</sup>	噸二氧化碳當量 tCO <sub>2</sub> e	2,410.05
範圍 2 溫室氣體排放 <sup>3</sup> Scope 2 GHG emissions <sup>3</sup>	噸二氧化碳當量 tCO <sub>2</sub> e	9,743.84
溫室氣體排放密度 Intensity of GHG emission	噸二氧化碳當量 / 百萬元營業收入 tCO <sub>2</sub> e/RMB million revenue	1.88
範圍 1 溫室氣體排放密度 Intensity of Scope 1 GHG emission	噸二氧化碳當量 / 百萬元營業收入 tCO <sub>2</sub> e/RMB million revenue	0.37
範圍 2 溫室氣體排放密度 Intensity of Scope 2 GHG emission	噸二氧化碳當量 / 百萬元營業收入 tCO <sub>2</sub> e/RMB million revenue	1.51

指標名稱 Indicators	單位 Unit	2024
<b>能源 Energy usage</b>		
綜合能源消耗量 Total energy consumption	噸標準煤 tce	3,700.45
直接能源消耗量 <sup>4</sup> Direct energy consumption <sup>4</sup>	噸標準煤 tce	1,467.18
間接能源消耗量 <sup>5</sup> Indirect energy consumption <sup>5</sup>	噸標準煤 tce	2,233.27
綜合能源消耗密度 Intensity of energy consumption	噸標準煤 / 百萬元營業收入 tce/RMB million revenue	0.57
直接能源消耗密度 Intensity of direct energy consumption	噸標準煤 / 百萬元營業收入 tce/RMB million revenue	0.23
間接能源消耗密度 Intensity of indirect energy consumption	噸標準煤 / 百萬元營業收入 tce/RMB million revenue	0.34
汽油消耗量 Petrol consumption	升 Litre	22,193.37
天然氣消耗量 Natural gas consumption	立方米 m <sup>3</sup>	1,084,971.72
外購電力用量 Purchased electricity consumption	兆瓦時 MWh	18,158.47

注 1：【統計口徑】能源利用與溫室氣體排放相關數據的統計口徑為鍋圈總部上海辦公區域，以及澄明工廠、和一工廠、歡歡工廠、丸來丸去工廠。  
 Note 1: [Scope of Statistics] The scope of data statistics related to Energy Usage and GHG Emissions includes the Shanghai headquarters office of Guoquan, as well as the Chengming Plant, Heyi Plant, Huanhuan Plant, and Wanlai Wanqu Plant.

注 2：範圍 1 溫室氣體排放源包括汽油、天然氣消耗，排放係數和計算方法參考生態環境部《企業溫室氣體排放核算方法與報告指南 發電設施》（2022）、國家統計局《中國能源統計年鑒》（2023）。

Note 2: Scope 1 GHG Emissions include petrol and natural gas consumption. The emission factors and calculation methods refer to the *Guidelines for the Calculation and Reporting of Enterprise Greenhouse Gas Emissions for Power Generation Facilities (2022)* issued by the Ministry of Ecology and Environment and the *China Energy Statistical Yearbook (2023)* issued by the National Bureau of Statistics.

注 3：範圍 2 溫室氣體排放源為外購電力，外購電力溫室氣體排放因子使用生態環境部、國家統計局 2024 年發佈的《關於發佈 2022 年電力二氧化碳排放因子的公告》中的 2022 年全國電力平均二氧化碳排放因子 0.5366 kgCO<sub>2</sub>/kWh。

Note 3: Scope 2 GHG Emissions are from purchased electricity. The greenhouse gas emission factor for purchased electricity is based on the national average carbon dioxide emission factor for electricity in 2022, which is 0.5366 kgCO<sub>2</sub>/kWh, as published in the *Announcement on the Release of the Carbon Dioxide Emission Factor for Electricity in 2022* by the Ministry of Ecology and Environment and the National Bureau of Statistics in 2024.

注 4：直接能源包括汽油、天然氣。直接能源消耗量根據國家統計局《中國能源統計年鑒》（2023）計算折標煤數值。

Note 4: Direct energy consumption includes petrol and natural gas. The consumption of direct energy is calculated and converted into standard coal equivalents according to the *China Energy Statistical Yearbook* issued by the National Bureau of Statistics.

注 5：間接能源為外購電力。間接能源消耗量根據《GB/T 2589—2020 綜合能耗計算通則》計算折標煤數值。

Note 5: Indirect energy consumption includes purchased electricity. The consumption of indirect energy is calculated and converted into standard coal equivalents according to the *General Rules for the Calculation of Comprehensive Energy Consumption (GB/T 2589—2020)*.

## 水資源及包裝材料使用<sup>1</sup>

## Water and Packaging Material Use<sup>1</sup>

指標名稱 Indicators	單位 Unit	2024
<b>水資源</b> <b>Water</b>		
取水量 Water withdrawal	噸 Ton	317,767.00
排水量 Wastewater discharge	噸 Ton	122,576.61
耗水量 <sup>2</sup> Water consumption <sup>2</sup>	噸 Ton	195,190.39
耗水密度 Water consumption intensity	噸 / 百萬元營業收入 Ton/RMB million revenue	30.17
<b>包裝材料使用</b> <b>Packaging material</b>		
包裝材料使用量 Packaging material use	噸 Ton	4,279.65
塑料類 Plastics	噸 Ton	2,010.35
紙類 Paper	噸 Ton	2,239.05
其他類 <sup>3</sup> Others <sup>3</sup>	噸 Ton	30.25
包裝材料使用密度 Packaging material usage density	噸 / 百萬元營業收入 Ton/RMB million revenue	0.66

注 1：【統計口徑】水資源及包裝材料使用相關數據統計口徑為澄明工廠、和一工廠、歡歡工廠、丸來丸去工廠。

Note 1: [Scope of Statistics] The scope of data statistics related to Water and Packaging Material Use includes the Chengming Plant, Heyi Plant, Huanhuan Plant, and Wanlai Wanqu Plant.

注 2：【計算公式】耗水量 = 取水量 - 排水量。

Note 2: [Calculation Formula] Water Consumption = Water Withdrawal - Wastewater Discharge.

注 3：其他類包裝材料包括打包帶、膠帶等。

Note 3: Other types of packaging materials include packaging strap, adhesive tape, etc.



排放物與廢棄物管理<sup>1</sup>

Emission and Waste Management<sup>1</sup>

指標名稱 Indicators	單位 Unit	2024
廢氣 Exhaust gas		
硫氧化物（SOx）排放量 Sulfur Oxides（SOx）emissions	千克 kg	9.58
氮氧化物（NOx）排放量 Nitrogen Oxides（NOx）emissions	千克 kg	122.04
顆粒物（PM）排放量 Particulate Matter（PM）emissions	千克 kg	12.78
揮發性有機物（VOCs）排放量 Volatile Organic Compounds（VOCs）emissions	千克 kg	0.11
廢水 Wastewater		
廢水排放總量 Total volume of wastewater discharged	立方米 m³	122,576.61
化學需氧量（COD）排放量 Chemical Oxygen Demand（COD）emissions	噸 Ton	4.05
生化需氧量（BOD）排放量 Biochemical Oxygen Demand（BOD）emissions	噸 Ton	0.41
氨氮（NH <sub>3</sub> -N）排放量 Ammonia-Nitrogen（NH <sub>3</sub> -N）emissions	噸 Ton	0.25
廢棄物 <sup>2</sup> Waste <sup>2</sup>		
有害廢棄物總量 Total volume of hazardous waste	噸 Ton	3.30
有害廢棄物密度 Hazardous waste density	千克 / 百萬元營業收入 kg/RMB million revenue	0.51
無害廢棄物總量 Total volume of non-hazardous	噸 Ton	1,799.29
無害廢棄物密度 Non-hazardous waste density	噸 / 百萬元營業收入 Ton/RMB million revenue	0.28

注 1：【統計口徑】排放與廢棄物管理相關數據統計口徑為澄明工廠、和一工廠、歡歡工廠、丸來丸去工廠。  
 Note 1: [Scope of Statistics] The scope of data statistics related to emission and waste management includes the Chengming Plant, HeYi Plant, Huanhuan Plant, and WanLai WanQu Plant.

注 2：有害廢棄物主要包括廢油、廢機油、廢活性炭等；無害廢棄物主要包括廢舊紙張、硒鼓墨盒、塑料瓶、廢棄包裝、食品殘渣、生活垃圾等。  
 Note 2: Hazardous waste mainly includes waste oil, waste engine oil, and spent activated carbon, etc.; Non-hazardous waste mainly includes waste paper, toner cartridges, plastic bottles, discarded packaging, food residues, and domestic waste, etc.

社會績效

Social Performance Indicators

員工管理

Employee Management

指標名稱 Indicators	單位 Unit	2024
<b>員工僱傭 Employment</b>		
員工總數 Total number of employees	人 Person	2,119
<b>按性別劃分的員工數量 Number of employees by gender</b>		
男性 Male	人 Person	1,302
女性 Female	人 Person	817
<b>按僱傭類型劃分的員工數量 Number of employees by employment type</b>		
全職 Full-time	人 Person	2,119
兼職 Part-time	人 Person	0
<b>按年齡劃分的員工數量 Number of employees by age</b>		
≤30 歲 Below 30 years old	人 Person	512
31-50 歲 31 to 50 years old	人 Person	1,575
> 50 歲 Above 50 years old	人 Person	32
<b>按地區劃分的員工數量 Number of employees by region</b>		
中國大陸 Mainland China	人 Person	2,118
港澳臺及海外地區 Hong Kong, Macau, Taiwan and overseas	人 Person	1
<b>員工流失率<sup>1</sup> Employee turnover rate<sup>1</sup></b>		

指標名稱 Indicators	單位 Unit	2024
總流失率 Total turnover rate	%	36.15
<b>按性別劃分的員工流失率 Employee turnover rate by gender</b>		
男性 Male	%	39.71
女性 Female	%	30.48
<b>按年齡劃分的員工流失率 Employee turnover rate by age</b>		
≤30 歲 Below 30 years old	%	48.05
31-50 歲 31 to 50 years old	%	32.38
> 50 歲 Above 50 years old	%	31.25
<b>按地區劃分的員工流失率 Employee turnover rate by region</b>		
中國大陸 Mainland China	%	36.17
港澳臺及海外地區 Hong Kong, Macau, Taiwan and overseas	%	200.00
<b>健康與安全 Health and Safety</b>		
因工傷關係而死亡的員工人數 Number of work-related fatalities	人 Person	0
因工傷關係而死亡的員工比例 Percentage of work-related fatalities	%	0.00
因工傷損失的工作日數 <sup>2</sup> Lost days due to work injury <sup>2</sup>	天 Day	7
<b>員工培訓與發展 Training and development of employees</b>		
員工培訓總支出 Total expenditure on employee training	萬元 RMB 10,000	117.06
受訓員工百分比 Percentage of employees trained	%	100.00

指標名稱 Indicators	單位 Unit	2024
<b>按性別劃分受訓員工百分比</b> <b>Percentage of employees trained by gender</b>		
男性 Male	%	61.44
女性 Female	%	38.56
<b>按職級劃分受訓員工百分比</b> <b>Percentage of employees trained by position</b>		
高級管理層 Executive	%	0.24
非高級管理層 Non-Executive	%	99.76
員工人均受訓時數 Number of training hours per employee	小時 Hour	76.58
<b>按性別劃分的員工人均受訓時數</b> <b>Training hours per employee by gender</b>		
男性 Male	小時 Hour	79.50
女性 Female	小時 Hour	71.91
<b>按職級劃分的員工人均受訓時數</b> <b>Training hours per employee by position</b>		
高級管理層 Executive	小時 Hour	96.00
非高級管理層 Non-Executive	小時 Hour	76.53

注 1：【計算公式】各類別員工流失率 = 報告期內各類別員工流失人數 / 報告期末各類別員工數量 \*100。

Note 1: [Calculation Formula] Employee turnover rate for each category = Number of employees who resigned during the reporting period for each category / Total number of employees by category as of the end of the reporting period × 100.

注 2：2024 年 12 月，和一工廠的一名員工在下班途中發生交通事故，被認定為工傷。為防止類似事件發生，公司立即組織全員安全宣導，一方面加強員工上下班交通安全培訓，另一方面強化工作中的安全操作規程培訓，以提升員工安全意識，保障出行與工作安全。

Note 2: In December 2024, an employee from HeYi Plant was involved in a traffic accident on the way home from work and was recognized as a work-related injury. To prevent similar incidents, the Company immediately organized a comprehensive safety briefing for all employees. On one hand, we strengthened the traffic safety training for employees during their commute. On the other hand, we reinforced the training on safety operating procedures at work to enhance employees' safety awareness and ensure safety both during travel and at work.

## 供應商

## Suppliers

指標名稱 Indicators	單位 Unit	2024
供應商總數 Total number of suppliers	家 No. of supplier	1,188
<b>按地區劃分的供應商數量<sup>1</sup></b> <b>Number of suppliers by region<sup>1</sup></b>		
中國大陸 Mainland China	家 No. of supplier	1,188
港澳臺及海外地區 Hong Kong, Macau, Taiwan and overseas	家 No. of supplier	0

注 1：本集團按地區劃分的供應商數量根據供應商的營業執照登記位置劃分統計。

Note 1: The number of suppliers of the Group, categorized by region, is based on the registered location of the suppliers' business licenses.

## 產品質量與服務<sup>1</sup>

## Product Quality and Service<sup>1</sup>

指標名稱 Indicators	單位 Unit	2024
接獲關於產品及服務的投訴總數 Total number of complaints received related to products and services	件 Case	222,063
接獲關於產品及服務的投訴處理率 Complaint handling rate related to products and services	%	100
客戶滿意度 <sup>2</sup> Customer satisfaction <sup>2</sup>	%	94.04
違反有關產品和服務的健康與安全規定而受到警告的事件數 Number of incidents receiving warnings for violations of health and safety regulations related to products and services	件 Case	0
違反有關產品和服務的健康與安全規定而受到罰款或處罰的事件數 Number of incidents receiving fines or penalties for violations of health and safety regulations related to products and services	件 Case	0
召回產品占售出產品的比例 Percentage of product recalls to sold products	%	0

注 1：【統計口徑】產品質量與服務相關數據統計口徑為鍋圈。

Note 1: [Scope of Statistics] The scope of data statistics is Guoquan.

注 2：客戶滿意度為客戶主動通過在線諮詢或 400 熱線諮詢後，對公司客服人員的服務評分。

Note 2: Customer satisfaction is based on the service ratings given by customers to the Company's customer service personnel after they proactively consult through online chat or the 400 hotline.

## 數據安全與客戶隱私保護

## Information Security and Privacy Protection

指標名稱 Indicators	單位 Unit	2024
經證實的洩露、盜竊或丟失客戶資料的事件數 Number of verified incidents of customer data breaches, thefts, or losses	件 Case	0

## 知識產權保護

## Intellectual Property Protection

指標名稱 Indicators	單位 Unit	2024
報告期內有效專利數量 Number of valid patents during the reporting period	件 Case	54
報告期內專利申請數量 Number of patent applications during the reporting period	件 Case	24
報告期內專利授權數量 Number of patents granted during the reporting period	件 Case	30
報告期內商標申請數量 Number of trademark applications during the reporting period	件 Case	56
報告期內商標獲批數量 Number of trademarks approved during the reporting period	件 Case	134
報告期內軟件著作權登記數量 Number of software copyright registrations during the reporting period	件 Case	3
累計專利授權數量 Cumulative number of patents granted	件 Case	64
累計商標獲批數量 Cumulative number of trademarks approved	件 Case	731

## 社會公益

## Social Welfare

指標名稱 Indicators	單位 Unit	2024
社會公益投入總金額 <sup>1</sup> Total amount invested in social welfare <sup>1</sup>	萬元 RMB 10,000	14.80

注 1：2024 年，社會公益投入總金額包括慈善捐贈金額 5.50 萬元，以及其他性質的社會公益投入金額 9.30 萬元。

Note 1: The total amount invested in social welfare includes charitable donations of RMB55,000 and other types of social welfare investment amounting to RMB93,000.



管治績效

Governance Performance Indicators

披露項 Indicators	單位 Unit	2024
<b>企業管治</b> <b>Corporate Governance</b>		
董事會成員人數 Members of Board of Directors	人 Person	10
女性董事人數 Number of female directors	人 Person	2
董事會中女性董事占比 Percentage of female directors	%	20.00
執行董事人數 Number of executive director	人 Person	4
非執行董事人數 Number of non-executive director	人 Person	2
獨立非執行董事人數 Number of independent non-executive director	人 Person	4
董事會中獨立非執行董事占比 Percentage of independent non-executive director	%	40.00
<b>商業行為</b> <b>Business Conduct</b>		
接受反貪污腐敗及反不正當競爭培訓的董事人數 Number of directors received training of anti-corruption and anti-unfair competition	人 Person	4
董事接受反貪污腐敗及反不正當競爭培訓的總時長 Total training hours of anti-corruption and anti-unfair competition for directors	小時 Hour	20.00
接受商業道德及反貪腐培訓的董事人數 Number of employees received training of business ethics and anti-corruption	人 Person	2,013
反貪污腐敗及反不正當競爭培訓覆蓋員工比例 <sup>1</sup> Percentage of employees trained on anti-corruption and anti-unfair competition <sup>1</sup>	%	95.00
員工人均參加反貪污腐敗及反不正當競爭培訓時長 Average training hours per employee on anti-corruption and anti-unfair competition	小時 Hour	37.05
報告期內對發行人或其員工提出並已審結的貪污訴訟案件數 <sup>2</sup> Number of corruption litigation cases filed and concluded against the Group or its employees during the reporting period <sup>2</sup>	件 Case	1

注 1：本集團為全體員工提供反貪污腐敗及反不正當競爭培訓，但部分員工因病假、事假等個人原因缺席培訓，因為覆蓋員工比例不達 100%。  
 Note 1: This Group provides anti-corruption and anti-unfair competition training to all employees. However, some employees were absent from the training due to personal reasons such as sick leave or personal leave, resulting in a coverage rate of less than 100%.

注 2：2024 年 10 月，本集團 2023 年查處的一起員工貪污事件，由司法機關審理後正式審結，被告人罪名成立。為杜絕類似事件再次發生，我們的事發後迅速採取了一系列措施：完善合作商准入機制，堵塞業務漏洞；加強規章制度建設，責令相關省區進行整改；提出人員輪崗建議，嚴格把控過程審核，加大審計力度。同時，我們在全集團範圍內深入開展反貪腐反賄賂合規培訓，著力防範舞弊風險。  
 Note 2: In October 2024, a case of employee corruption that our Group had investigated in 2023 was formally concluded by the judicial authorities after their review, with the defendant found guilty. To prevent the recurrence of similar incidents, we promptly implemented a series of measures following the incident, including refining the entry mechanism for business partners to plug operational loopholes, strengthening the construction of rules and procedures, ordering the relevant provincial regions to carry out rectification, proposing job rotation recommendations, strictly controlling process reviews, and increasing the intensity of audits. Meanwhile, we carried out comprehensive anti-corruption and anti-bribery compliance training across the Group to proactively mitigate fraud risks.

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GRI 408: 童工 2016 GRI 408: Child Labor 2016	408-1	員工管理 Employee Management

GRI標準 GRI Standard	披露項 Disclosed Item	報告章節 Report Corresponding Sections
GRI 409: 強迫或強制勞動 2016 GRI 409: Forced or Compulsory Labor 2016	409-1	員工管理 Employee Management
GRI 413: 當地社區 2016 GRI 413: Local Community 2016	413-1	社會貢獻 Social Contribution
	413-2	社會貢獻 Social Contribution
GRI 414: 供應商社會評估 2016 GRI 414: Supplier Social Assessment 2016	414-1	供應鏈管理 Supply Chain Management
	414-2	供應鏈管理 Supply Chain Management
GRI 417: 營銷與標識 2016 GRI 417: Marketing and Labeling 2016	417-1	客戶關係管理 Customer Relationship Management
	417-2	客戶關係管理 Customer Relationship Management
	417-3	客戶關係管理 Customer Relationship Management
GRI 418: 客戶隱私 2016 GRI 418: Customer Privacy 2016	418-1	信息安全和隱私保護 Information Security and Privacy Protection



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