大家樂
CAFÉ DE CORAL ®

Café de Coral Holdings Limited
大家樂集團有限公司*
(Incorporated in Bermuda with limited liability)
(於百慕達註冊成立之有限公司)
Stock Code 股份代號：341

2024/25
Sustainability Report
可持續發展報告



* For identification purposes only
僅供參考

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Message from the Chairperson of the Group Sustainability Committee
集團可持續發展委員會主席的話

It is my pleasure to present Café de Coral Group's Sustainability Report for the year, highlighting our progress and achievements as we continue to grow responsibly and sustainably. At Café de Coral, we believe in creating value for all our stakeholders by integrating sustainability into every facet of our operations while delivering exceptional dining experiences to our customers.

Recognition for Sustainability Excellence

Our steadfast commitment to environmental, social, and governance ("ESG") principles has been recognised through several prestigious accolades this year. We are proud to remain a constituent of the Hang Seng Corporate Sustainability Benchmark Index for the 10th consecutive year, a testament to our leadership in corporate sustainability. Affirming our efforts in advancing sustainability practices across our business, we were honoured to receive notable awards, including the Standard Chartered Corporate Achievement Awards, the "Diamond Enterprise" recognition in GS1 Hong Kong's Quality Food Scheme Plus, and the ESG Commendation Awards hosted by Sing Tao News Corporation and The Hong Kong Polytechnic University. These achievements inspire us to continue setting higher standards and leading our industry towards a sustainable future.

我很榮幸向大家發表大家樂集團本年度的可持續發展報告，當中回顧了我們在推動可持續發展方面的努力與成果。我們致力將可持續理念融入營運每一環節，同時為顧客帶來優質餐飲體驗，並為所有業務相關人士創造長遠價值。

卓越成就屢獲肯定

集團堅持環境、社會及企業管治（ESG）原則，於本年度屢獲殊榮，成績令人鼓舞。我們連續第十年被納入恒生可持續發展企業基準指數成份股，足證我們於企業可持續發展方面的領導地位。此外，我們榮獲多個獎項，包括「渣打企業成就大獎」、香港貨品編碼協會「優質食品計劃+」的「鑽石企業」嘉許，以及由星島新聞集團與香港理工大學合辦的「ESG嘉許認證」，肯定了我們於業務各層面實踐可持續發展的成果。這些成就將激勵我們繼續精益求精，引領業界邁向更可持續的未來。

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Serving Every Member of Our Community

As a beloved community dining hall, we are committed to delivering high-quality, affordable meals while adapting to our neighbourhood's evolving tastes. Recognising shifting demographics and an increasing demand for soft meal options, the Group proudly introduced Taste Joy soft gourmet, a culinary initiative designed to craft delicious, nutritious dishes tailored to the needs of individuals with chewing and swallowing difficulties, with a mission to reignite the joy of dining for everyone.

Driven by widespread community support, the sales network of Taste Joy products continues to expand, reflecting society's need for accessible dining options. With dine-in services available, we are especially moved to see those with dietary challenges enjoy the simple pleasure of dining out with their loved ones. Their smiles inspire us every day, reminding us that everyone deserves a seat at the table. Building on the success of its debut offerings, Taste Joy will further diversify its menu to ensure satisfying, inclusive choices for all.

Apart from soft gourmet, we remain dedicated to catering to customers who prefer sustainable and healthy meal options. Across our brands, we offer an extensive selection of vegetarian dishes and certified sustainable seafood, championing a green and eco-conscious diet. A standout initiative this year was Oliver's Super Sandwiches' nutritionist-crafted "Eat to Fit" menu, which exemplifies our commitment to health and wellness.

Yet our dedication extends beyond food. This year, our flagship food assistance programme Bon Appétit Café celebrated its third year of serving free meals to those in need. By partnering with more NGOs and adding soft meal options, we have broadened our impact, nourishing even more lives with dignity and care.

Advancing Sustainability Strategy and Climate Action

This year, both our Hong Kong and Mainland China operations succeeded in meeting our mid-term key reduction targets, including greenhouse gas emissions, energy consumption, water usage, and food waste. We have also taken a significant step forward in addressing climate change by beginning to collect Scope 3 greenhouse gas emissions data, which gives us a clearer understanding of our carbon footprint across the entire value chain. The insights generated will guide us in identifying key opportunities for decarbonisation and strengthening our contributions to Hong Kong's transition towards a low-carbon economy. Additionally, we recently refreshed our materiality matrix by engaging members of our Sustainability Committees in Hong Kong and Mainland China through insightful in-person discussions. These conversations allowed us to deeply understand and address stakeholder priorities, while also exploring exciting new initiatives to foster sustainable growth.

用心服務每位社區成員

作為深受愛戴的社區飯堂，我們一直致力提供高性價比的餐膳，並因應人口結構變化及口味轉變，不斷在菜單上推陳出新，以迎合顧客的需求。隨著社區對軟餐的需求日增，集團本年度隆重推出全新品牌「食得樂」輕嚥料理，讓長者或有咀嚼或吞嚥困難人士重拾用餐的快樂。

「食得樂」產品推出後廣受好評，銷售網絡不斷增加，反映社會對無障礙飲食的殷切需求。我們為顧客提供堂食服務，讓他們能夠與親友安心外出同桌共膳，享受相聚時光。看到他們燦爛滿足的笑容，令我們更堅定品牌的價值與使命——重現熟悉滋味，讓人人食得快樂。「食得樂」將推出更多元化的產品，為不同需要的人士提供更豐富貼心的選擇。

除了輕嚥料理，我們亦回應大眾對可持續與健康飲食的需求。集團旗下多個品牌均提供素食及可持續海鮮菜式，積極推動綠色環保飲食。其中Oliver's Super Sandwiches（利華超級三文治）推出的「Eat to Fit」菜單，由營養師精心設計，實踐了我們對健康與均衡飲食的承諾。

我們不僅用心對待食物，更是用心待人。我們的旗艦社區關愛項目「大家開飯」食物援助計劃已踏入第三年，每年訂立不同主題，持續為有需要人士送上免費餐膳。透過與更多非政府機構合作，並加入輕嚥料理選項，本年度的計劃讓更多人受惠，使他們感受到社區的關懷及尊重。

推動可持續發展策略與氣候行動

今年，我們的香港及中國內地業務均成功實現中期關鍵減排減廢目標，包括溫室氣體排放、能源使用、水源消耗及廚餘量。我們更在應對氣候變化方面邁出重要一步，開始收集範圍三（Scope 3）溫室氣體排放數據，以更全面地掌握整個價值鏈的碳足跡。這些數據將有助我們識別減碳的關鍵機會，為香港邁向低碳經濟轉型作出貢獻。此外，香港及中國內地業務的可持續發展委員會成員進行了面對面交流，共同商議及更新了集團的重大議題矩陣。透過深入交流，我們不僅了解業務相關人士的關注重點，也啟發了不少推動可持續增長的創新構思。

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Enhancing Corporate Sustainability Knowledge and Culture

Embedding sustainability within our organisational culture, we launched a series of targeted training sessions across various levels of operations. These included sustainability workshops for our Board of Directors and management teams in Hong Kong and Mainland China, which significantly enhanced ESG knowledge and fortified the Group's sustainability ethos. We also conducted anti-corruption training for Board members, department heads, and frontline management to reinforce our commitment to ethical practices. In addition, we provided specialised training on AI technologies for department heads and frontline staff, empowering them to adeptly navigate emerging digital challenges and opportunities.

Looking Ahead

As we reflect on the year's accomplishments, we are filled with pride to recognise the significant strides we have made in embedding sustainability into the core of our business. From earning industry recognition and launching inclusive initiatives, to enhancing our ESG culture and advancing climate action, these milestones highlight our unwavering commitment to positively impacting society and the environment.

Looking ahead, we will continue to innovate and adapt to meet the evolving needs of our stakeholders, reaffirming our role as a responsible corporate citizen while delivering long-term value for our shareholders, customers, employees, and communities. I would like to express my heartfelt gratitude to our Board, management, and employees for their remarkable dedication and hard work throughout the year. Together, we will continue to shape a sustainable and inclusive future for all.

For and on behalf of the Group Sustainability Committee
Leung Ho-ting, Piony
Chief Executive Officer

增進企業可持續發展知識及文化

我們在不同業務層面推行一系列針對性培訓，將可持續發展理念深植於企業文化之中。當中包括為董事局成員、香港及中國內地的管理層舉辦可持續發展工作坊，全面提升他們在ESG方面的知識，進一步鞏固集團的可持續發展文化。我們亦為董事、部門主管及前線管理層安排反貪污培訓，重申集團對商業道德的堅持。此外，我們特別為部門主管及前線管理層提供人工智能的專題培訓，協助團隊掌握數碼新趨勢，靈活應對潛在風險，同時把握未來機遇。

展望未來

回顧過去一年，集團能夠將可持續發展理念融入業務核心，並取得實質成果，對此我們深感自豪。無論是獲得業界認可、開展共融項目、提升企業ESG文化，以至推動氣候行動，各項成果均印證我們對社會與環境作出正面貢獻。

展望未來，我們將繼續創新求進，積極回應業務相關人士的各種需要，堅守企業公民責任，並為股東、顧客、員工及社區創造長遠價值。本人衷心感謝董事局、管理層及全體員工在過去一年的努力與付出，讓我們繼續攜手同行，一起建立可持續的未來。

梁可婷
集團可持續發展委員會主席
首席執行官

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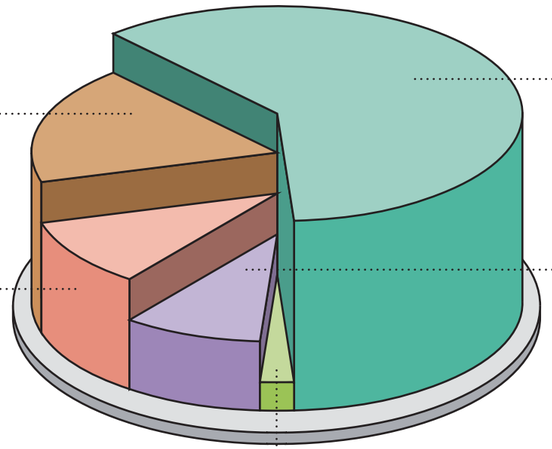
Incorporated in 1968, Café de Coral Group is one of Asia's largest publicly listed restaurant and catering groups, with businesses spanning quick-service restaurants, casual dining chains, and institutional catering. The Group operates over 566 outlets, including 381 in Hong Kong and 185 across 10 cities in Mainland China, supported by a workforce of 18,970 employees. Its brand portfolio includes Café de Coral Fast Food, Super Super Congee & Noodles, The Spaghetti House, Shanghai Lao Lao, Mixian Sense, Oliver's Super Sandwiches, Asia Pacific Catering, Luncheon Star, and more. Additionally, the Group is a major player in food processing, operating 4 ISO-accredited factories in Hong Kong and Mainland China.

We pioneered the concept of Chinese fast food, blending Eastern and Western culinary cultures and earning the reputation of being "Hongkonger's Canteen". We are committed to carrying forward this spirit across different regions, embracing our role as a community dining hall. Our mission is to provide delicious, nutritious, and hygienic food at reasonable prices, while fulfilling our goal of bringing happiness to our customers, employees, and shareholders.

大家樂集團於1968年成立，是亞洲規模最大的上市餐飲集團之一，業務涵蓋速食餐飲、休閒餐飲及機構飲食。集團於香港及中國內地10個城市合共營運超過566間分店，包括香港381間及中國內地185間，共聘用員工人數18,970名。旗下品牌包括大家樂快餐、一粥麵、The Spaghetti House（意粉屋）、上海姥姥、米線陣、Oliver's Super Sandwiches（利華超級三文治）、泛亞飲食、活力午餐等。此外，集團亦積極發展食品加工業務，於香港及中國內地營運4間ISO認證的食品加工廠。

我們率先開創中式快餐概念，融合中西飲食文化，享有「香港人的大食堂」美譽。我們致力將這份精神傳承至不同地區，秉承「社區飯堂」的角色，為各地顧客提供美味、營養及衛生的飲食，以合理價格，實踐「顧客快樂、員工快樂、股東快樂」的理念。

Business Performance Overview
業務表現概覽



17.5%
Mainland China (185 units)
中國內地（185間）

9.6%
Hong Kong Casual Dining (57 units)
香港休閒餐飲（57間）

59.8%
Hong Kong Quick Service Restaurants (224 units)
香港速食餐飲（224間）

11.7%
Hong Kong Institutional Catering (100 units)
香港機構飲食（100間）

1.4%
Others
其他

Revenue Distribution
收入分佈
For the 12 months ended 31 March 2025
截至2025年3月31日年度

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Key Sustainability Milestones
可持續發展重要里程碑

1968
Incorporated
註冊成立

1969
Opened the first store on Sugar Street, Causeway Bay
於銅鑼灣糖街開設首店



1986
Listed on Hong Kong Stock Exchange, became the first publicly listed catering company in Hong Kong
於香港聯合交易所上市，成為香港首間上市餐飲集團



1992
Opened the first Café de Coral outlet in Shenzhen, entering the Mainland China market
開拓中國內地市場，於深圳開設首間大家樂分店



1999
Lo Tang Seong Educational Foundation established to provide university tuition assistance to the children of our staff
成立羅騰祥教育基金，為員工子女提供大學學費資助



2001
Luncheon Star became the first student catering service provider to obtain ISO 9001 and HACCP certifications
活力午餐成為香港首間取得ISO 9001及HACCP國際認證的學校飯盒供應商



2007
Published the Group's first Corporate Social Responsibility Report
推出首份企業社會責任報告



2013
Sustainability Steering Committee established
成立可持續發展督導委員會



2013/14
Tai Po Central Food Processing Centre established and obtained ISO 22000 and HACCP certifications
大埔中央產製中心獲得ISO 22000及HACCP國際認證



2015
Launched "Café de Coral Twinkle Action", the Group's first CSR programme
推出集團首個企業社會責任項目「大家樂閃亮行動」



Selected as a constituent of the Hang Seng Corporate Sustainability Benchmark Index
獲選為恒生可持續發展企業基準指數成份股

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2016
The Group's Certificate in Restaurant Management Programme certified as Qualification Framework Level 3
集團的餐廳管理證書課程獲得資歷級別3認證



2017


Organised the first "Community Spring Feast" across 14 districts in Hong Kong
於全港14區舉辦首次「區區開年飯」

2019
Implemented "Say No to Straws" policy at all outlets
全線分店推行「日日無飲管」



2020
Introduced e-commerce platform eatCDC.com to provide customers with a more convenient way to place orders online
推出電子商貿平台「eatCDC.com」，讓顧客可輕鬆於網上下單



2021
Group Sustainability Committee and China Sustainability Committee established
成立集團可持續發展委員會及中國可持續發展委員會



Implemented food waste separation at all outlets
全線分店實施廚餘分類



2022
"Bon Appétit Café" food assistance programme launched
推出「大家開飯」食物援助計劃



2023
Club 100 membership base reached 1.5 million
Club 100會員人數突破150萬

Launched vegetarian version of our signature Baked Pork Chop Rice
推出素食招牌菜式「招牌焗素豬扒飯」



2023/24
Achieved mid-term environmental reduction targets one year ahead of schedule
提早一年達成中期減排減廢目標



2024
Launched "Love the Earth" plastic reduction campaign across 6 of the Group's restaurant brands
集團旗下六大餐飲品牌推出「大家愛地球減塑行動」



Launched soft gourmet brand Taste Joy to cater to the needs of individuals with chewing and swallowing difficulties
成立輕嚼料理品牌食得樂，照顧咀嚼及吞嚥困難人士的需要



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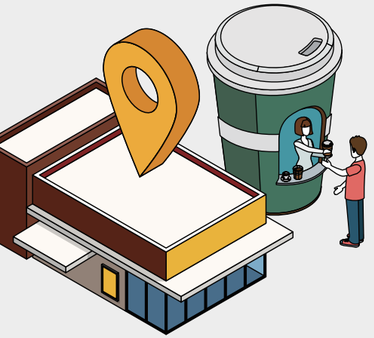
Corporate 業務

HK$8,568 million 百萬港元
Total revenue
總收入

18,970
Number of employees
員工人數

566
Number of stores
分店總數

Hang Seng Corporate Sustainability Index Series Member 2024-2025
Rating of Hang Seng Corporate Sustainability Index Series
恒生可持續發展企業基準指數評級



Catering to Customers 以客為先

1.92 million 百萬
Number of Club 100 registered members (Hong Kong)
Club 100 會員人數（香港）

826
Number of digital kiosks (Hong Kong & Mainland China)
自助點餐機數量（香港及中國內地）

6.68 million 百萬
Number of registered members for WeChat CRM mini programme (Mainland China)
微信小程式會員人數（中國內地）

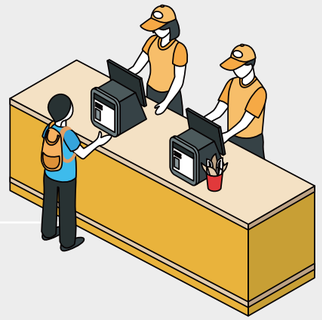
More than 超過 **12** million 百萬
Worth of donations (Hong Kong & Mainland China)
捐款總值（香港及中國內地）

Empowering our Employees 員工為本

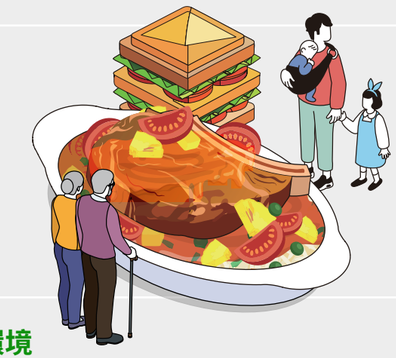
1.6 million 百萬小時
Number of hours of training undertaken by employees (Hong Kong & Mainland China)
員工總培訓時數（香港及中國內地）

0
Number of work-related fatalities (Hong Kong & Mainland China)
工作相關死亡事故（香港及中國內地）

662
Number of ethnic minorities and individuals with physical and learning challenges employed (Hong Kong)
少數族裔及身體或學習障礙員工數目（香港）



Focusing on Food 專注食物



77%
Sustainable seafood procurement rate (Hong Kong)
可持續海鮮採購率（香港）

25%
Percentage of meat procured from animal welfare-focused suppliers (Hong Kong)
採購自善待動物的供應商的肉類比率（香港）

Preserving the Planet 保護環境

4
24/25 mid-term key reduction targets achieved (GHG emissions, energy and water consumption, food waste)
實現2024/25中期關鍵減排目標（溫室氣體排放、能源和水消耗、廚餘）

44%
Percentage of food waste recycled (Hong Kong)
廚餘回收百份比（香港）

100%
Percentage of stores implemented food waste separation (Hong Kong)
推行廚餘分類的分店比率（香港）



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AA SUSTAINABILITY HKQAA 2024-2025

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ESG綠色發展及碳中和大獎2024
ESG Green Development & Carbon Neutrality Awards

8



5



7

1 **Hang Seng Corporate Sustainability Benchmark Index**
恒生可持續發展企業基準指數成份股
Hang Seng Indexes
恒生指數

10th consecutive year, 4th consecutive year with AA rating
連續10年獲選，連續4年取得「AA」評級

2 **Outstanding ESG Corporate Award**
傑出ESG企業大獎
HK01
香港01

3 **Sustainable Development Enterprise Recognition Certificate**
可持續發展企業認可證書
Green Council
環保促進會

4 **ESG Commendation Awards**
ESG嘉許認證
Sing Tao News Corporation, The Hong Kong Polytechnic University
星島新聞集團、香港理工大學

5 **Standard Chartered Corporate Achievement Awards 2024**
渣打企業成就大獎2024
Standard Chartered
渣打銀行
Sustainable Corporate (Social Responsibility) Outstanding Award
可持續發展企業（社會責任）傑出獎

6 **TVB ESG Awards 2024**
TVB環境、社會及管治大獎2024
TVB
電視廣播有限公司
Best in ESG Report
ESG最佳報告大獎

7 **Elite Enterprise Awards 2024**
超卓企業大獎2024
Oriental Daily
東方日報
Elite Sustainable Development Enterprise Award
超卓可持續發展企業大獎

8 **ESG Green Development & Carbon Neutrality Awards 2024**
ESG綠色發展及碳中和大獎2024
am730
Outstanding Sustainable Corporate - Listing Company (Catering)
傑出可持續企業大獎 — 上市公司（餐飲）

9 **55 Years Golden Jubilee Hong Kong Power Brand 2023/2024, CEO Marketer of the Year**
Hong Kong Institute of Marketing
香港市務學會

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10 **Digital Brand Awards 2024**
香港傑出數碼品牌大獎2024
Metro INFO Live
新城知訊台
Outstanding Catering Mobile Application (Café de Coral Club 100)
傑出一站式餐飲手機應用程式（大家樂Club 100）
Outstanding Digital Platform for Catering and Special Deals (Café de Coral eatCDC.com)
傑出一站式餐飲及優惠數碼平台（大家樂eatCDC.com即刻樂飲食平台）

11 **The Spark Awards 2024**
MARKETING-INTERACTIVE
Best Engagement Strategy

12 **U Favourite Food Awards 2024**
我最喜愛食肆選舉2024
U Magazine
Favourite Fast Food Outlet (Café de Coral Fast Food)
我最喜愛快餐店（大家樂快餐）

3rd consecutive year
連續3年獲獎

Favourite Provincial Cuisine (Shanghai Lao Lao)
我最喜愛外省菜館（上海姥姥）
Favourite Japanese Cuisine (Don Don Tei)
我最喜愛日本料理（丼丼亭）
Favourite New Restaurant (Meet Met Met)
我最喜愛新食力（Meet Met Met）

13 **Digital EX Awards 2024**
Digital EX數碼體驗營銷大獎2024
Metro Finance FM104
新城財經台
Best CRM Campaign
Best Video Campaign
O+O Retails (Finalist & Top 10)

14 **香港白領最喜愛「快餐連鎖店」品牌大獎**
Focus Media Hong Kong Limited

15 **Marketing Excellence Awards 2024**
MARKETING-INTERACTIVE
Excellence in Viral Marketing

16 **The Most People Who Tasted the Claypot Rice with Abalone in a Marathon on a Single Day in the World**
世界上單日最多人馬拉松式品嚐鮑魚煲仔飯
World Record Association
世界紀錄協會

17 **DigiZ Awards 2024**
MARKETING-INTERACTIVE
Best User-Generated Content Campaign

Café de Coral Holdings Limited
大家樂集團有限公司
Sustainability Report 2024/25
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18 **Weekend Weekly Dining Award 2024 – Must Try Mixian**
新假期必吃食店大獎2024 ー必吃米線
Weekend Weekly
新假期

19 **2024 Quality Service Retailer of the Year**
2024年度優質服務零售商
Hong Kong Retail Management Association
香港零售管理協會

20 **Popular Shanghainese Cuisine Chain**
人氣連鎖上海餐廳
Foodpanda HK

21 **Top 100 Guangdong Catering Companies**
廣東餐飲百強企業

4th consecutive year
連續4年獲獎

Top 20 Brands of Fast Food Chain
廣東快餐連鎖20強

3rd consecutive year
連續3年獲獎

Top 50 Catering Chain Brands 2024
2024年廣東餐飲品牌連鎖50強
Guangdong Catering Service Association
廣東省餐飲服務行業協會

22 **TOP 100 Brands of Guangdong Chain 2023**
2023年度廣東連鎖TOP 100
Guangdong Chain Operation Association
廣東省連鎖經營協會

23 **The 12th TopDigital Innovative Marketing Awards**
第十二屆TopDigital創新營銷獎
TopDigital Awards Organizing Committee
TopDigital 組委會
Branding and Communication Annual Award
品牌定位與傳播年度專項獎

24 **Top 100 Catering Companies in China**
中國餐飲企業Top 100
China Cuisine Association
中國烹飪協會

4th consecutive year
連續4年獲獎

25 **2024 Golden Flag Award**
2024金旗獎
Golden Flag Brand Research Institute, Academy of Contemporary China and World Studies
金旗品牌研究院、當代中國與世界研究院
Brand Innovation Golden Award
品牌創新金獎

26 **Guangdong's Time-honoured Brands**
廣東老字號
Department of Commerce of Guangdong Province
廣東省商務廳

27 **List of CSRWORLD Innovation 2024**
2024 CSR環球創新榜優秀案例
List of CSRWORLD Innovation Committee
CSR環球創新榜組委會

28 **8th DMAA Digital Marketing Annual Awards**
第八屆DMAA國際數字營銷獎
ADToday
今日廣告
Bronze
銅獎

29 **Hurun China Top 100 Restaurant Brands 2024**
2024胡潤中國餐飲品牌TOP 100
Hurun
上海胡潤百富



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30 **Caring Company 2023/24**
商界展關懷2023/24
The Hong Kong Council of Social Service
香港社會服務聯會

13th consecutive year
連續13年獲獎

31 **Catering Industry Safety Photo cum Slogan Competition of the Catering Industry Safety Promotional Campaign (2023/2024)**
飲食業安全推廣活動2023/24飲食業安全攝影暨口號比賽
Labour Department, Occupational Safety and Health Council
勞工處、職業安全健康局
Champion (Cheung Sha Wan Plaza branch)
冠軍（長沙灣廣場分店）
Second runner-up (Central Government Offices canteen)
季軍（添馬政府總部食堂）
Merit (Jubilee Square branch)
優異獎（沙田銀禧薈分店）
Merit (New Town Plaza branch)
優異獎（沙田新城市廣場分店）

32 **Inclusive Employer Award**
「共融友善僱主」嘉許狀
Shine Skills Centre
展亮技能發展中心

33 **Best HR Awards 2024**
CTgoodjobs
Best Diversity, Equity & Inclusion Strategy Award (Gold)
最佳員工多元、公平及共融策略大獎（金獎）
Best Employee Health & Safety Programme Award (Gold)
最佳員工健康及安全計劃大獎（金獎）

4th consecutive year
連續4年獲獎

34 **Employer of Choice Award 2024**
卓越僱主大獎2024
JobMarket
求職廣場

4th time awarded
第4度獲獎

35 **Happy Company**
開心企業
Promoting Happiness Index Foundation
香港提升快樂指數基金

6th consecutive year
連續6年獲獎

36 **Super MD**
Employees Retraining Board
僱員再培訓局

2020-2025 & 2025-2030

37 **Sport Friendly Action**
運動友善計劃
Chinese YMCA of Hong Kong
香港中華基督教青年會

5th consecutive year
連續5年獲獎

38 **National Human Resource Innovation Competition**
全國人力資源創新大賽
China Chamber of International Commerce Commercial Chamber of Commerce, HRLead
中國國際商會商業行業商會人力資源管理委員會、HRLead
2024 Best Sustainable Brand Case of Human Resources Innovation Features
2024年度人力資源創新特色最佳可持續發展品牌案例
2024 Employer Leading Brand
2024年度僱主領軍品牌

3rd consecutive year
連續3年獲獎

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Focusing on Food
專注食物

39 **Quality Food Scheme Plus 2024**
2024優質食品計劃+
GS1 Hong Kong
香港貨品編碼協會
Diamond Enterprise
鑽石企業獎

7th consecutive year
連續7年獲獎

Preserving the Planet
保護環境

40 **Friends of EcoPark 2024**
2024環保園之友
EcoPark
環保園

41 **Green Kitchen Initiative**
綠色廚房計劃
Swire Properties
太古地產
Three Leaf Rating – Café de Coral Fast Food (Cityplaza), Jolly Congee and Noodle
三葉獎－大家樂快餐（太古城中心）、粥麵好盞
Two Leaf Rating – The Spaghetti House (Cityplaza), Oliver's Super Sandwiches (Cityplaza), Oliver's Super Sandwiches (Tung Chung Crescent)
二葉獎－意粉屋（太古城中心）、Oliver's Super Sandwiches（太古城中心）、Oliver's Super Sandwiches（東堤灣畔）

Others
其他

42 **2024 Digital-Intelligent Transformation Best Practices Award**
2024年度數智化最佳實踐獎
Yonyou Hong Kong
用友香港

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Pledges
約章

1 **Good Employer Charter**
好僱主約章
Labour Department
勞工處

2 **ESG Pledge**
「ESG約章」行動
The Chinese Manufacturers' Association of Hong Kong
香港中華廠商聯合會

3 **Carbon Neutrality (Waste Reduction) Charter**
碳中和（減廢）約章
30•50 FoodSmart Partnership Programme
30•50綠色餐飲夥伴計劃

4 **Charter on External Lighting**
戶外燈光約章
Environmental and Ecology Bureau
環境及生態局

Memberships
團體會員

Hong Kong Catering Industry Association
香港飲食業聯合總會

Association of Restaurant Managers
現代管理（飲食）專業協會

Association for Hong Kong Catering Services Management Ltd.
香港餐務管理協會

Hong Kong Retail Management Association
香港零售管理協會

Hong Kong Institute of Marketing
香港市務學會

Hong Kong Management Association
香港管理專業協會

Federation of Hong Kong Industries
香港工業總會

Hong Kong General Chamber of Commerce
香港總商會

Hong Kong Federation of Restaurants & Related Trades
香港餐飲聯業協會

The Hong Kong Council of Social Service Caring Company Patron's Club
香港社會服務聯會「商界展關懷」贊助人會

Hong Kong Association for Customer Service Excellence
香港優質顧客服務協會

Quality Tourism Services (QTS) Scheme
「優質旅遊服務」計劃

Quality Tourism Services Association
優質旅遊服務協會

Hong Kong Institute of Human Resources Management
香港人力資源管理學會

Occupational Health and Safety Council Green Cross Group
職業安全健康局綠十字會

5 WWF-Hong Kong Sustainable Seafood Business Membership Programme (Founding member)
世界自然基金會香港分會環保海鮮企業會員計劃（始創會員）

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Our Approach to Sustainability
我們的可持續發展方針

Café de Coral Group is dedicated to embedding sustainability at the heart of our business, aligning with global trends to establish ourselves as a leading sustainable enterprise. Guided by our goal of bringing happiness to our customers, employees, and shareholders, our sustainability strategy ensures the delivery of high-quality products and services while fostering sustainable growth.

大家樂集團致力將可持續發展理念融入業務核心，緊貼全球趨勢，務求成為具領導地位的可持續企業。秉承「顧客快樂、員工快樂、股東快樂」的理念，我們的可持續發展策略旨在確保提供優質產品及服務，同時推動可持續增長。

Sustainability Governance Structure
可持續發展管治架構



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The Board of Directors has overall responsibility for the Group's sustainability and climate strategy, providing oversight of risk management, including risks related to sustainability and climate change, as guided by the Climate Change Policy. This policy outlines our mitigation and adaptation strategies to effectively manage climate-related risks across our operations. To remain agile in the face of evolving climate issues, the Group conducts periodic reviews of the Climate Change Policy to ensure alignment with our sustainability strategy and adherence to global best practices.

The Management Board, led by the Chief Executive Officer and mandated by the Board, convenes regularly to review and evaluate key sustainability and climate-related issues, prioritise actions, approve policies and results of materiality assessment, and report findings and updates to the Board of Directors. Recommendations are submitted to the Board to evaluate the Group's sustainability progress and refine its strategies.

Established in 2021, the Group Sustainability Committee and the China Sustainability Committee, supported by executive teams, operational units, and departments, play a central role in driving the Group's climate action. It is tasked with setting emission reduction targets, formulating robust climate action plans, and ensuring the effective implementation of these strategies. During the reporting year, the committees have convened 3 and 2 times respectively, addressing critical sustainability topics, including climate disclosure, corporate governance, waste reduction, and global ESG trends.

At the operational level, dedicated Pillar Leads are appointed to oversee each sustainability pillar, supported by Execution Groups comprising representatives from various departments. These groups support business units and departments in the implementation of initiatives, policies, and action plans, while also monitor sustainability performance and identify opportunities for continuous improvement. To ensure seamless alignment with the Group's overarching sustainability strategy, the roles and responsibilities of all stakeholders are regularly reviewed and refined.

董事局負責集團整體的可持續發展及氣候策略，並就包括可持續發展及氣候變化相關的風險管理，提供指導和監督。董事局依循「氣候變化政策」的指引，該政策闡述我們的緩解及適應策略，以有效管理營運中涉及的氣候相關風險。為應對氣候議題的持續變化，集團定期檢討「氣候變化政策」，以確保與可持續發展策略保持一致，並符合最佳全球實踐。

管理局由首席執行官領導，並獲董事局授權，定期召開會議，審視及評估重要的可持續發展及氣候相關議題，釐定行動優先次序，審批政策及重要性評估結果，並向董事局報告有關發現及最新進展。管理局亦向董事局提交建議，以評估集團於可持續發展方面的進度，並優化相關策略。

集團可持續發展委員會及中國可持續發展委員會於2021年成立，在執行團隊、營運單位及部門的支援下，擔當推動集團氣候行動的核心角色，負責制定減排目標、制訂具體可行的氣候行動計劃，並確保策略得以有效執行。於報告年度內，兩個委員會分別召開了三次及兩次會議，針對關鍵的可持續發展議題，包括氣候披露、企業管治、減廢及全球環境、社會及管治趨勢。

在營運層面上，集團為各項可持續發展範疇委任專責範疇領袖，並由來自不同部門的代表組成的執行小組提供支援，協助業務單位及部門推行相關措施、政策和行動計劃，以及負責監察可持續發展表現及識別持續改善的機會。為確保與集團整體可持續發展策略一致，我們定期檢討並優化所有相關持份者的角色及職責。

Case Study 焦點案例

Empowering Our Team for a Sustainable Future
凝聚團隊力量 共創可持續未來

The Group reinforced its commitment to sustainability by hosting three sustainability workshops for the Board of Directors, Sustainability Committee members, and representatives from various business units in Hong Kong and Mainland China. The session for the Board of Directors focused primarily on the latest developments in sustainability and climate related disclosure, while the workshops for Sustainability Committee members and business unit representatives facilitated in-depth discussions on material sustainability topics and identified actionable ways for teams to integrate sustainability and climate-related risks and opportunities into their roles.

為進一步鞏固對可持續發展的承諾，集團先後於香港及中國內地為董事局、可持續發展委員會成員及各業務單位代表舉辦了三場可持續發展工作坊。專為董事局而設的工作坊重點分析了可持續發展及氣候相關披露的最新發展，而專為可持續發展委員會成員及各業務單位代表而設的工作坊，則推動關於重要可持續發展議題的深入討論，並協助各團隊探討具體的實行方法，將可持續發展理念及氣候相關風險與機遇融入於日常工作之中。



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Sustainability Policies and Guidelines
可持續發展政策及準則

The Group's sustainability-related policies and guidelines are established by the Group Sustainability Committee and the China Sustainability Committee and are applicable to all business units across the Group. The Management Board is responsible for approving these policies, while the implementation of strategic initiatives and measures based on these policies is carried out by the Executive Groups, under the supervision of designated Pillar Leads.

The implementation of sustainability-related policies and guidelines enables us to standardise and formalise our actions, driving the Group's long-term sustainable development. To ensure alignment with stakeholder expectations, industry standards, megatrends, international conventions, and market demands, the Group Sustainability Committee and the China Sustainability Committee regularly review and update these policies and guidelines.

Employees undergo regular training to deepen their understanding of these policies and ensure their effective implementation. While our current remuneration policies do not incorporate climate or sustainability-related performance metrics, the Group recognises the growing importance of ESG factors and will continue to review this approach as part of our ongoing commitment to sustainable development.

可持續發展相關政策和準則均由集團可持續發展委員會及中國可持續發展委員會制定，適用於集團所有業務單位。管理局負責審批政策，而根據這些政策而制訂的策略性措施及行動計劃，則由執行小組實施，並由範疇領袖進行監督。

可持續發展相關政策及指引的實施，有助標準化和規範我們的各項行動，以推動集團長遠可持續發展。為確保符合業務相關人士期望、行業標準、全球趨勢、國際公約和市場需求，集團可持續發展委員會和中國可持續發展委員會定期審查和更新這些政策和準則。

此外，員工亦定期接受培訓，以加深對這些政策的理解，確保政策得以有效落實。集團現行薪酬架構雖未包含氣候變化與可持續發展相關績效指標，惟我們了解到此因素之重要性，未來將持續審視相關政策，以實踐我們對可持續發展的長期承諾。

Sustainability-related Policies
可持續發展相關政策

Sustainability Governance
可持續發展管治

- Anti-Corruption Policy
  反貪污政策
- Conflict of Interest Policy
  利益衝突政策
- Whistleblowing Policy
  舉報政策

Catering to Customers
以客為先

- Privacy Policy
  私隱政策

Empowering our Employees
員工為本

- Occupational Safety Policy
  職業安全政策
- Human Rights and Equal Employment Opportunity Policy
  人權及平等就業機會政策

Focusing on Food
專注食物

- Sustainable Procurement Policy
  綠色採購政策

Preserving the Planet
保護環境

- Sustainability Policy
  可持續發展政策
- Climate Change Policy
  氣候變化政策

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Sustainability Goals and Targets
可持續發展目的及指標

The Group has set clear medium- and long-term sustainability goals, including 2030 key performance indicators targeting reductions in energy and water consumption, as well as food waste. These objectives reaffirm our commitment to creating sustainable value while addressing environmental priorities. The Board of Directors, as the Group's highest governance body, oversees sustainability-related risks, provides strategic guidance, and ensures alignment with our overall business goals.

集團已訂立清晰明確的中期及長期可持續發展目標，包括以2030年為主要基準，銳意在能源消耗、水資源使用及廚餘密度方面達成具體成效。這些目標再次印證我們致力創造可持續價值，同時回應環境議題的承諾。作為集團最高管治機構，董事局負責監督可持續發展相關風險，提供策略指導，並確保可持續發展工作與整體業務目標一致。

Compliance
合規

The Group's commitment to compliance ensures all business units fully understand and adhere to applicable laws and regulations. Our legal team collaborates closely with departments through regular communication and periodic assessments to ensure compliance. During the reporting year, there were no significant incidents of non-compliance related to breaches of laws and regulations.

集團承諾遵守法規，確保所有業務單位充分理解並遵從相關法律及規例。我們的法律團隊與各部門保持緊密溝通，並透過定期評估，確保各業務範疇持續合規。於報告年度內，並無發生任何重大違反法律或規例的事件。

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Anti-Bribery and Anti-Corruption
反賄賂和反貪污

We maintain a zero-tolerance policy towards any form of misconduct or unethical behaviour. All employees are required to comply with the ethical standards set out in our Best Practice and Guideline on Occupational Code of Ethics which include, but are not limited to, the requirements under the Prevention of Bribery Ordinance (Cap. 201 of the Laws of Hong Kong) and the Anti-Money Laundering and Counter-Terrorist Financing Ordinance (Cap. 615 of the Laws of Hong Kong). To enhance transparency and strengthen compliance, our Anti-Corruption Policy has been uploaded to the company's website during the reporting year, ensuring accessibility for all stakeholders. It should be noted that the Group does not make contributions in any form to political campaigns, political organisations, lobbyists, or lobbying organisations.

We prioritise ongoing communication and awareness initiatives to ensure employees at all levels remain aligned with the organisation's zero-tolerance approach to corruption. While Board members receive regular anti-corruption training and information update to reinforce their leadership role in upholding these principles, anti-corruption training is also an integral part of our onboarding process, ensuring that new employees are equipped with a strong understanding of ethical standards from the outset.

In addition, all Hong Kong-based full-time and part-time employees are required to familiarise themselves with case studies on the catering industry, provided by the Hong Kong Business Ethics Development Centre under the Community Relations Department of the Independent Commission Against Corruption ("ICAC"). To further strengthen their understanding, both full-time and part-time employees must complete the ICAC's "Corruption Prevention" training video tailored for the catering industry. These measures reaffirm our unwavering commitment to combating corruption and fostering a culture of integrity. During the reporting year, no significant violations related to corruption were identified. The Group was also not aware of any illegal or non-compliant activities involving bribery, corruption, or money laundering.

我們對任何形式的不當或非道德行為堅持零容忍政策。所有員工必須遵守我們載於「良好職業操守行為及相關程序」的職業道德行為準則，其中包括但不限於《防止賄賂條例》（香港法例第201章）及《打擊洗錢及恐怖分子資金籌集條例》（香港法例第615章）的要求。為提升透明度及加強合規管理，集團已於報告年度內將「反貪污政策」上載至公司網站，以方便所有業務相關人士查閱。此外，集團並沒有以任何形式資助政治運動、政治組織、政治遊說人士或遊說組織。

我們重視持續溝通及提升員工意識，以確保各級員工均與集團打擊貪污的零容忍立場保持一致。董事局成員定期接受反貪污培訓及相關資訊更新，以強化其在維護誠信文化方面的領導角色；而反貪污培訓亦已納入新員工入職流程，讓新同事從一開始便清晰理解集團的道德準則。

此外，所有在香港工作的全職及兼職員工，均須熟習由廉政公署社區關係處轄下的香港商業道德發展中心提供的餐飲業個案分析，並完成專為餐飲業而設的「防止貪污」影片培訓，加深對誠信文化的理解。這些措施進一步落實集團打擊貪污、營造誠信文化的堅定承諾。於報告年度內，集團並無發生任何與貪污有關的重大違規事件，亦未獲悉任何涉及賄賂、貪污或洗錢的違法或不合規行為。

Case Study 焦點案例

Fostering Integrity Through Anti-Corruption Training
反貪污培訓 鞏固誠信文化

The Group reinforced its commitment to ethics and integrity by inviting ICAC to deliver anti-corruption training sessions to our head office staff and management of operational units, providing them with insights into anti-bribery regulations and common risks in the food and beverage industry. A separate session conducted by an external consultant was provided to the Board of Directors during the reporting year.

This initiative enhanced our employees' awareness and fostered a culture of transparency and accountability across the organisation. By prioritising ethical governance, Café de Coral Group continued to uphold the highest standards of integrity in its operations, ensuring compliance and long-term trust with our customers and partners.

集團為表達對操守及誠信的重視，邀請廉政公署為總寫字樓員工及業務單位管理層提供反貪污培訓，講解防止賄賂相關法例及餐飲業常見的貪污風險。報告年度內，董事局亦接受了由外部顧問主持的反貪污培訓。

此舉有效提升員工的誠信及防貪意識，並於組織內培養出重視透明度及問責的文化。透過推動誠信管治，大家樂集團持續在營運中秉持最高標準的誠信操守，保證合規經營，並確立與顧客及合作夥伴之間的長久信賴。



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Whistleblowing Mechanism
舉報機制

The Group is committed to maintaining the highest standards of corporate governance. All directors, employees, and relevant third parties are expected to act with fairness and integrity, with no tolerance for unethical behaviour. A whistleblowing system has been established to enable both internal stakeholders (including employees and directors) and external stakeholders (such as suppliers and customers) to seek guidance or raise serious concerns about suspected or actual misconduct, malpractice, or other reportable irregularities.

The Group understands that whistleblowers may prefer to remain anonymous and is committed to protecting their privacy to prevent any unfair treatment, including retaliation, improper disciplinary action, or unfair dismissal. Strict measures are in place to safeguard whistleblowers' identities and the confidentiality of their reports, which are accessible only to authorised personnel.

Whistleblowers may report misconduct in writing to the Head of Internal Audit. Reports involving the Chief Executive Officer, Chief Financial Officer, and/or any members of the Management Board may be submitted directly to the Chairman of the Audit Committee. Upon receipt of such reports, the Chairman of the Audit Committee circulates them to the committee, which will assign a member or an appropriate party to conduct a thorough, fair, prompt, and confidential investigation. Appropriate actions based on the investigation's findings are taken and subsequently reported to the Audit Committee.

The Whistleblowing Policy is reviewed periodically and communicated through various channels (e.g., company website, circulars, training sessions, tender documents, and contractual clauses) to relevant parties. For further details, please refer to the Whistleblowing Policy on the Group's website. During the reporting year, the Group has identified zero valid whistleblowing cases.

集團致力維護最高標準的企業管治。所有董事、員工及相關第三方人士均須秉持公正及誠信行事，絕不容忍任何不道德行為。集團已建立舉報系統，讓內部業務相關人士（如員工及董事）及外部業務相關人士（如供應商及客戶）可就懷疑或實際發生的不當行為、不端行為或其他應該報告的違規行為提出嚴重關切。

集團明白舉報者可能希望作出匿名舉報，因此致力於保護這些舉報者的私隱，避免他們遭受任何不公平對待，包括報復、不當紀律處分或不公平解僱。集團已設立嚴格措施，保障舉報者身份及舉報內容的保密性，僅授權相關人員查閱。

舉報者可以將不當行為以書面形式向內部審計部主管舉報。如涉及首席執行官、首席財務官及／或任何管理局成員之不當行為舉報，可直接送達審核委員會主席。在收到相關舉報後，審核委員會主席應傳閱有關舉報至審核委員會，而審核委員會將委派其任何成員調查有關投訴，或委派適當人士進行全面、公平、迅速及保密的調查。委員會根據調查結果採取適當措施，並向審計委員會報告。

「舉報政策」會接受定期審查，並透過各種渠道（例如網站、通函、培訓、招標文件和合約條款）傳達至與業務相關人士。請於集團網站參閱「舉報政策」。報告年度內，集團並無收到有效或部分有效的檢舉。

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Information Security and Data Privacy
資訊安全和數據私隱

Data privacy is of paramount importance. We are committed to protecting the personal and sensitive information of our customers, employees, and business partners. With an aim to prevent, detect, and manage evolving cyber threats, we have adopted the latest technologies and most updated anti-virus software and appliances – including Infosys Cortex XDR, which aggregates data from various security layer and leverages machine learning and AI to analyse the data in real-time, identifying patterns and anomalies to detect and tackle potential threats. The Information Security Management System for our Hong Kong operations is ISO 27001 certified, encompassing stringent policies, data access monitoring mechanisms, internal audits, and third-party assessments.

We provide ongoing training to enhance employees' awareness of information security and data privacy. This includes updates on changes in information management practices, such as cybersecurity, phishing prevention, and best practices for remote working. With the growing integration of artificial intelligence ("AI") in the workplace, during the reporting year, our Information Technology department took the initiative to deliver an informative session to our head office staff and area management team on critical safety measures and best practices. Their expert guidance on the responsible use of AI plays a pivotal role in safeguarding against the accidental disclosure of sensitive company information and personal data, reinforcing our commitment to data security and operational integrity.

Our customer-facing mobile and online platform, including the Club 100 mobile application, eatCDC.com, and QR code ordering service, were designed to prioritise customer privacy by allowing users to place orders as guests, without providing personal information, or by only collecting necessary personal data. In cases where personal data is intended for direct marketing purposes, customers are clearly informed, and their explicit consent is sought. A hyperlink to the Group's Privacy Policy is also provided, ensuring transparency and accessibility. To further safeguard customer information, robust data retention procedures have been implemented and outdated or unnecessary customer data is regularly deleted to minimise the risk of data breaches.

The Group's Privacy Policy outlines how personal data collected during daily operations is managed, stored, transmitted, and processed in our Hong Kong operations. This policy is developed with reference to local data privacy laws to ensure compliance with relevant regulations including but not limited to the Personal Data (Privacy) Ordinance (Cap. 486 of the Laws of Hong Kong) and the China Personal Information Protection Law. During the reporting year, there were no incidents of non-compliance related to cybersecurity and information security that led to customer personal data leak and company financial loss.

我們非常重視資料私隱，致力保護顧客、員工及業務夥伴的個人及敏感資訊。為有效預防、監測及應對不斷演變的網絡威脅，集團採用了包括Infosys Cortex XDR在內的最新技術和最先進防毒軟件與裝置，透過整合來自各安全層級的數據，運用機器學習與人工智能技術進行即時分析，精準識別異常行為模式，及時偵測並化解潛在威脅。香港業務所採用的資訊安全管理系統已獲ISO 27001認證，涵蓋嚴謹的政策、數據存取監控機制、內部審核及第三方評估。



我們為員工持續提供培訓，以提升資訊安全及資料私隱意識，內容包括網絡安全、防範釣魚攻擊及遙距工作最佳實踐等資訊管理措施的最新變更。由於人工智能在工作環境中的應用日益普及，集團資訊科技部於報告年度內為總寫字樓及分區管理層員工舉辦專題講座，講解重要的安全措施及使用人工智能的最佳方法。資訊科技部的專業指引，對於防範公司敏感資料及個人資訊意外外洩，以及強化資料安全與營運誠信，發揮了關鍵作用。

在顧客使用的流動及網上平台方面，包括Club 100手機應用程式、eatCDC.com及二維碼點餐服務，均以保障顧客私隱為首要原則，讓顧客可選擇以訪客身份下單，不須提供個人資料，或僅准許收集必要的個人資料。若收集個人資料用於直接促銷，集團會清晰告知顧客，並須事先取得明確同意；同時亦會提供連結至集團的「私隱政策」，確保資訊透明及易於查閱。為進一步保障顧客資料安全，集團已制定嚴謹的資料保存程序，並定期刪除過時或不必要的顧客資料，以減低資料外洩風險。

集團的「私隱政策」詳列於日常營運中收集的個人資料之管理、保存、傳送及處理方式，並參照本地資料私隱法律，包括但不限於《個人資料（私隱）條例》（香港法例第486章）及《中華人民共和國個人信息保護法》，確保符合相關法規要求。於報告年度內，並未發生任何因網絡安全及資訊安全不合規而導致客戶個人資料外洩或公司財務損失之事件。

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Intellectual Property
知識產權

Intellectual property ("IP") protection is a cornerstone of our operations, as we strive to safeguard these critical assets. Employees are explicitly instructed to avoid activities that might infringe on IP, as outlined in our Employee Handbook. We also ensure all advertising materials strictly comply with copyright laws. During the reporting year, there were no reported incidents of IP infringement or related regulatory violations, reflecting our strong commitment to protecting intellectual property and upholding legal standards.

知識產權保障是集團營運的重要基石，我們致力保護這些核心資產。集團於「員工手冊」中明確指示所有員工，必須避免從事任何可能侵犯知識產權的行為，同時確保所有廣告素材均嚴格遵守版權法規。於報告年度內，集團並無發現任何侵犯知識產權或違反相關法規的個案，充分體現我們對保護知識產權及恪守法律標準的堅定承諾。

Supply Chain Management
供應鏈管理

The Group has adopted a Sustainable Procurement Policy to incorporate sustainability principles into our purchasing decisions, aiming to minimise environmental impact while creating positive social values. Understanding the critical importance of robust supply chain management, we conduct regular assessments of our supply chain to ensure alignment with our sustainable procurement commitments, as well as our environmental and social standards. For more information, please refer to the "Focusing on Food" section of this Report.

集團已採取「綠色採購政策」，將可持續發展理念納入採購決策中，致力減少對環境的影響，同時創造積極的社會價值。集團深明穩健供應鏈管理的重要性，因此定期評估供應鏈表現，確保其符合我們在可持續採購方面的承諾，以及集團的環境及社會標準。如欲了解更多詳情，請參閱本報告的「專注食物」章節。

Risk Management
風險管理

The Board of Directors and the Management Board are responsible for overseeing sustainability-related risks, ensuring these risks are effectively identified, assessed, and prioritised. The Enterprise Risk Management ("ERM") framework plays a critical role in integrating and monitoring material risks related to sustainability, such as food safety and quality, supply chain management, customer satisfaction, and talent retention.

The Group's risk governance framework is built upon the "three lines of defence" model. This model comprises operational management and control as the first line, risk and compliance oversight as the second, and independent assurance as the third. The ERM policy clearly defines the roles and responsibilities of key stakeholders, including the Board, Audit Committee, Management Board, operational heads, and Internal Audit functions. Specifically, the Audit Committee, under delegation from the Board, oversees risk management and internal controls, with a particular focus on the annual assessment of ESG performance and reporting.

The ERM framework has been fully embedded within the Group's strategic planning, business operations, and daily activities. Risks are systematically identified, evaluated, prioritised, and monitored using a combination of key indicators, red flags, and mitigation plans. During the reporting year, key sustainability risks actively managed included food safety, supply chain management, and human resources management. Should it escalate into a significant threat to operations, further mitigation measures will be implemented. For further details on risk management and internal controls, please refer to the Corporate Governance Report section of the Group's 2024/25 Annual Report.

董事局及管理局負責監督可持續發展相關風險，確保能有效識別、評估及釐定優先次序。集團的企業風險管理框架在整合及監察重大可持續發展風險方面發揮重要作用，涵蓋食物安全及品質、供應鏈管理、顧客滿意度及人才保留等範疇。

集團的風險管治框架以「三道防線」模式為基礎，分別由營運管理及監控（第一道防線）、風險及合規監察（第二道防線）及獨立保證（第三道防線）組成。企業風險管理政策明確界定各主要業務相關人士的角色與職責，包括董事局、審核委員會、管理局、營運主管及內部審計部門。當中，審核委員會經董事局授權，負責監督風險管理及內部監控，並特別關注環境、社會及管治表現及匯報的年度評估。

集團已將企業風險管理框架全面融入策略規劃、業務營運及日常行動中。透過關鍵指標、預警信號及緩解計劃，系統化地識別、評估、優先處理及持續監察各項風險。於報告年度內，集團積極管理的主要可持續發展風險包括食物安全、供應鏈管理及人力資源管理。如風險升級並對營運構成重大威脅，集團將即時採取進一步緩解措施。如欲了解更多有關風險管理及內部監控的詳情，請參閱集團2024/25年度年報之「企業管治報告」章節。

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Stakeholder Engagement and Materiality Assessment
與業務相關人士溝通及重要性評估

The Group is committed to improving the transparency of sustainability disclosures and aligning with stakeholder expectations. Through regular engagement with diverse stakeholder groups – including restaurant customers, institutional customers, employees, shareholders and investors, landlords, suppliers and vendors, non-governmental organisations ("NGOs") and charitable organisations, academia, government, media, community, as well as chambers and associations – we gain valuable insights that help us respond to shifting market dynamics and sustainability trends. Their feedback has been pivotal in shaping our approach to sustainability and ensuring we remain agile and accountable.

While the first materiality assessment conducted in 2020 has guided our efforts to address sustainability challenges, we recognise the need for a deeper understanding of the sustainability-related material topics that affect our operations in this ever-changing business environment. As such, during the reporting year, we conducted two workshops on materiality assessment with fellow members of the Group Sustainability Committee and China Sustainability Committee, together with the management from various business units.

As sustainability disclosure requirements become increasingly rigorous, we are dedicated to remaining transparent and proactive. A timely review of material topics is a critical step in supporting informed decisions that drive sustainable progress, ensure accountability, and contribute to a resilient, thriving future.

集團致力提升可持續發展資訊披露的透明度，並確保符合業務相關人士的期望。透過定期與不同業務相關人士群體交流，包括餐廳顧客、機構顧客、員工、股東及投資者、業主、供應商及承辦商、非政府組織及慈善團體、學術界、政府、媒體、社區，以及商會與協會，我們獲取寶貴意見，有助集團因應市場變化及可持續發展趨勢作出適切回應。業務相關人士的反饋，對於塑造我們的可持續發展策略，及確保集團保持靈活和負責任的態度，起了關鍵作用。

集團一直參考2020年首次重要性評估的結果，應對各項可持續發展挑戰。我們意識到，隨着營商環境不斷演變，有需要更深入了解影響集團營運的可持續發展重要議題。因此，報告年度內，集團分別舉辦了兩場重要性評估工作坊，邀請集團可持續發展委員會及中國可持續發展委員會成員，聯同各業務單位管理層一同參與。

面對日益嚴謹的可持續發展資訊披露要求，集團將繼續秉持透明及積極主動的原則。適時檢討重要議題，有助集團作出更具前瞻性及可持續的決策，強化問責機制，並為建立具韌性及持續繁榮的未來作出貢獻。

Stakeholder Engagement
與業務相關人士溝通

As part of our sustainability commitment, we prioritise transparency by disclosing our strategies, progress, and outcomes to engage stakeholders and uphold accountability. To foster an open, meaningful, and informed dialogue, we actively engage with a broad range of stakeholders across various platforms, ensuring their feedback and suggestions have been thoughtfully integrated into the ongoing development and direction of our sustainability initiatives. Recognising the unique perspectives and priorities of our stakeholders, we have identified their key stakeholder groups and employed tailored engagement strategies to address their specific needs and expectations.

During the reporting year, our senior management team actively participated in various external stakeholder engagement events, leveraging these opportunities to exchange insights and share experiences with industry peers and partners. At the same time, we tirelessly organised internal initiatives to foster a culture of sustainability, boost morale, and strengthen commitment to value creation across the organisation. For further details on our internal stakeholder engagement initiatives, please refer to the "Empowering our Employees" section of this Report.

我們恪守可持續發展承諾，以透明方式披露策略、進展及成效，促進業務相關人士參與，並落實問責。為促進開放、有意義且具建設性的對話，集團積極透過不同平台，與廣泛的業務相關人士持續交流，並將其反饋及建議審慎納入可持續發展策略的制定與方向規劃中。集團充分認識到不同業務相關人士具有獨特的觀點及關注重點，因而識別出主要業務相關人士群體，並採用度身訂造的參與策略，以回應其特定需求及期望。

於報告年度內，集團高級管理層積極參與各類外部業務相關人士交流活動，藉此與業界同儕及合作夥伴分享經驗，交流意見。同時，我們亦於內部積極推行多項舉措，致力營造可持續發展文化，提升士氣，並強化全體員工對價值創造的承諾。如欲了解更多內部業務相關人士參與活動詳情，請參閱本報告之「員工為本」章節。

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Driving Sustainability Value Through Collaborative Leadership
協作領航 推動可持續價值

Beyond serving meals, Café de Coral Group is steadfast in creating lasting value for the community and industry through meaningful partnerships. As a dedicated advocate for sustainability within the industry, we firmly believe in the power of collective action to achieve carbon neutrality and drive progress towards a more sustainable future.

Piony Leung, CEO of the Group, and James Yang, Managing Director (Mainland China), have been at the forefront of industry dialogues, shaping the future of the catering industry through collaboration and innovation. These engagements reflect our belief that true sustainability requires collaboration, and the learnings from them have immensely inspired us along this journey to create a green future. By sharing insights, forging partnerships, and empowering our people, we are committed to leading the change.

除了為顧客提供餐飲服務外，大家樂集團亦致力透過有意義的夥伴協作，為社會及業界創造持久價值。作為業界的可持續發展積極倡導者，我們堅信集體行動的力量，能推動實現碳中和目標，邁向更可持續的未來。

集團首席執行官梁可婷及行政總裁（中國）楊斌一直積極參與業界對話，透過協作與創新推動餐飲業未來發展。這些交流活動體現了我們堅信可持續發展必須藉著合作推動，從中汲取的寶貴知識亦為我們的綠色進程帶來莫大啟發。透過分享洞見、建立夥伴關係及賦能團隊，集團將繼續堅定領航，推動可持續發展。

Link Partners Day
領展大灣區品牌夥伴交流日

Organised by Link REIT, the event featured a panel discussion in which Piony and distinguished guests explored synergies between landlords and tenants in the Greater Bay Area, fostering win-win strategies for growth.

活動由領展房地產投資信託基金主辦，設有討論環節，梁可婷聯同多位嘉賓探討大灣區內業主與租戶之間的協同效應，推動雙贏的增長策略。



TVB Green Summit
TVB綠色峰會

As a panellist, Piony showcased the Group's sustainability milestones, attributing these remarkable successes to the dedication of our employees.

梁可婷擔任座談嘉賓，分享集團在可持續發展方面的重要里程碑，並歸功於員工的堅持與努力。



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Driving Sustainability Value Through Collaborative Leadership (continued)
協作領航 推動可持續價值（續）

Food & Beverage Industry Carbon Neutral Programme Launch Ceremony and Seminar
餐飲業碳中和計劃啟動禮暨研討會

Supported by the Environmental and Conservation Fund and organised by the Hong Kong Federation of Restaurants & Related Trades in collaboration with the Hong Kong Productivity Council, the event invited Piony to be a keynote speaker to share insights into our sustainability journey and strategies to minimise environmental impact.

活動由環境及自然保育基金贊助，並由香港餐飲聯業協會及香港生產力促進局合辦，梁可婷獲邀擔任主講嘉賓，分享集團在可持續發展道路上的經驗及減少環境影響的策略。



RTHK "Talking to CEOs"
香港電台《與CEO對話》

In this in-depth interview, Piony shared her leadership journey and vision for balancing the Group's heritage with sustainable growth.

梁可婷於深入訪談中分享其領導心得，闡述如何在傳承集團文化的同時，推動可持續增長。



"Why is ESG Essential in Retail?" Seminar
「ESG在零售業發展的重要性」研討會

In this event co-organised by the Hong Kong General Chamber of Commerce ("HKGCC") and the CCI France Chine in Guangzhou, James, alongside prominent Hong Kong and French enterprises, spoke about how sustainability enhances brand value and operational resilience.

由香港總商會及法國商會（CCI France Chine）廣州分會合辦，楊斌在會上聯同香港及法國多家知名企業代表，共同探討可持續發展如何提升品牌價值及營運韌性。



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Key Stakeholder Groups and Engagement Channels
主要業務相關人士群體及溝通渠道

Customers
顧客

- Official website and social media
  官方網站及社交媒體
- Mobile apps and WeChat mini programme
  手機應用程式及微信小程式
- Menu
  餐單
- Customer surveys
  顧客調查
- Interviews and focus groups
  訪問及聚焦小組
- Customer loyalty programmes
  會員計劃
- Regular meetings with Catering Committee
  與餐飲委員會定期舉行會議
- Marketing campaign and advertisement
  行銷活動和廣告
- Customer service hotline
  客戶服務熱線
- Whistleblowing channel
  匿名舉報渠道

Customers (Institutional)
顧客（機構）

- Official website
  官方網站
- Mobile apps (Luncheon Star)
  手機應用程式（活力午餐）
- Menu
  餐單
- Tender document and vendor interview
  招標文件
- Customer surveys
  顧客調查
- Interviews and focus groups
  訪問及聚焦小組
- Regular meetings with Catering Committee
  與餐飲委員會定期舉行會議
- Customer service hotline
  客戶服務熱線
- Whistleblowing channel
  匿名舉報渠道

Employees
員工

- Training and workshops
  培訓及工作坊
- Business Strategy and Review Meeting
  業務檢討及策略會議
- Meetings and communications
  會議及溝通
- Internal newsletter and publications
  內部通訊及其他刊物
- Employee engagement activities and events
  員工參與活動
- Whistleblowing channel
  匿名舉報渠道

Suppliers and Vendors
供應商

- Factory visits and performance reviews
  廠房視察及表現評估
- Forums
  論壇
- Tender document and vendor interview
  招標文件
- Regular meetings
  定期會議
- Whistleblowing channel
  匿名舉報渠道

Shareholders and Investors
股東及投資者

- Shareholder meetings
  股東大會
- Financial reports
  財務報告
- Regular announcements and circulars
  定期公告及通函
- Corporate website
  集團網頁
- Investor relations enquiry channel
  投資者關係查詢渠道

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Landlords
業主

- Regular meetings
  定期會議
- Forums
  論壇
- Landlord-tenant communication events
  業主租戶交流活動
- Shopping mall festival events
  商場節日活動
- Opening ceremonies for new shops
  新店開幕儀式

Government
政府

- Community engagement events
  社區參與活動
- Project collaborations
  項目合作
- Regular and special meetings
  定期及特別會議
- Signatories of government campaigns
  簽署支持政府活動
- Restaurant license application
  牌照申請
- Recruitment roadshow
  招聘活動

Chambers and Associations
商會及協會

- Sharing sessions
  分享會
- Regular and special meetings
  定期及特別會議
- Project collaborations
  項目合作
- Organisational memberships
  成為團體會員

Business Partners
商業合作夥伴

- Collaborative brand campaigns
  品牌合作推廣活動
- Regular meetings
  定期會議

NGOs and Charitable Organisations
非政府組織及慈善組織

- Community investment programmes
  社區投資項目
- Regular meetings
  定期會議
- Community engagement events
  社區參與活動
- Official website and social media
  官方網站及社交媒體
- Organisational memberships
  成為團體會員
- Partnering of volunteering events
  參與義工活動

Community
社區

- Community investment programmes
  社區投資項目
- Community engagement events
  社區參與活動
- Official website and social media
  官方網站及社交媒體
- Marketing campaign and advertisement
  行銷活動和廣告

Academia
學術界

- Recruitment talks and recruitment fairs
  招聘講座與展覽
- Community engagement events
  社區參與活動
- Forums
  論壇

Media
媒體

- Official website and social media
  官方網站及社交媒體
- Press releases
  新聞稿
- Press conferences and briefings
  新聞發佈會及簡報

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Materiality Assessment
重要性評估

Materiality assessment serves as a cornerstone of the Group's sustainability disclosure efforts. Since initiating the process in 2020, we have revisited our material topics annually, and conducted a comprehensive review during the reporting year, drawing on insights collected through regular engagement with various stakeholder groups to ensure alignment of our operations with the evolving priorities of our stakeholders. This comprehensive approach has enabled us to identify and refine the key topics that are most material to both our business and stakeholders.

重要性評估是集團可持續發展資訊披露工作的基石之一。自2020年啟動此流程以來，集團每年均重新檢視重要議題，並於報告年度內進行了全面評估，綜合與不同業務相關人士群體定期交流的意見，以確保集團營運及業務相關人士不斷演變的關注重點保持一致。這套全面的方法，使我們能夠識別及優化對集團業務及業務相關人士而言最具重要性的關鍵議題。

Process of Materiality Assessment in 2024/25
2024/25年度重要性評估流程

Step 1 Identification

We conducted a comprehensive review and updated the list of material topics based on in-depth analysis of global megatrends, local and international market practices, enhanced reporting frameworks and standards, ESG ratings and local regulations. Major updates suggested include:

- To append "Risk management and corporate governance" and "Supply chain management and collaboration";
- To merge "Fair labour practices" and "Employee well-being" and rename the material topic as "Employee well-being, welfare and fair practices".

第一步 識別

集團透過深入分析全球宏觀趨勢、本地及國際市場慣例、愈趨嚴謹的報告框架與標準、環境、社會及管治評級，以及本地法例與規例，對重要議題清單進行了全面檢視及更新。根據分析結果，建議作出以下主要更新：

- 新增「風險管理與企業管治」及「供應鏈管理與協作」兩項議題；
- 合併「公平僱傭守則」及「員工福祉」兩項議題，並重新命名為「員工福祉、福利及公平守則」。

Step 2 Evaluation

78 internal stakeholders were engaged through dedicated in-person workshops during the reporting year to gather valuable input on material topics and ensure alignment with the Group's sustainability priorities.

第二步 評估

於報告年度內，集團舉辦專屬工作坊，共有78名內部業務相關人士參與，為重要議題的提供寶貴意見，確保與集團可持續發展重點方向保持一致。

Step 3 Prioritisation

A thorough analysis and validation of the assessment results was conducted, resulting in the development of an updated list of material topics and an updated materiality matrix.

第三步 優次排序

集團對評估結果進行詳細分析及確認，制定出更新後的重要議題清單及重要性矩陣。

Step 4 Validation

The Group Sustainability Committee and the China Sustainability Committee carefully reviewed and validated the updated list of material topics and the materiality matrix. A management adjustment was made regarding the material topic "Carbon emissions and climate change," moving it from the "Monitored" tier to the "Moderate" tier of the materiality matrix to reflect our commitment to supporting the climate strategies introduced by the Government of Mainland China and the HKSAR.

The Board and the Management Board acknowledged and approved the validated list of material topics. Following this process, the materiality threshold was established, identifying 12 out of 22 topics as material based on their significance.

第四步 驗證

集團可持續發展委員會及中國可持續發展委員會仔細審閱及確認修訂後的重要議題清單及重要性矩陣。經管理層調整後，「碳排放及氣候變化」議題由「監察」級別上調至「中度關注」級別，以反映集團對中國內地及香港特區政府氣候政策的支持。

董事局及管理局已確認並批准最終重要議題清單。經此流程後，集團正式訂立重要性範圍，從22個議題中確定12個為重要議題。

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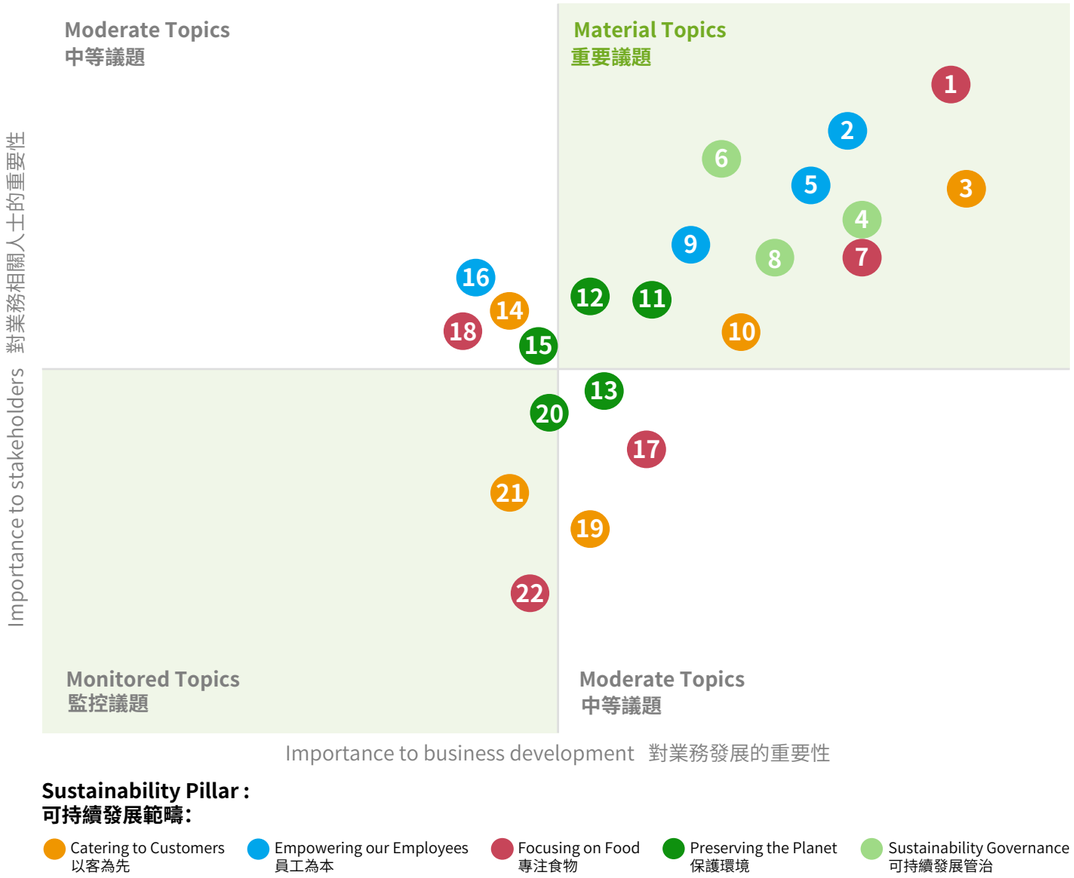
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The outcomes have been summarised in a materiality matrix, with their importance to stakeholders represented on the y-axis and their importance to our business development on the x-axis, illustrating the relative significance of the 22 topics. 12 key topics, identified as the Group's most material sustainability priorities, include 2 environmental, 7 social, and 3 governance-related topics. To ensure the effective long-term management of these priorities, the Group has established a series of societal and environmental targets, supported by measurable performance metrics. Progress towards these targets is comprehensively detailed in this Sustainability Report.

評估結果已撮要成重要性矩陣，其中Y軸代表對業務相關人士的重要性，X軸則代表對業務發展的重要性，從而展示22個議題的相對重要性。集團識別出12個最為重要的可持續發展優先議題，包括2項環境議題、7項社會議題及3項管治相關議題。為確保長遠有效管理這些優先議題，集團已訂立一系列社會及環境目標，並配合可量化的績效指標以作支援。本《可持續發展報告》中已針對這些目標的進展，作出詳盡匯報。



	Material Topics (12) 重要議題（12項）	Sustainability Pillar 可持續發展範疇	Category 類別
1	Food quality and safety 食品品質與安全	Focusing on Food 專注食物	Customers 顧客
2	Occupational safety and health 職業安全與健康	Empowering our Employees 員工為本	Employees 員工
3	Customer experience 顧客體驗	Catering to Customers 以客為先	Customers 顧客
4	Risk management and corporate governance 風險管理與企業管治	Sustainability Governance 可持續發展管治	Operations 營運
5	Talent training and development 人才培訓與發展	Empowering our Employees 員工為本	Employees 員工
6	Business integrity and anti-bribery 商業誠信及反貪污	Sustainability Governance 可持續發展管治	Operations 營運
7	Supply chain management and collaboration 供應鏈管理與協作	Focusing on Food 專注食物	Operations 營運
8	Information security and privacy 資訊安全及私隱	Sustainability Governance 可持續發展管治	Customers 顧客
9	Employee well-being, welfare, and fair practices 員工福祉、福利及公平守則	Empowering our Employees 員工為本	Employees 員工
10	Customer engagement 顧客參與	Catering to Customers 以客為先	Customers 顧客
11	Waste management 廢物管理	Preserving the Planet 保護環境	Environment 環境
12	Sustainable packaging 可持續包裝	Preserving the Planet 保護環境	Environment 環境
	Moderate Topics (8) **中等議題（8項）**		
13	Energy efficiency 能源效益	Preserving the Planet 保護環境	Environment 環境
14	Responsible marketing 負責任行銷	Catering to Customers 以客為先	Operations 營運
15	Water stewardship 水資源管理	Preserving the Planet 保護環境	Environment 環境
16	Diversity, equity, and inclusion 多元、公平與共融	Empowering our Employees 員工為本	Employees 員工
17	Responsible sourcing 負責任採購	Focusing on Food 專注食物	Operations 營運
18	Food nutrition and health 食品營養與健康	Focusing on Food 專注食物	Customers 顧客
19	Community building and engagement 社區建設與參與	Catering to Customers 以客為先	Community 社會
20	Carbon emissions and climate change 碳排放及氣候變化	Preserving the Planet 保護環境	Environment 環境
	Monitored Topics (2) **受監察議題（2項）**		
21	Smart dining 智能餐飲	Catering to Customers 以客為先	Customers 顧客
22	Food and technology innovation 食品與技術創新	Focusing on Food 專注食物	Operations 營運

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Our Sustainability Strategy
我們的可持續發展策略

Sustainability is at the heart of our business strategy, driving growth and enabling us to create long-term value for all stakeholders. We integrate sustainability into every aspect of our operations, guided by a comprehensive framework that focuses on delivering positive impacts. Central to this framework are four key pillars: Catering to Customers, Empowering our Employees, Focusing on Food, and Preserving the Planet.

These pillars align with the broader global agenda of sustainable development. We support the United Nations Sustainable Development Goals ("UNSDGs"), focusing on nine key goals that resonate with our business priorities and sustainability vision. Each of these goals is seamlessly integrated into our strategy, allowing us to maximise our impact and contribute to a more sustainable future. Through this approach, we reaffirm our commitment to fostering a resilient, responsible, and inclusive society.

可持續發展是集團業務策略的核心，推動集團增長，並為所有業務相關人士創造長遠價值。我們將可持續發展理念融入營運的每一個層面，並透過一套完善框架作出引領，帶來積極正面的影響。此框架建基於四大範疇，分別為「以客為先」、「員工為本」、「專注食物」及「保護環境」。

此四大範疇與全球推動可持續發展的宏觀目標一致。集團支持聯合國可持續發展目標（UNSDGs），並專注於其中9個與集團業務重點及可持續發展願景契合的目標。我們已將這些目標適切融合至整體策略之中，從而擴大集團影響力，並為更可持續的未來作出更多貢獻。透過這套策略，集團再次堅定承諾，推動建設一個具韌性、負責任及共融的社會。

Sustainability Pillar 可持續發展範疇	UNSDGs 聯合國可持續發展目標	Key Achievements 關鍵成就
Catering to Customers **以客為先**		• Launched Taste Joy soft gourmet to promote inclusive dining. 推出「食得樂」輕嚐料理，推廣共融餐飲選擇。 • Bon Appétit Café entered its third year, providing food assistance worth of HK$12 million to 4,000 beneficiaries. 「大家開飯」踏入第三年，為4,000名受助者提供價值1,200萬港元的食物援助。
Empowering our Employees **員工為本**		• Continue to support our employees' children in their academic pursuits through the Lo Tang Seong Educational Foundation, offering scholarships of around HK$3.7 million. 羅騰祥教育基金繼續為員工子女提供教育經濟支援，資助總額約370萬港元。 • Foster a diverse and inclusive workforce, employing 662 ethnic minorities and individuals with physical and learning challenges in our Hong Kong operations. 建立多元共融的團隊，香港業務聘用662位少數族裔及有身體或學習障礙的人士。
Focusing on Food **專注食物**		• Practise sustainable sourcing, with 77% of the seafood procured for our Hong Kong operations certified sustainable. 實踐可持續採購，香港業務採購的海鮮中有77%獲得可持續認證。 • Expand our offerings of green and nutritious food options, catering to the rising demand for a healthy and sustainable diet. 推出更多綠色及有營的食物選擇，照顧客人對健康及可持續飲食的需求。
Preserving the Planet **保護環境**		• Food waste recycling rate in our Hong Kong operations increased to 44%. 香港業務廚餘回收率提升至44%。 • Significantly reduced disposable packaging waste by terminating the free distribution of disposable cutlery. 停止免費派發即棄餐具，大幅減少即棄包裝廢棄物。

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Catering to Customers
以客為先

We are committed to delivering an enjoyable and satisfying dining experience by serving our customers' evolving needs and preferences. With a diverse portfolio of brands and an extensive network of outlets, we provide a wide range of high-quality products and services tailored to meet the varied preferences of the public.

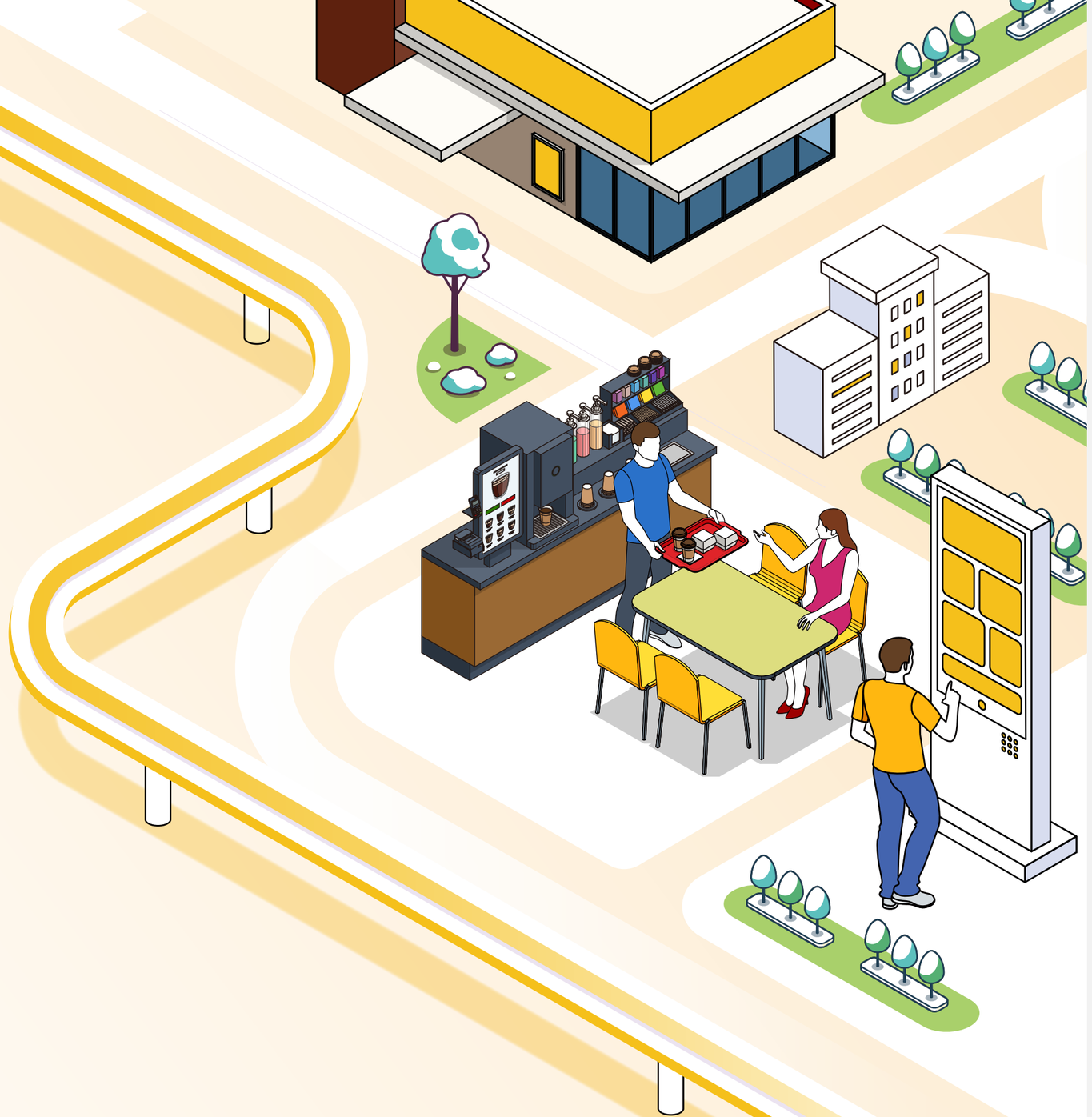
我們積極迎合顧客不斷轉變的需求及喜好，帶來讓人稱心滿意的用餐體驗。憑藉多元化的品牌組合及廣泛的分店網絡，我們提供種類豐富、質素優良的產品與服務，滿足大眾不同的餐飲需要。

Relevant Sustainable Development Goals
相關可持續發展目標



Focus Areas
重點範圍

- Customer experience
  顧客體驗
- Customer engagement
  顧客參與
- Community engagement
  社區參與



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Taste Joy: Redefining Inclusive Dining with Soft Gourmet Offerings
「食得樂」輕嚥料理重新定義共融餐飲體驗

Café de Coral Group made a significant stride in inclusive dining by launching its new soft gourmet brand, Taste Joy, during the reporting year. Embodying the philosophy of "Savour the Memories, Taste the Happiness", Taste Joy was designed to meet the unique dietary needs of individuals with chewing and swallowing difficulties while preserving the joy of dining. It also eases the burden on caregivers by simplifying meal preparation, saving both time and effort.

Taste Joy's debut products, including Peking Style Pork Ribs and Soy Sauce Chicken Leg, were developed in alignment with the International Dysphagia Diet Standardisation Initiative ("IDDSI") and the Guideline of Care Food Standard, offering tailored options for IDDSI Level 4 (pureed) and Level 6 (soft and bite-sized) needs. In particular, the Level 4 offerings were crafted to restore the appearance of ingredients, enhancing visual appeal and creating a more enjoyable dining experience.

With an aim to broaden consumer accessibility to soft meals, Taste Joy launched retail distribution and dine-in service across designated Café de Coral fast food and Super Super Congee & Noodles outlets, ensuring customers can enjoy delicious, diet-friendly meals with ease, whether in our outlets or at home. With flexible dining solutions, we promote inclusion and togetherness, empowering families to share nourishing meals and savour the joy of dining in a way that best suits their needs. By offering accessible and visually appealing soft gourmet options, the Group further strengthened its role as a leader in creating sustainable and caring dining solutions for diverse communities.

大家樂集團於報告年度推出全新品牌「食得樂」輕嚥料理，推動共融餐飲。品牌秉持「重現熟悉滋味，只想您食得快樂」的理念，專為有咀嚼及吞嚥困難人士而設，照顧他們的餐飲需要，同時讓他們重拾用餐的樂趣。品牌亦致力提供方便的餐飲選擇，簡化備餐過程，以減輕照顧者的壓力。

「食得樂」輕嚥料理率先推出的菜式包括「京都骨」及「豉油雞脾」，均依照「國際吞嚥障礙飲食標準」（IDDSI）及「照護食標準指引」製作，備有符合IDDSI等級4（塑型糊餐）及等級6（碎餐）的選擇。等級4的產品更特別還原食材外觀，提升賣相，增添用餐樂趣。

為擴大顧客接觸輕嚥料理的機會，「食得樂」於指定大家樂快餐及一粥麵分店發售，更提供堂食服務，讓顧客無論在店內或家中都能方便享用美味又貼合營養需要的餐膳，推動同桌共膳，鼓勵家庭藉美食共享溫馨時光。通過提供方便、賣相吸引的輕嚥料理，集團進一步鞏固其於推動可持續及關愛共融餐飲的領導地位。



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「食得樂」輕嚥料理重新定義共融餐飲體驗（續）

Celebrating Festive Togetherness with Inclusive Poon Choi Offerings
共融盆菜　獻上節日團圓心意

Taste Joy launched the “Six Blessings Poon Choi”, a single-serve festive dish tailored for individuals with chewing and swallowing difficulties, during the Chinese New Year. Featuring six premium ingredients – abalone, fish maw, shrimp, roasted pork, chicken wings, and barbecued pork – along with carrots and broccoli, the dish adheres to IDDSI Level 4 standards.

農曆新年期間，「食得樂」輕嚥料理特別推出為有咀嚼及吞嚥困難人士而設的節慶菜式「六福臨門」一人份精裝盆菜。此產品遵循IDDSI等級4標準，採用六款優質食材，包括鮑魚、魚肚、蝦、燒肉、雞翼及叉燒，配以甘筍及西蘭花，為節日添上溫馨滋味。

We partnered with the Hong Kong Society for the Aged (“SAGE”) to host a heartwarming Chinese New Year Poon Choi Feast. The event united 23 of SAGE’s service units, including nursing homes, day care centers, and home care services, with over 1,600 seniors and caregivers participating virtually across different locations.

我們與香港耆康老人福利會（耆康會）合辦「耆樂歡聚新春盆菜宴」，進一步延伸關愛精神。活動連結耆康會23個服務單位，包括護理安老院、日間護理中心及綜合家居照顧服務等，共有超過1,600位長者及照顧者透過視像方式同步參與，同賀佳節。

Guests enjoyed our signature Café de Coral Poon Choi alongside Taste Joy’s specially crafted soft gourmet version, ensuring everyone’s participation in the festive tradition regardless of dietary needs. This thoughtful dual offering perfectly embodied our dedication to inclusion, community bonding, and spreading festive cheer.

參與者除可享用大家樂的招牌盆菜，亦可品嚐「食得樂」精裝盆菜，讓有不同餐飲需要的人，都能一起同桌用餐，實踐我們對社區共融與傳播節日喜悅的理念。



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Bon Appétit Café: Expanding Community Support
大家開飯2024：拓展社區支援

First launched in 2022, the Group's flagship food assistance programme Bon Appétit Café allows beneficiaries to redeem free meals using the Bon Appétit Card at Café de Coral fast food outlets within three months. Over these three years, the programme has provided a total funding worth HK$36 million, benefiting 11,000 people and donating approximately 710,000 meals in Hong Kong.

The Group launched Bon Appétit Café for the third consecutive year during the reporting year, reaffirming its commitment to serving the community. In 2024, with a total funding worth HK$12 million and 4,000 beneficiaries, the programme collaborated with Taste Joy to expand its focus to include individuals with chewing and swallowing difficulties. This milestone marked a significant step in enhancing the programme's inclusivity and impact. The programme continued its collaboration with the Neighbourhood Advice-Action Council ("NAAC") to support caregivers, while forging new partnerships with organisations such as the Hong Kong Society for the Aged, Hong Chi Association, and Evangelical Lutheran Church Social Service – Hong Kong. These collaborations extended our support to individuals with chewing and swallowing challenges, a demographic further served by the innovative Taste Joy soft gourmet products, ensuring that they could savour both nutritious and enjoyable dining experiences.



At the "Bon Appétit Café 2024 • Taste Joy" launch ceremony in November 2024, dozens of beneficiaries from the NAAC, including those with chewing and swallowing difficulties, joined our management team and representatives of our NGO partners to dine together, celebrating the occasion in a warm and inclusive atmosphere.

集團於2022年首次推出旗艦社區關愛項目「大家開飯」食物援助計劃，讓受惠人士可於三個月內憑「開飯咭」於大家樂快餐分店兌換免費餐膳。過去三年，計劃累計資助額價值港幣3,600萬元，受惠人數達11,000人，捐出餐點約71萬份。

集團於報告年度連續第三年推行「大家開飯」計劃，再次展現服務社區的承諾。2024年度計劃的總資助額價值港幣1,200萬元，受惠人數達4,000人，更聯乘「食得樂」輕嚥料理，將服務範疇擴展至有咀嚼及吞嚥困難人士，標誌計劃在推動關愛共融方面邁出重要一步。計劃繼續與鄰舍輔導會合作，為照顧者提供支援，同時將夥伴關係拓展至香港耆康老人福利會、匡智會及基督教香港信義會社會服務部，齊心協力支援吞嚥困難人士，通過「食得樂」輕嚥料理的創新產品為他們提供所需的餐飲選擇，在享用營養均衡餐膳的同時，亦能獲得愉快的用餐體驗。



於2024年11月舉行的「大家開飯2024 食得樂」啟動禮上，來自鄰舍輔導會的多位受惠人士，包括有吞嚥困難人士，與集團管理層及各非政府機構夥伴代表共聚一堂品嚐美食，一起感受溫馨及共融的氛圍。

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大家開飯2024：拓展社區支援（續）

Joyful Meal for Kids in Mainland China
中國內地「大家開飯『童』歡樂」

As an extension of Bon Appétit Café, in 2023 we launched the Joyful Meal for Kids initiative in Mainland China. In celebration of International Children's Day, on 1 June 2024 our Mainland China operations partnered with the Guangzhou Jinsha Street Shuangbai Social Work Service Station to bring together 12 underprivileged families for a day of joy, connection, and delicious food, embodying our commitment to fostering community well-being. This initiative went beyond simply providing a meal – it offered children opportunities to build new friendships and expand their social circles, while also strengthening family bonds in a warm and joyful setting.

Approximately 100 "Fun Kids' Meal" toy sets have been distributed to the participating children, which they enthusiastically shared with each other, filling the venue with laughter and excitement. Adding to the festive atmosphere, we served our signature Poon Choi, a hearty and traditional dish carefully prepared for families to savour.

我們在中國內地延展「大家開飯」社區關愛項目，於2023年首次推出「大家開飯『童』歡樂」公益活動。為慶祝國際兒童節，2024年6月1日我們與廣州市金沙街雙百工程社工服務站合作，邀請12個基層兒童家庭參與，透過一整天充滿歡樂的美食體驗，展現集團對促進社區福祉的承諾。活動上，我們不僅提供美味的菜式，更讓小朋友有機會認識新朋友，擴展社交圈子，同時在溫馨愉快的氛圍中加強家庭的情感聯繫。

我們在活動中亦向參與小朋友派發近百份「童歡樂兒童套餐」玩具，小朋友們彼此分享，一同遊玩，場面充滿歡笑與活力。為增添節日氣氛，我們亦特別準備招牌盆菜，讓參與家庭同享此道豐盛且具傳統特色的美食。





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Transforming Dining with Digital Innovation
嶄新數碼科技重塑用餐體驗

The Group embraced advanced technology as a cornerstone of our strategy to elevate the dining experience, recognising the evolving expectations of modern customers. By integrating innovative solutions such as digital menus, contactless ordering payment systems, and delivery robots, we aim to streamline operations, enhance customer engagement, and deliver a seamless, memorable experience.

集團將先進科技作為提升用餐體驗的核心策略之一，以回應現代顧客不斷演變的期望。我們積極引入多項創新方案，包括電子餐單、非接觸式點餐與付款系統，以及送餐機械人，務求簡化營運流程、提升顧客互動，確保每位顧客都有流暢而難忘的用餐體驗。

For our efforts in ensuring customer privacy and secure payments on our electronic food ordering platforms, please refer to “Information Security and Data Privacy” for further details.

有關我們於電子點餐平台上保障顧客私隱及交易安全的措施詳情，請參閱「資訊安全和數據私隱」章節。

QR Code Ordering
二維碼點餐方式

We provide mobile ordering services and digital payment options for both dine-in and takeaway customers. Currently, 488 outlets in Hong Kong and Mainland China offer mobile ordering services. At The Spaghetti House, Oliver’s Super Sandwiches, Shanghai Lao Lao, Mixian Sense, and Meet Met Met, dine-in customers can simply scan the QR code on their table to place orders and personalise their meals via the mobile platform, with food delivered directly to their table. The ordering platform also provides estimated pickup times for takeaway orders, ensuring convenience and efficiency.

我們為堂食及外賣顧客提供手機點餐服務及數碼支付方法。目前，香港及中國內地有488間分店提供手機點餐服務。於The Spaghetti House（意粉屋）、Oliver’s Super Sandwiches（利華超級三文治）、上海姥姥、米線陣及Meet Met Met，堂食顧客只需掃描桌上的二維碼，即可通過手機平台自助落單及自選餐點，並由服務人員直接送餐。系統同時為外賣訂單提供預計取餐時間，提升效率亦更為便利。

Food Ordering Kiosks
自助點餐機

Further enhancing the dining experience, we have installed 826 ordering kiosks across our outlets in Hong Kong and Mainland China. These kiosks feature user-friendly interfaces that replicate traditional staff service. Particularly useful during peak hours, they significantly reduce waiting times, ensuring a smooth and efficient dining experience for our customers.

為進一步提升顧客用餐體驗，我們於香港及中國內地的分店共設置了826部自助點餐機。此設備設有簡便易用的介面，模擬傳統員工服務流程，特別適用於繁忙時段，有效縮短輪候時間，為顧客提供更順暢及高效的點餐體驗。

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Digital Menu
電子餐牌

222 Café de Coral fast food and Super Super Congee & Noodles outlets in Hong Kong and Mainland China have installed digital menus, significantly enhancing the dining experience through improved efficiency and sustainability. High-quality, vibrant imagery on digital displays helps customers make informed choices, while real-time updates ensure menus accurately reflect seasonal offerings, daily specials, or sold-out items. Additionally, digital menus contribute to environmental sustainability by eliminating the need for printed materials, and thereby reducing waste and operational costs, aligning with the sustainability vision of the Group.



香港及中國內地共222間大家樂快餐及一粥麵分店已安裝電子餐牌，有效提升營運效率、視覺吸引力、即時更新能力及環保效益，顯著改進顧客用餐體驗。電子屏幕展示高質素、色彩鮮明的菜式圖片，協助顧客更易作出選擇；而即時更新功能則確保餐牌內容可反映時令供應、每日精選或已售罄項目。此外，電子餐牌無需印刷，減少紙張浪費及營運成本，與集團的可持續發展願景一致。

Delivery and Collection Robots
送餐及收餐機械人

By deploying delivery robots, we have revolutionised the dining experience at Super Super Congee & Noodles, Oliver's Super Sandwiches, and Asia Pacific Catering. These robots use wireless positioning systems to deliver food directly to customers' tables, eliminating the need for customers to collect their orders from the counter. This not only enhances convenience but also ensures the freshness and hygiene of the food. In addition to delivery, Café de Coral fast food's "Little Robots" assist staff in collecting trays, improving operational efficiency.

These robotic crew members not only reduce the workload for frontline staff but also add an element of fun to the dining experience. We are exploring the feasibility of expanding robot usage to other outlets. Currently, 288 delivery and collection robots are in operation across 141 outlets in Hong Kong and Mainland China.

我們透過引入送餐機械人，為一粥麵、Oliver's Super Sandwiches（利華超級三文治）及泛亞飲食帶來嶄新的顧客體驗。這些機械人透過無線定位檢測系統將食品送到餐桌，顧客點餐後不必親身到櫃位取餐，不但更為方便，也確保食物新鮮和衛生。除了送餐外，大家樂快餐設置的「收餐Robot仔」更協助員工收回餐盤，進一步提升營運效率。

這些「機械人同事」不但有效減輕前線員工的工作負擔，亦為顧客用餐過程增添趣味。集團正積極評估進一步將機械人應用拓展至其他分店的可行性。目前，香港及中國內地共有141間分店合共設置288部送餐及收餐機械人。

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Mobile Applications
手機應用程式

Café de Coral fast food has launched the Club 100 mobile application and the e-commerce platform eatCDC.com, allowing customers to place orders remotely and enjoy exclusive offers. We also accept orders via WeChat Mini Programs to cater to travellers.

For institutional catering, Luncheon Star offers a mobile application that enables parents to view menus, place orders, and make payments online. Following an upgrade launched during the reporting year, which enhanced user experience with new features such as additional online payment methods, meal cancellation function, allergic ingredients filtering, Happy Friday meal choices, and other improvements on user interface, the application saw a significant surge in usage. Meanwhile, the mobile application of Asia Pacific Catering supports multiple e-payment methods, simplifying lunchbox orders for primary school students.

大家樂快餐推出Club 100手機應用程式及電子商貿平台eatCDC.com，顧客可以網上下單，並享受多項優惠；同時亦接受微信小程式下單，以方便旅客。

機構飲食方面，活力午餐提供手機應用程式，讓家長在網上查看餐單、訂餐及付款。該應用程式於報告年度內進行升級，新增多項功能提升用戶體驗，包括增加線上付款方法、退餐功能、致敏原篩選、Happy Friday餐款，以及改善使用介面，令使用率顯著上升。此外，泛亞飲食也提供具有電子支付功能的手機應用程式，以方便小學生訂購飯盒。

Case Study 焦點案例

Oliver's Super Sandwiches' New Membership Programme SUPERclub
Oliver's Super Sandwiches（利華超級三文治）全新會員計劃SUPERclub

In October 2024, Oliver's Super Sandwiches relaunched the highly anticipated SUPERclub membership programme, accompanied by the release of an upgraded mobile application and a selection of welcome gifts. Members can enjoy a variety of exclusive benefits, including special offers, bonus point rewards, birthday offers, stamp card incentives, and the convenience of mobile ordering. This relaunch marks a significant enhancement to the customer experience, combining innovative digital solutions with tailored rewards to deliver added value to members. As of March 2024, the programme has successfully recruited over 49,000 members.



Oliver's Super Sandwiches（利華超級三文治）於2024年10月重新推出備受期待的SUPERclub會員計劃，同時推出升級版手機應用程式及一系列迎新禮品。會員可享多項專屬優惠及服務，包括獨家優惠、積分獎賞、生日優惠、印花卡，以及手機落單。是次重推會員計劃大大提升顧客體驗，透過結合創新數碼方案與度身訂造的獎賞，為會員帶來更多禮遇。截至2024年3月，計劃已成功吸引超過49,000名會員加入。

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Case Study 焦點案例

Café de Coral Fast Food Club 100 Upgraded to 3.0 Version
大家樂快餐Club 100升級3.0版本

Café de Coral fast food's Club 100 mobile application was upgraded to version 3.0 in July 2024, further enhancing the smart dining experience. The new version introduces multiple features including instant member-exclusive rewards and e-wallet, optimising performance and interface design. It provides a one-stop platform for customers to place orders more easily while enjoying multiple discounts.

The newly launched Club 100 member-exclusive daily and weekly rewards have been highly popular, including the HK$1 milk tea offer, which successfully sparked buzz. Additionally, the new version allows JoyYou Card holders to verify as Elderly members, and introduces Student memberships, offering more tailored services and discounts for different customer groups.

Version 3.0 of the application delivers a higher-quality dining experience for customers, driving growth in app usage and membership numbers. It remained the top 5 most downloaded F&B applications from July to August in 2024. Riding on this success, during the reporting year, Club 100 membership increased by 20%, reaching 1.92 million members.

大家樂快餐Club 100手機應用程式於2024年7月升級至3.0版本，進一步提升智能用餐體驗。新版本增設多項功能，包括即時領取會員尊享優惠券及電子錢包，優化操作效能及介面設計，提供一站式平台，讓顧客可以更輕鬆落單，同時享受更多優惠。

新推出的Club 100會員尊屬「日日賞」、「週週賞」大受歡迎，包括港幣1元奶茶優惠，成功引起話題。此外，新版本接受樂悠咭持有人申請成為長者會員，及增設學生會員，為不同客群提供更貼心的服務及優惠。

3.0版本為顧客帶來更優質的用餐體驗，推動使用率及會員人數增長。在2024年7至8月，大家樂快餐手機應用程式躍升為最多人下載的五個餐飲類別應用程式之一。是次升級帶動會員人數於報告年度內上升20%，達至192萬人。



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Driving Customer Delight Through In-Store Experience
提升店內顧客用餐體驗

We deliver exceptional customer experiences. As such, a robust customer experience strategy has been implemented, continuously enhancing service quality through well-structured training programmes for all frontline staff, a dedicated customer service team, and initiatives such as the mystery shopper programme and regular customer feedback collection. Through the mystery shopper programme, we timely monitor service standards across outlets, providing additional training to those needing improvement. During the reporting year, Café de Coral fast food's performance score reached 8.83, exceeding our target of 8.4. To support branch managers in guiding their teams to improve service quality, we also offer online training videos.

Further motivating our frontline staff to enhance customer satisfaction, we launched the internal "100-Day Programme" at the outlets of Café de Coral fast food, The Spaghetti House, Shanghai Lao Lao, and Oliver's Super Sandwiches, equipping employees with the skills to ensure product quality, service, and cleanliness in our restaurants. Outstanding outlets are recognised and rewarded.

In Mainland China, customer service is built on the philosophy of "Be 100 Fun". During the reporting year, we renovated 3 outlets in Mainland China to elevate the dining experience. On weekends, we offer gifts and special menus for families with young children. Our menu is updated every two weeks to provide fresh product choices and clear, accurate information.

我們致力為顧客提供卓越的用餐體驗，並實施全方位的顧客服務策略，為所有前線員工提供系統化培訓課程、設立專責客戶服務團隊、推行「神秘顧客計劃」與定期收集顧客回饋，持續提升服務質素。「神秘顧客計劃」可即時監察各分店的服務水平，表現有待改善的員工將接受額外培訓。於報告年度內，大家樂快餐的績效評分達到8.83分，超過了8.4分的目標。我們亦提供網上培訓影片，以支援分店管理層指導同事如何提升服務質素。

為進一步激勵前線員工提升顧客滿意度，我們於大家樂快餐、The Spaghetti House（意粉屋）、上海姥姥、Oliver's Super Sandwiches（利華超級三文治）的分店推出「100天工程」，以提升員工在產品質素、服務及店舖整潔度的表現。表現出眾的分店更會獲得獎勵以示鼓勵。

中國內地方面，我們的顧客服務理念為「就要樂滿分」。在報告年度內，我們翻新了3間分店，以提升用餐體驗。每逢週末，我們會向有年幼子女的家庭提供禮品和特別餐單。我們每兩週更新餐牌一次，以提供具新鮮感的產品選擇及清晰準確的資訊。

Case Study 焦點案例

Enhancing Service Quality Through Targeted Training Initiatives
針對性培訓提升服務質素

To enhance service excellence, our Mainland China operations implemented a series of training initiatives based on the "Café de Coral Customer Service Blueprint". These initiatives were centred around the "Daily Service Practice" scenario-based training manual, developed in late 2023 specifically for frontline staff. Structured training sessions were conducted, followed by reviews and spot checks. Over the course of nearly a year, the service improvement objectives have been systematically communicated across all organisational levels. Comparing March to September 2024 with the same period in 2023, total service-related complaints decreased by 9%, out of which complaints related to service attitude dropped by 43%, demonstrating the effectiveness of the initiative in improving customer satisfaction.



為提升服務水平，中國內地業務落實一系列以《大家樂顧客服務藍圖》為基礎的培訓措施。相關措施以2023年底為前線員工編製的《服務天天練》情景訓練手冊為核心，展開系統化培訓課程，並進行複習與抽查。為期近一年的培訓過程，成功推動整體服務表現持續改進。比較2024年3至9月與2023年同期數據，整體與服務相關的投訴數量下降9%，其中有關服務態度的投訴更大幅減少43%，反映措施成功提升顧客滿意度。

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Enhancing Accessibility
提升無障礙體驗

We are steadfast in our support for accessibility rights and are committed to providing an inclusive and barrier-free environment for customers with diverse needs. In line with the Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong), we have meticulously planned both hardware (renovations) and software (staff training and facilities) in our Hong Kong outlets to ensure a convenient, comfortable, and accessible dining experience. All our outlets welcome guide dogs and are equipped with thoughtful amenities, such as priority seating at Café de Coral fast food and Super Super Congee & Noodles.

1. **Hardware: Accessibility and Universal Design**
   During the planning stages of outlet renovations and refurbishments, our in-house project managers take reference to the latest global guidelines and practices in accessibility and universal design for the catering industry so as to ensure adequate and appropriate hardware support.

2. **Software: Specialised Training for Frontline Staff to Support Customers with Special Needs**
   Our frontline staff undergo regular training to provide necessary support to individuals with special needs, ensuring that every customer can enjoy our products and services without barriers. For details on our comprehensive training programmes tailored to different staff levels, please refer to the “Learning and Development” section. In our Mainland China outlets, we provide child-friendly utensils for family customers upon request.

我們堅定支持無障礙權利，致力為不同需要的顧客提供共融、無障礙的用餐環境。我們根據《殘疾歧視條例》（香港法例第487章），於香港各分店在硬件（裝修）及軟件（員工培訓及配套設施）方面均作出周詳規劃，務求為顧客提供便利、舒適且無障礙的用餐體驗。所有分店均歡迎導盲犬進入，並設有便利設施，例如大家樂快餐及一粥麵的關愛座。

1. **硬件：無障礙及通用設計**
   於分店翻新及裝修規劃階段，我們的內部項目經理參考全球餐飲業有關無障礙和通用設計的最新指引或做法，為顧客提供適當而充足的硬件支援。

2. **軟件：為前線人員提供專門培訓，支援有特殊需要的顧客**
   我們的前線員工定期接受培訓，學習如何為有特別需要人士提供合適支援，確保每位顧客都能無障礙地享用我們的產品與服務。有關針對不同職級員工設計的全面培訓計劃詳情，請參閱「學習與發展」章節。於中國內地分店，我們亦會按顧客要求提供兒童餐具，照顧親子用餐需要。

Responsible Marketing
負責任行銷

We strictly adhere to the Trade Description Ordinance (Cap. 362 of the Laws of Hong Kong), providing customers with accurate and reliable information to enable informed decisions about our products. Our Purchasing Manual stipulates that all product labels must be approved by the Corporate Quality Assurance department to ensure the information is accurate and complies with relevant regulations. For customers with food allergies or dietary restrictions, our menus clearly label items containing nuts and beef, and we prominently mark sustainable seafood options. Oliver’s Super Sandwiches’ Grab & Go menu displays key ingredients, meal information, and nutrition details to help customers make healthier choices.

For institutional catering services, all ingredients are detailed in school lunch menus to assist parents in planning meals for their children and addressing concerns about food allergies and nutritional content. In 18 of our hospital outlets, digital menus display calorie information and clearly identify special dietary options such as halal and vegan meals.

We prioritise integrity in our marketing activities, ensuring that no exaggerated or unsubstantiated claims are made regarding the social or environmental impact of our products and services. Additionally, we avoid disseminating misleading information. To stay updated on relevant laws and regulations, we promptly communicate responsible marketing practices to employees involved in marketing activities.

我們嚴格遵守《商品說明條例》（香港法例第362章），為顧客提供準確可靠的資訊，使他們能夠對我們的產品作出知情決定。我們的「採購手冊」訂明，所有產品標籤均須由集團品質保證部批核，確保資訊正確無誤，並符合相關法例。為照顧有食物敏感或飲食限制的顧客，我們會於餐單上清楚列明「含有堅果」和「牛肉製品」的標記，我們亦清楚標示可持續海鮮。Oliver’s Super Sandwiches（利華超級三文治）的「Grab & Go」餐單展示主要成份、膳食資訊和營養資料，有助顧客作出有益健康的選擇。

機構飲食服務方面，所有食材都詳細列在學童午膳餐單上，以協助家長為孩子規劃飲食，並解決有關食物過敏和營養成份的疑慮。我們在18間醫院分店的電子餐牌顯示餐單的卡路里資訊，並清楚標識清真和素食等特殊食品。

我們在行銷活動中堅持誠信先行，確保沒有對產品和服務的社會或環境影響作出誇大或無依據的陳述。此外，我們也避免散播誤導性的資訊。為了充分了解相關法律和法規的最新進展，我們會及時向參與行銷活動的員工發放負責任行銷的訊息。

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Strengthening Customer Engagement
加強與顧客互動

Customer feedback is crucial for improving services and developing products. Our dedicated customer service team ensures that every guest feels valued and leaves with a lasting positive impression. By actively engaging with customers and the community via various communication channels, we gain valuable insights into their preferences and continually refine our operations. This approach fosters a smart, comfortable, and inclusive dining environment, ensuring we meet and exceed customer expectations.

顧客回饋是我們改進服務及開發產品的重要依據。我們的專責客戶服務團隊致力確保每位顧客都感受到被重視，並對集團留下良好印象。我們積極透過多元溝通渠道與顧客及社區互動，了解其喜好與需求，並持續調整營運策略，營造智能、舒適及共融的用餐環境，確保我們能滿足甚至超越顧客的期望。

Valuing Customer Insights to Drive Continuous Improvement
重視顧客意見推動持續改進

We proactively gather customer feedback through multiple channels, including online surveys, customer service hotlines, emails, websites, social media, and comment cards available in our outlets. For institutional catering services, we regularly meet with school representatives, parent-teacher associations, hospitals, and commercial clients to understand their expectations and build stronger relationships.

我們積極通過多元化的渠道收集顧客回饋，包括網上問卷調查、顧客服務熱線、電郵、網站、社交媒體及店內的意見卡。至於機構飲食方面，我們定期與學校代表、家長教師會、醫院及商業客戶會面，以了解他們的期望，建立更牢固的關係。

The Group systematically consolidates all feedback from customers and stakeholders to facilitate timely follow-ups and reviews of product and service quality. We also set internal key performance targets to maintain service standards and produce monthly reports for management review.

集團以有系統的方式整合所有顧客和與業務相關人士意見，以便及時跟進並審查產品和服務質素。我們亦訂立內部關鍵績效目標，以保持顧客服務質素，並發佈月度報告，供管理層審閱。

For our Mainland China operations, customer feedback channels include Alipay, WeChat, and in-store ordering kiosks, enriching our interactions with customers. These user-friendly channels help improve feedback rates. We also regularly update internal systems to ensure the reliability and accuracy of feedback. Customer insights are analysed to identify market trends and preferences regarding products, services, and brand positioning. Weekly management meetings are held to discuss customer feedback and formulate corresponding action plans. Our Mainland China operations achieved a customer satisfaction rate of 93.5%, with delivery and takeaway services receiving a rating of 4.7 out of 5.

在中國內地業務方面，我們將收集顧客意見渠道擴展至支付寶、微信及店內的點餐機，進一步加強顧客互動。這些渠道方便易用，有助提高問卷調查回應率。我們亦定期更新內部系統，確保資料回饋的準確性和可靠性。透過分析顧客意見，我們辨識市場趨勢與偏好，包括產品、服務與品牌定位等範疇。管理團隊每週開會審視顧客意見並制定相應行動計劃。中國內地業務的整體顧客滿意度達93.5%，外賣和速遞送餐服務更獲得5分滿分中4.7分的評價。

During the reporting year, we received 66 and 10 product- and service-related complaints submitted through relevant government departments of Hong Kong and Mainland China respectively. These complaints were promptly recorded, investigated, and resolved with detailed explanations provided to customers.

集團於報告年度內，分別收到66宗及10宗經由香港和中國內地政府部門提交的產品及服務相關投訴。我們已就這些投訴及時作出紀錄和調查，並主動向顧客詳細解釋，解決問題。

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Building Customer Loyalty
建立顧客忠誠度

We continuously evolve our marketing strategies to create meaningful connections with our diverse customer base. By developing targeted campaigns and strategic brand initiatives, we strive to adapt to changing consumer preferences, deliver personalised experiences that resonate across demographics, and foster lasting relationships through authentic engagement.

我們不斷完善市場推廣策略，致力與多元顧客群建立具意義的連繫。通過制定針對性的推廣活動及品牌策略，我們積極回應消費模式的轉變，提供個人化體驗，引發跨越階層的共鳴，並通過真誠互動建立長遠關係。

Case Study 焦點案例

TikTok Hashtag Challenge 2024: Cheering You On, Be a Champion in Life
抖音話題挑戰2024：咋咋淋為你加油　做生活的冠軍

Building on our continued efforts to strengthen our market presence in Mainland China, we launched a brand campaign titled "Cheering You On, Be a Champion in Life" on TikTok. Capitalising on the widespread excitement surrounding the 2024 Summer Olympics in Paris, we collaborated with Liu Xuan, 2000 Olympic gold medallist in balance beam, to promote a hashtag challenge on TikTok. This initiative encouraged users to create and share videos featuring Café de Coral-branded stickers and thematic elements.



The campaign achieved remarkable engagement, amassing over 110 million views for videos created under this initiative and surpassing 330 million cumulative views since the launch of our first TikTok challenge in the fiscal year of 2022/23. This success underscores our ability to connect with the community through innovative and culturally relevant campaigns.

為鞏固我們於中國內地市場的品牌影響力，我們於抖音推出主題為「咋咋淋為你加油　做生活的冠軍」的品牌宣傳活動。是次活動緊貼2024巴黎夏季奧運的熱潮，邀請2000年奧運體操平衡木金牌得主劉璇擔任宣傳大使，推廣抖音話題挑戰。活動鼓勵用戶創作並分享影片，搭配大家樂品牌貼紙及主題元素，展現生活中的「冠軍」時刻。

活動成效顯著，相關影片累計播放量突破1.1億次，自2022/23財政年度首次推出抖音話題挑戰以來，總播放次數更已超過3.3億次，印證我們善於以創新及貼地的推廣方式，與大眾建立深度連繫。

Case Study 焦點案例

Café de Coral x Transformers: Celebrating 40 Years of a Heroic Icon
大家樂x變形金剛：慶祝經典英雄系列40周年

Café de Coral fast food in Mainland China partnered with Transformers to launch a series of exclusive co-branded merchandise across all outlets, as part of the 40th-anniversary celebrations of the franchise.

All outlets featured vibrant Transformers-themed decorations, offering fans a immersive dining experience. With every purchase of a designated baked rice set, customers received a "Transformers 40th Anniversary Blind Box". Additionally, the "Kids' Meal" featured eight exclusive Transformers action figures, delighting families and young fans.

Multiple fan meet-and-greet events were also held in Guangzhou and Shenzhen. Popular characters Bumblebee and Optimus Prime made special appearances at the "Café de Coral X Transformers: Signature Baked Rice Energises the Day" events, successfully attracted large crowds of fans eager to capture the excitement.

The campaign generated significant social media buzz, strengthened brand engagement and brought new energy to Café de Coral's dining experience.

為慶祝變形金剛系列誕生40周年，大家樂快餐於中國內地與變形金剛合作，於全線分店推出限量聯乘精品。

全線分店換上充滿活力的變形金剛主題佈置，為顧客帶來沉浸式用餐體驗。凡購買指定焗飯套餐，即可獲贈一個「變形金剛40周年精品盲盒」，「兒童餐」亦推出8款限定變形金剛玩具，深受家庭顧客及年輕粉絲喜愛。

推廣期間於廣州及深圳舉辦多場粉絲見面會，人氣角色大黃蜂與柯柏文於「大家樂X變形金剛　一哥焗飯．焗滿能量」活動中驚喜現身，吸引大量粉絲到場打卡留念。

是次活動於社交媒體引發熱烈反響，成功提升品牌互動，為大家樂的用餐體驗注入新能量。





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Case Study 焦點案例

Nurturing Future Chefs: Pizza-making Kids Workshop
培育未來廚師：小廚師薄餅工作坊

The Spaghetti House introduced an exciting Pizza-making Kids Workshop, where children could embark on a hands-on culinary journey. Transforming the VIP room at the Wan Chai branch of The Spaghetti House into a culinary classroom, these workshops invited children to dress in chef uniforms and receive guidance from The Spaghetti House's professional chef. They then unleashed their creativity to craft their own personalised pizzas, mastering the art of combining various premium ingredients. Upon completing their creations, each of these young chefs received an official certificate along with customised chef name tags, commemorating their achievements in this special experience.



With its perfect blend of education and entertainment, the workshop offers a unique opportunity for children to experience the satisfaction of creating their own meals, while parents enjoy watching their little ones embrace the culinary arts.

The Spaghetti House（意粉屋）推出「小廚師薄餅工作坊」，讓小朋友親身展開一段精彩的烹飪之旅。灣仔分店的VIP房間搖身一變為烹飪教室，小朋友換上廚師制服，在The Spaghetti House（意粉屋）的專業大廚指導下，發揮創意，配搭不同優質配料，親手製作屬於自己的薄餅。完成後，每位小廚師均可獲頒發證書及小廚師名牌，紀念這次難忘的體驗。

這項活動結合學習與娛樂元素，讓小朋友親身體驗製作美食的樂趣，從中建立自信與成就感，家長亦可一同見證孩子投入廚藝世界的喜悅時刻，增進家庭情感聯繫。

Case Study 焦點案例

Deep Roots in the Greater Bay Area: Honouring the Legacy of Foshan Renmin Road Outlet and Embracing a New Chapter
深耕大灣區：見證佛山人民路分店光輝歷程　開展全新篇章

In January 2025, Café de Coral fast food's Foshan Renmin Road outlet in Mainland China, with a proud history spanning 32 years, marked a significant milestone as it relocated to a new home in Boton City. The outlet hosted a special farewell event that brought together longtime customers, community members, current and retired staff, and management. The gathering featured a nostalgic display of nearly 100 photographs capturing decades of memories in the outlet. Guests shared personal memories and wishes for the new outlet by leaving heartfelt notes on a message board.

As the first Café de Coral outlet in Foshan, the Renmin Road outlet played a pivotal role in the community for over three decades, witnessing the city's transformation and the Group's journey in the Greater Bay Area. Its grand opening in 1993, remembered for the excitement and long queues, remains a fond memory for many loyal customers. It served as a true "Community Canteen" filled with fond memories, heartwarming stories, and shared emotions.

中國內地佛山人民路大家樂快餐分店開業32年，於2025年1月正式遷址至鉑頓城，開展新一頁。分店特別舉辦答謝會，邀請長期顧客、社區街坊、在職及退休員工來臨，與管理層聚首一堂，一同回顧與慶祝這段珍貴歲月。現場展出近百張珍貴相片，記錄分店多年來的光輝歲月，來賓亦於留言板上親筆寫下祝福字句。

作為大家樂在佛山開設的首間分店，人民路分店32年來深植社區，見證城市變遷與集團拓展大灣區的步伐。1993年開幕當日場面熱鬧，排隊盛況仍為一眾忠實顧客津津樂道。分店猶如「社區飯堂」，滿載溫馨故事及珍貴情感。



New outlet in Boton City
鉑頓城新分店

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Fostering Togetherness and Support in Our Neighbourhoods
凝聚鄰里關愛共建互助社區

For over 50 years, Café de Coral Group has been an integral part of Hong Kong, growing alongside this vibrant metropolis. Guided by our motto, "A Taste of Togetherness", we actively make good use of our resources to serve the community and create a positive impact. Through various support programmes for elderlies, youngsters, and caregivers, we collaborate with community partners to strengthen social cohesion, provide assistance to those in need, and create lasting change.

50多年來，大家樂集團一直與香港同行。我們以「有大家，就有大家樂」為座右銘，利用自身專長及資源積極回饋社區，持續創造正面影響。集團通過多項針對長者、青年及照顧者的關愛及支援計劃，與不同的社區夥伴合作，以增強社會凝聚力，為有需要的人士提供援助，締造持久的影響。

Case Study 焦點案例

Flourishing the Community Through Warmth and Delicacies
以關懷與美食滋養社區

Setting a World Record: Community-Centric Claypot Rice Challenge
創造世界紀錄：以社區為本的煲仔飯挑戰

To celebrate local culinary heritage while fostering community spirit, Super Super Congee & Noodles and Lee Kum Kee jointly organised the "Claypot Rice with Abalone Thousand-Person Challenge", an event designed to set the first-ever world record for this iconic dish. Held at Lok Fu Place, the event brought together 1,000 participants in a marathon challenge, where they enjoyed the claypot rice on-site. Part of the proceeds from the ticket sales were donated to the NAAC, while 400 service users from the NAAC, including low-income families, seniors, youth, and individuals with disabilities, were invited to participate, fostering a sense of togetherness within the community. Showcasing the theme of Hong Kong Claypot Rice, the venue was decorated with a hand-painted wall, an installation of the featured claypot rice, and wooden signs designed by youth from the Jockey Club Tai Po North Integrated Children & Youth Services Centre of the NAAC.

為弘揚本地飲食文化並凝聚社區力量，一粥麵聯同李錦記舉辦「火力全開！鮑魚煲仔飯千人挑戰！」活動，創下首個以煲仔飯為主題的世界紀錄。活動於樂富廣場舉行，吸引1,000名參加者參與「馬拉松式」品嚐煲仔飯挑戰。我們將部分門票收益捐贈予鄰舍輔導會，並邀請該會400名服務使用者，包括基層家庭、長者、青少年及殘疾人士參與，促進社會關愛與共融。現場佈置以香港地道煲仔飯為主題，設有手繪牆及大型煲仔飯裝置，以及由鄰舍輔導會賽馬會大埔北青少年綜合服務中心的青年創作的木牌裝飾。



Spreading Festive Warmth with Dragon Boat Festival Rice Dumpling Giveaway
端午派糭送暖　傳遞節日關懷

As part of our commitment to supporting underprivileged families, Super Super Congee & Noodles joined the NAAC in the Dragon Boat Festival at Yat Tung Estate, Tung Chung, to distribute over 1,000 rice dumplings to 500 underprivileged families, allowing them to enjoy the festivities with loved ones.

為支援基層家庭，一粥麵於端午節期間，聯同鄰舍輔導會於東涌逸東邨向500戶基層家庭派發逾1,000隻糭子，讓他們與摯愛親友共度溫馨佳節。



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Case Study 焦點案例

Caring Through Collaboration: Café de Coral Group's Contribution to the Elderly in Need
攜手送暖顯關懷：大家樂集團持續支援長者社群

The Group's involvement in supporting the elderly, providing dining experiences and special offers that best suit their preferences, and fostering a sense of care and inclusion in the community reflects our commitment to corporate social responsibility. It also highlights the importance of collaboration in addressing societal needs, ensuring the elderly feel supported and valued.

我們一直積極支援長者社群，提供合乎長者喜好的餐飲體驗及優惠，並於社區中培養關愛與共融精神，體現我們對企業社會責任的承擔，亦彰顯與不同夥伴合作的重要性，藉以回應社會所需，讓長者感受到被關懷及重視。

Supporting the Government-led Caring Food Coupon Programme
支持香港政府「愛心食肆賞你惠食」計劃

We participated in the Caring Food Coupon Programme, a collaborative effort between the Government of HKSAR, the business sector, and the community to provide discounted meals to 50,000 elderly individuals across Hong Kong, including singleton, doubleton, and hidden elderly households. Through 214 subvented elderly centres, beneficiaries receive a set of five food coupons, each redeemable for Café de Coral fast food's Baked Pork Chop Rice at a discounted price of HK$25.

我們參與由香港特區政府、商界與社區三方協作推動的「愛心食肆賞你惠食」計劃，為全港5萬名長者，包括獨居、雙老及隱蔽長者家庭提供優惠餐膳。計劃透過全港214間津助長者中心，向合資格長者派發一套五張食券，每張可於大家樂快餐以港幣25元優惠價換領焗豬扒飯。



Nine Brands Joining the 8.28 JoyYou Fest
九大品牌參與828樂悠節

As an act to express our gratitude and encourage active lifestyles for the elderly, we partnered with Octopus Holdings Limited to participate in the 8.28 JoyYou Fest, offering exclusive deals for JoyYou Card holders. Nine of our brands – Café de Coral fast food, Super Super Congee & Noodles, Mixian Sense, Oliver's Super Sandwiches, The Spaghetti House, Shanghai Lao Lao, Meet Met Met, Don Don Tei, and Sisi Salsa – offered special promotions such as HK$28 tea sets and hot milk tea for just HK$1.

為答謝長者對社會的貢獻，並鼓勵他們活躍出行，集團參與八達通控股有限公司舉辦的「828樂悠節」，為樂悠咭持有人提供專屬優惠。集團旗下九個品牌包括大家樂快餐、一粥麵、米線陣、Oliver's Super Sandwiches（利華超級三文治）、The Spaghetti House（意粉屋）、上海姥姥、Meet Met Met、丼丼亭及嘶嘶沙沙特別推出優惠，包括港幣28元下午茶套餐及港幣1元熱奶茶，廣受長者歡迎。



Enhancing Senior Well-being with Free In-store Hearing Tests
店內免費聽力測試　關注長者身心福祉

Research shows that hearing impairment in seniors is linked to cognitive decline, as it hinders communication and social engagement. Addressing this issue, Café de Coral fast food collaborated with Incus, a local hearing centre, to offer hearing tests at selected outlets to raise public awareness about hearing health and its importance to overall well-being. Exclusive discounts on Incus hearing aids were also offered to Club 100 elderly members, ensuring accessible care for those in need.

有研究顯示長者聽力下降或會導致認知能力衰退，因會影響日常溝通與社交參與。為回應此健康關注，大家樂快餐與本地聽力中心Incus合作，於指定分店提供免費聽力測試，提升大眾對聽力健康及長者整體福祉的認識。Club 100長者會員更可以優惠價購買Incus助聽器，讓有需要人士獲得及時支援。



Case Study 焦點案例

Empowering the Youth and Advocate Future Career Development
啟發青年潛能及未來發展

Committed to inspiring the next generation, we invest in education, foster a culture of learning and exploration of abilities, and empower young people with the tools and experiences needed to achieve future success through partnerships with NGOs and educational institutions. We are committed to providing a platform for the youth to shine, inspire, and contribute to a sustainable, vibrant future.

集團致力栽培新一代人才，積極投放資源於教育領域，培育學習文化，鼓勵探索個人潛能，並通過與非政府機構及教育機構合作，為年輕人裝備未來所需的知識與實踐經驗。我們致力為青年創造發光發亮的平台，啟發思維，共建可持續且充滿活力的未來。

SEED Foundation's Workplace Experience Programme
SEED Foundation 職場體驗計劃

This initiative provided a secondary student with an invaluable opportunity to gain hands-on experience in a professional setting, focusing on graphic design and market research. The month-long placement offered the student a first taste of office work, allowing her to develop practical skills and gain deeper insights into the corporate environment. The experience also helped her identify a clearer direction for her future career aspirations, building confidence and inspiring long-term goals.

參與實習的中學生有機會於真實職場環境中學習，體驗平面設計與市場研究的工作，累積寶貴經驗。為期一個月的實習讓該學生初嚐辦公室工作的實況，並掌握實用技能，同時加深對企業運作的理解。這段經歷協助她釐清未來職涯方向，提升自信，增強動力，啟發她定下長遠目標。



St. Francis of Assisi's College's Career Exploration Day
聖芳濟各書院「職涯分享日」

Our Human Resources team engaged with the students from St. Francis of Assisi's College to share our Group's vision, highlight rewarding career opportunities in the vibrant F&B sector, and provide practical guidance on career planning and professional development. This initiative not only provided students with valuable exposure to potential career pathways but also strengthened ties between education and industry. By empowering the youth with knowledge and opportunities, we contribute to both their personal growth and the long-term vitality of our sector, creating shared value that extends far beyond a single event.

我們的人力資源團隊與聖芳濟各書院的學生進行交流，分享集團願景，介紹餐飲業的職涯發展機遇，並提供實用的職涯規劃及專業發展建議。此活動不僅讓學生獲得難得的機會探索職業方向，更加強教育界與業界的聯繫。通過提供知識和機會，我們希望促進年輕人的個人成長，同時為行業注入新力量，為社會與企業帶來長遠的成果。



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Empowering the Youth and Advocate Future Career Development (continued)
啟發青年潛能及未來發展（續）

Project WeCan
「學校起動」計劃

We have long supported Project WeCan to provide students facing learning disadvantages with opportunities and support, empowering them to pursue higher education and future careers. Through our company visit and interactive career planning workshop, we shared insights into career development while gaining valuable perspectives from the students about their aspirations and expectations. Additionally, we organised a fun, hands-on workshop focused on food preparation and safety, offering the students a behind-the-scenes look at the catering industry.

我們一直積極支持「學校起動」計劃，為學習條件稍遜的學生提供機會與支援，協助他們追求更高學歷及規劃未來職涯。透過提供互動性企業參觀活動及職涯規劃工作坊，我們的團隊為參與計劃的中學生分享職業發展的實用見解，並聆聽學生對未來的志向與期望，加深彼此交流。學生隨後參加一場充滿趣味的工作坊，親身了解食物製備及安全知識，深入探索餐飲行業的運作。





In our Christmas e-card design competition, a collaboration with St. Francis of Assisi's College, we were thrilled to select a winning design by a Form Two student who demonstrated exceptional artistry through Zentangle, an innovative technique combining meditative practice with intricate illustration.
我們與聖芳濟各書院合辦聖誕電子賀卡設計比賽，一位中二學生的作品最終脫穎而出，該作品運用禪繞畫技法，結合冥想與精緻線條，展現出過人的藝術造詣。

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Empowering our Employees
員工為本

We are committed to promoting a safe, healthy and inclusive workplace and building a professional and motivated team that foster personal and professional growth to meet the dynamic expectations of our customers.

我們致力營造安全、健康和共融的工作環境。透過提升員工的技能與能力打造專業且積極進取的團隊，滿足顧客持續演變的期望。

Relevant Sustainable Development Goals
相關可持續發展目標



Focus Areas
重點範圍

- Talent development
  人才發展
- Employee well-being
  員工福祉
- Equal opportunities
  平等機會



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Building and Sustaining Our Talent Pool
建立及維持人才庫

Our workforce is crucial to ensuring the long-term success of the Group, serving as the cornerstone of our ability to consistently deliver high-quality food and services to our customers.

We uphold fair and equitable employment practices, strictly adhering to relevant legislation, including but not limited to the Employment Ordinance (Cap. 57 of the Laws of Hong Kong), the Factories and Industrial Undertakings Ordinance (Cap. 59 of the Laws of Hong Kong), the Employees' Compensation Ordinance (Cap. 282 of the Laws of Hong Kong), the Mandatory Provident Fund Schemes Ordinance (Cap. 485 of the Laws of Hong Kong), the Minimum Wage Ordinance (Cap. 608 of the Laws of Hong Kong), and the Labour Law of the People's Republic of China.

Through internal policies and procedures, including the Human Resources Management Framework and Employee Handbook, as well as a series of policies and guidelines focused on different stages of the employment cycle, we ensure that the rights and benefits of our employees are safeguarded while providing them with excellent career development opportunities. During the reporting year, we have updated the Occupational Safety Policy and the Human Rights and Equal Employment Opportunity Policy to align with latest trends and standards.

Our efforts in human resources and people development have been widely recognised. During the reporting year, we were awarded the "Happy Company" label for the sixth consecutive year, received the prestigious CTgoodjobs Best HR Awards for the fourth consecutive year, honoured with the JobMarket Employer of Choice Award for the fourth time, and participated in the Good Employer Charter 2024 by the Labour Department of the HKSAR Government as a signatory for the third consecutive term and awarded the "Supportive Family-friendly Good Employer" recognition.

人才團隊對確保集團的長遠成功非常重要，亦是我們持續為顧客提供高質素食品與服務的關鍵。

我們秉持公平公正的僱傭措施，嚴格遵守包括但不限於《僱傭條例》（香港法例第57章）、《工廠及工業經營條例》（香港法例第59章）、《僱員補償條例》（香港法例第282章）、《強制性公積金計劃條例》（香港法例第485章）、《最低工資條例》（香港法例第608章），以及《中華人民共和國勞動法》等。

我們透過內部政策和程序，包括人力資源管理框架和「員工手冊」，以及涵蓋不同僱傭周期階段的一系列政策及指引，確保員工的權利和福利得到保障，同時為他們提供良好的職業發展機會。於報告年度內，我們更新了「職業安全政策」及「人權及平等就業機會政策」，以迎合職場上的最新趨勢及標準。

我們於人力資源及人才發展方面的努力屢獲認可。於報告年度內，集團連續第六年獲頒「開心企業」認證、連續四年勇奪CTgoodjobs「Best HR Awards」殊榮、第四度獲頒JobMarket求職廣場「卓越僱主大獎」，並第三度參與香港特區政府勞工處的「好僱主約章2024」，同時獲得「為你『家』『友』好僱主」嘉許。

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Talent Acquisition and Attraction
人才吸納及招募

We strictly prohibit illegal employment, discrimination, child labour, and forced labour. All individuals employed must meet the legal minimum age requirements and conditions of stay. Our Guideline on Staff Recruitment and Avoidance of Unlawful Employment Policy take reference from globally recognised human rights standards as outlined in the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work.

我們嚴格禁止非法僱傭、歧視、童工及強迫勞動。所有受聘人士均須符合法定最低年齡及居留條件。我們的「員工招聘指引及防止聘用非法員工政策」參照多項國際公認的人權標準，包括聯合國《商業與人權指導原則》、《世界人權宣言》及國際勞工組織《工作中的基本原則和權利宣言》。

The Guideline on Staff Recruitment and Avoidance of Unlawful Employment Policy detailed recruitment procedures, ensuring proper review of identification documents, confirming all recruits must meet the minimum age requirement and compliance is always in place. As an equal opportunity employer, we offer aids and supports to different individuals in need so as to empower them for career development in the Group.

「員工招聘指引及防止聘用非法員工政策」詳細列明招聘流程，確保所有新入職員工的身份證明文件經妥善審核，並符合最低年齡要求，以保障整個招聘流程合法合規。作為平等機會僱主，我們亦積極為不同需要人士提供支援與協助，協助他們於集團內發展事業。

To attract a wider pool of talent and provide potential candidates a convenient way to reach us, recruitment activities were held at Café de Coral fast-food outlets. We also maximise the reach of potential candidates through different recruitment channels, including online and offline job advertisements, recruitment webpage recruitment hotline, email, and instant messenger. Employee referrals serve as an effective strategy for recruiting frontline crew, supported by our Crew Referral Bonus Scheme, which incentivises staff to recommend potential talents to fill job vacancies.

為吸引更多潛在人才，並提升招聘便利度，我們於全港各大家樂快餐分店舉行招聘活動，並透過不同招聘渠道擴大觸及層面，包括網上及實體招聘廣告、集團招聘網頁、招聘熱線、電郵及即時通訊平台等。同時，我們亦推行「員工引薦獎勵計劃」，鼓勵同事推薦合適人選加入前線團隊，提升招聘成效。

Our comprehensive onboarding programme introduces new team members to the Group's vision, operations, and organisational culture. The programme includes tailored orientation sessions covering our brand standards, customer service expectations, and operational protocols. We also provide practical, hands-on training and mentorship opportunities to help employees seamlessly transition into their roles and build the skills and confidence required.

我們設有全面的迎新培訓計劃，協助新員工了解集團願景、營運模式及企業文化。計劃涵蓋針對不同職位而設的入職簡介會，內容包括品牌標準、顧客服務期望及營運守則，同時提供實地操作訓練及導師指導，幫助新員工順利適應崗位並建立所需技能和信心。

Case Study 焦點案例

Empowering Future Leaders Through Internship Programmes
實習計劃啟發未來領袖人才

14 bright young talents successfully completed the 3-month Summer Internship Programme of Café de Coral fast food, in which they gained an in-depth understanding of the operations of the Quick Service Restaurant industry, and also had the opportunity to experience our dynamic and inclusive work culture. Throughout the programme, they acquired valuable skills, enhancing their competitiveness in the job market in the future.

Meanwhile, as part of our partnership with the "Co-Op@CUHK" initiative, we welcomed a student from the Chinese University of Hong Kong to join our dynamic IT team for a six-month internship designed to cultivate emerging talent and provide hands-on experience in a professional setting.

14位充滿潛力的年輕人才順利完成為期三個月的大家樂快餐暑期實習生計劃，他們不但深入了解快餐行業的營運實況，更親身體驗我們充滿活力及共融的工作文化，並透過各項實務訓練累積寶貴技能，為未來投身職場奠下穩固基礎，提升競爭力。

此外，我們參與香港中文大學「Co-Op@CUHK」夥伴教育計劃，邀請一位學生加入我們充滿活力的資訊科技團隊，展開為期六個月的實習，為年輕人才提供真實職場體驗，促進專業發展。



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Our Mainland China operations leverage digital platforms to showcase our corporate values, culture, and employee stories to attract talent that resonates with our ethos. Tailored recruitment strategies are developed based on job-specific requirements, using channels such as WeChat public accounts to integrate digital resources and attract top candidates:

在中國內地的業務方面，我們積極運用數碼平台展示企業價值觀、文化及員工故事，吸引與我們理念相合的人才。根據不同職位的特定需求，我們制定相應的招聘策略，並透過微信公眾號等渠道整合數碼資源，吸納優秀人才：

Office Staff 辦公室員工	Outlet Employees 前線分店員工	Production Plant Workers 產製中心員工
Recruitment efforts focus on mainstream platforms (such as 51Job and Liepin), internal referrals, industry communities, and professional content shared via corporate WeChat.	Localised channels, such as job fairs and community partnerships, to ensure quick hiring. An outlet-based recruitment system, integrated with WeChat, is set to launch to improve recruitment efficiency.	Partnerships with labour agencies and offline events, such as weekly recruitment days to broaden our talent pool. Simplified application processes via WeChat enhanced accessibility for job seekers.
我們主要透過主流招聘平台（如前程無憂及獵聘）、內部推薦、行業社群及企業微信公眾號所分享的專業內容進行招聘，吸引合適人才。	以當地渠道為主，如招聘會及社區合作，以加快招聘速度。我們亦正推出結合微信的分店招聘系統，提升招聘效率。	我們與勞務中介合作及舉辦每週招聘日等實體活動，擴展人才來源；同時簡化申請流程，讓求職者可經微信平台輕鬆遞交申請，提升招聘便利度。

Through “Employee Stories” and “Workplace Snapshots” shared on WeChat, we continue to strengthen our brand image as an employer. As of March 2025, our recruitment WeChat public account had over 16,000 followers, with monthly applications exceeded 900, underscoring the effectiveness of this recruitment strategy.

透過在微信公眾號分享的「員工故事」及「工作場景圖文」，我們持續強化僱主品牌形象。截至2025年3月，我們的招聘微信公眾號已吸引逾16,000名關注者，平均每月求職人數超過900，足證此招聘策略成效顯著。

Case Study 焦點案例

Industry-Academia Collaboration in Mainland China
於中國內地進行校企合作

Our Mainland China operations has partnered with multiple vocational and technical institutions to secure a steady pipeline of operational talent. To enhance the alignment between students' skills and our operational needs, a collaborative training programme has been introduced in partnership with the Guangdong Province Technician College of Light Industry. This programme comprises two components:

1. **Corporate Culture Curriculum:** Students gain an in-depth understanding of our corporate history and values, enhancing their cultural alignment.
2. **Specialised Training:** Our Operation Director and Culinary Management team lead theoretical and practical courses on Chinese barbecue, ensuring students acquire key industry skills.

Upon programme completion, six students joined our company, with five directly assuming barbecue production roles. Compared to traditional training methods, this approach significantly reduced training time and costs while improving efficiency.

我們的中國內地業務與多間職業技術院校建立合作關係，為營運團隊提供穩定的人才來源。為進一步加強學生技能與營運需求之間的配合，我們與廣東省輕工業技師學院合作推出培訓課程，內容涵蓋以下兩大範疇：

1. **企業文化課程**：協助學生深入了解集團的歷史與核心價值，促進文化認同。
2. **專業技能培訓**：由營運總監帶領廚務管理團隊親自授課，結合理論與實踐，教授中式燒味技藝，提升學生的行業實力。

課程結束後，有六名學生加入集團，其中五人即時投身燒味崗位。與傳統訓練方式相比，此合作模式有效縮短培訓時間及成本，大大提升培訓效率。



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Talent Retention
人才保留

We are dedicated to retaining talent by fostering a supportive and rewarding work environment that values and invests in our employees through a transparent, meritocratic performance assessment system, a well-structured career progression training plan, and an array of remuneration packages and fringe benefits.

Our remuneration package and fringe benefits are designed to enhance our employees' overall well-being and job satisfaction, ensuring they feel valued in their roles.

In our Hong Kong operations, our headquarters staff benefit from an extensive array of fringe benefits, including competitive remuneration packages, in-house training opportunities, paid annual leave, study leave, marriage leave, parental leaves (including statutory 14-week maternity leave and five-day paternity leave), discretionary bonuses, mortgage subsidies, job-related training subsidies to support continuous learning, staff discounts, comprehensive medical coverage, and retirement protection schemes (such as Occupational Retirement Schemes Ordinance ("ORSO") and Mandatory Provident Fund ("MPF") Scheme). As a people-centric organisation, we also provide bereavement leave and financial support for employees who have lost a family member.

For our frontline crew, in addition to the fringe benefits mentioned above, we provide additional tailored benefits, including complimentary duty meals, cross-district transport support allowances (specifically for Hong Kong Island staff), overtime allowances, and performance-based incentives.

We provide all staff with further incentives designed to enhance their overall well-being and job satisfaction. These include education subsidies for children to support their families, recognition and reward programme, and long service incentive to recognise loyalty and dedication, and a diverse range of well-being activities and the Employee Assistance Programme aimed at promoting physical, mental, and social health.

為建立正面積極的工作環境，提升員工整體滿意度及歸屬感，我們設有公開透明、以表現為本的績效評核制度，配合有系統的晉升及培訓規劃，並提供多元化薪酬方案及完善的員工福利。

我們的薪酬及福利制度旨在全面照顧員工身心需要，確保他們在工作崗位上獲得認同。

在香港業務方面，總寫字樓員工可享一系列福利，包括具市場競爭力的薪酬待遇、內部培訓、年假、進修假、婚假、法定十四周產假及五天侍產假、酌情花紅、按揭津貼、在職進修資助、員工購物優惠、全面的醫療保障，以及退休保障計劃（例如《職業退休計劃條例》（ORSO）及強積金（MPF）計劃）。作為以人為本的企業，我們亦為喪親員工提供恩恤假及相關經濟支援。

前線員工方面，除上述福利外，我們更提供額外針對性福利，包括當值膳食、跨區交通津貼（特別為港島區員工而設）、超時工作津貼及按表現計算的獎金等。

集團亦為所有員工提供進一步支援，例如子女教育資助、員工嘉許及獎勵計劃、長期服務獎，並舉辦多元化的身心健康活動及設有員工支援計劃，以促進員工的身心及社交健康。

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26 Years of Empowering Futures: Lo Tang Seong Educational Foundation
作育英才26載：羅騰祥教育基金

Since 1999, Café de Coral Group has pioneered employee support initiatives through the Lo Tang Seong Educational Foundation, which is the first scholarship programme established by a local catering group for employees' children. For over a quarter century, it has been transforming lives by investing in education and family well-being across our organisation.

Over the years, the foundation has awarded more than HK$40 million in scholarships, benefiting nearly 1,000 staff. In 2024, the foundation has allocated approximately HK$3.7 million to support the university education of 200 employees' children, further demonstrating our commitment to fostering educational opportunities that create lasting, multigenerational impact.

Lee Kai Hong, Operation Director of Asia Pacific Catering, have served the Group for over three decades. His remarkable 30-year journey represents more than just career progression – it is a testament to our holistic approach to employee development that extends to family support.

The Lo Tang Seong Educational Foundation played a pivotal role in this journey, enabling both of his daughters to complete their university education. Today, they carry forward this legacy of excellence in the education sector and Chinese medicine practice respectively, making invaluable contributions to society. This multigenerational impact story illustrates how the Group's investment in our people creates ripples that extend far beyond our restaurants, strengthening both families and communities.

大家樂集團於1999年成立羅騰祥教育基金，成為首個為員工子女設立獎學金計劃的本地飲食集團，開創業界先河。超過四分之一個世紀以來，基金持續投放資源於員工的子女教育及家庭福祉，為他們的生命軌跡帶來積極改變。

多年以來，基金合共頒發逾港幣4,000萬元獎學金，惠及近1,000名員工。於2024年，基金撥款超過港幣約370萬元，資助200位員工的子女修讀大學課程，進一步展現我們對教育的重視，以及對員工家庭未來發展的承擔。

泛亞飲食業務總監李啟康於集團服務超過30載，其非凡歷程不僅反映個人的事業成就，更見證集團以人為本的全人發展理念，以及延伸至員工家庭的關懷與支持。

在羅騰祥教育基金的支持下，他的兩位女兒順利完成大學學業，畢業後分別投身教育界及中醫領域，貢獻社會。這段跨代傳承的故事，正好說明集團對人才的長遠投資，不僅造福個人與家庭，更持續回饋社區，影響擴展至更廣泛的社會層面。





Karen Lee (first on the left), daughter of Lee Kai Hong (first on the right), is now a Chinese medicine practitioner, serving the community with her professional knowledge. Lee Kai Hong proudly shares his children's achievements with the Chairman of the Group, Sunny Lo (middle), expressing gratitude for the Group's all-rounded support to his family.
李啟康（右一）的女兒李芷穎（左一）現為一名註冊中醫師，運用專業知識服務社群。李啟康向與集團主席羅開光（中）分享女兒的成就，並感謝集團多年來對其家庭的全方位支持。

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Celebrating Loyalty and Legacy: “Give Me Five” Long Service Award
向長期服務員工致敬：「Give Me Five」長期服務獎

Café de Coral Group is proud to have a dedicated, loyal team of staff that has been supporting our growth for decades. Celebrating the contributions of our long-serving employees, we present the “Give Me Five” Long Service Award to employees who have journeyed with us for five years or more.

大家樂集團一直以擁有一支忠誠穩定的團隊為榮，他們多年來不懈的堅持及努力，成就了集團今天的穩健發展。為表揚長期服務的員工，我們特別設立「Give Me Five」長期服務獎，獎勵與我們並肩同行五年或以上的夥伴。



This year, **1,910** employees in **Hong Kong** and **594** employees in **Mainland China** received this award, with **161** employees in **Hong Kong** and **49** in **Mainland China** having served for **20 years or more**.

今年，**香港**共有**1,910**位員工獲頒此獎項，**中國內地**則有**594**位，當中更有**161**位**香港**員工及**49**位**中國內地**員工服務年資達**20年或以上**，展現集團與員工之間深厚的情誼與承諾。



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大家樂集團有限公司

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40 Years of Dedication
40年的奉獻

The pinnacle of this year's celebration belongs to the extraordinary individuals who have devoted 40 remarkable years to the Group. Their stories, spanning decades of dedication and excellence, embody the spirit of our organisation.

So Ka Chung
Assistant Operation Director, Café de Coral fast food

Joining the Group upon graduation, Chung began as a frontline worker and rose through the ranks. Over four decades, he worked in diverse roles – from handling the rough neighbourhood in 1980s Mong Kok to managing the bustling, multilingual Star House branch in the 2000s. His most gruelling assignment was at the airport branch, where 18-hour shifts tested his limits. Yet, his commitment never wavered – once, he sprinted across the departure hall to return a lost boarding pass just in time for a customer's flight.

Chung's excellence earned him the 2013 Hong Kong Retail Management Association Service & Courtesy Award after a rigorous three-month competition involving mystery shoppers, role-playing challenges, and high-pressure interviews. Despite the stress, he considers it a career highlight.

Reflecting on his longevity, Chung credits a growth mindset – finding joy in learning, whether mastering English for menus or studying management philosophy. His story underscores that passion and adaptability turn decades of service into a rewarding legacy.



今年的長期服務嘉許中，最矚目的莫過於服務集團達40年的卓越員工。他們不僅展現了對工作的熱誠與堅持，更是大家樂精神的最佳體現。

蘇嘉冲
大家樂快餐助理業務總監

冲哥自中學畢業後加入大家樂快餐，由前線做起，40年間歷任多個崗位，足跡遍佈不同分店。80年代他在環境複雜的旺角應對社區不同人士，千禧年代於繁忙又需三語溝通的星光行分店管理日常營運，但最辛苦的則是機場分店，當時每天連續工作18小時，近乎不眠不休，但他仍然盡力服務顧客。有一次，他拾獲客人遺下的登機證，為讓客人及時登機，他在離境大堂飛奔數百米，成功物歸原主，展現他對工作的無限投入。

憑藉出色的表現，冲哥於2013年榮獲香港零售管理協會「傑出服務獎」，在三個月期間，需要接受神秘顧客評核、即場情景演練及單獨面試。他坦言過程壓力甚大，但能獲獎是職業生涯中的珍貴成就。

談到能堅持40年的秘訣，冲哥歸功於持續學習的心態：從學習以英文介紹餐牌到進修管理理念，他總能從中找到樂趣。他的故事正好說明，只要懷抱熱誠與適應力，就能成就一段豐盛非凡的職涯故事。



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40 Years of Dedication (continued)
40年的奉獻（續）

Lam Kin Man
Area Manager, Café de Coral fast food

Kin Man began his career with the Group as a part-time employee during his secondary school years. He witnessed Café de Coral fast food's expansion, recalling the challenges of opening its first Sheung Shui branch in the 1980s. At the time, locals in the area were unfamiliar with fast-food concepts. Some mistook it for a cha chaan teng, expecting table service. Through patient guidance and teamwork, the branch thrived, becoming an integral part of the community.

One unforgettable experience was catering for a 2,000-person international Scout camp at Shek Kong Barracks pre-1997. Kin Man and over 30 colleagues lived on-site for five days, coordinating with kitchens to prepare meals around the clock. Despite the demanding pace, he cherishes the camaraderie and the unique opportunity.

Kin Man acknowledges hardships like SARS and COVID-19, which tested the team's resilience. He credits colleagues for their solidarity during crises, emphasising that overcoming challenges together defined the Group's success.

林健文
大家樂快餐業務經理

健文哥由中學時期開始在大家樂快餐擔任兼職，展開了長達40年的旅程。他見證了品牌的發展，尤記得80年代在上水開設首間分店，面對的種種挑戰。當時區內居民對快餐概念未算熟悉，不少人以為是茶餐廳，坐下等候送餐。靠著耐心解說與團隊合作，分店成功建立口碑，成為社區不可或缺的一部分。

最難忘的經歷之一，是九七回歸前在石崗軍營為超過2,000人參與的國際童軍營會提供膳食支援。他與30多位同事在營內駐守五日四夜，日以繼夜與廚房協調供餐，雖然節奏緊湊，但能與夥伴並肩作戰，亦是一次珍貴難忘的經歷。

健文哥坦言，歷經沙士與新冠疫情等艱難時期，挑戰重重，卻亦見證同事間的團結互助。他深信正是這份同甘共苦的精神，成就了集團今天的佳績。





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40年的奉獻（續）

Cheung Heung Wing
Operation Training Manager, Café de Coral fast food

Starting as a frontline employee, Wing's dedication led him to become a branch manager. During the 1997 Asian Financial Crisis, the Group prioritised service quality, prompting Wing to pivot to training and development.

In the early days, training materials were handmade. Determined to improve, Wing taught himself computers, mastering tools like Excel to modernise training. His adaptability fueled his passion for learning, later expanding into quality control, occupational safety, and advanced training techniques.

A determining moment came in 2013 when he coached colleagues, including So Ka Chung, to victory at the Hong Kong Retail Management Association Service & Courtesy Award. His mentorship even led to a friendly showdown with a former colleague trained by him in a later competition, which he won, earning media recognition and a consultancy role with the Qualifications Framework Secretariat (2024-2026).

Today, Wing focuses on safety, recruitment, and quality control, emphasising prevention through awareness, crediting cross-department teamwork for success.



張向榮
大家樂快餐業務培訓經理

榮哥由前線員工做起，憑著個人努力晉升為分店經理。1997年亞洲金融風暴期間，集團積極提升服務質素，促使他轉向培訓發展工作，開啟了職涯新篇章。

初期的培訓教材仍需人手製作，榮哥於是自學電腦，掌握Excel等工具，將訓練流程現代化。這份自學精神亦驅使他持續進修，涉獵品質監控、職業安全及培訓技巧等，逐步拓展專業領域。

2013年，他帶領蘇嘉冲等同事參加香港零售管理協會「傑出服務獎」，最終勝出，成為職業生涯的轉捩點之一。其後在另一個比賽中，他更與曾受其培訓的舊同事上演「師徒之戰」，最終榮哥再下一城，不但獲得傳媒關注，更獲資歷架構秘書處邀請，於2024至2026年出任課程顧問。

現時，他專注於職安健、招聘與品質監控等範疇，著重提升同事的安全意識，致力將意外數目降到最低，並認為跨部門合作是成功的關鍵。



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Employee Well-being and Engagement Activities
員工福祉及福利活動

Employee well-being is central to cultivating a vibrant and dynamic workplace. At Café de Coral Group, we place great emphasis on the holistic welfare of our employees, striving to create a positive and meaningful work environment. Through the organisation of a variety of activities, we aim to strengthen team cohesion, enhance employee well-being, and foster a supportive, family-like atmosphere that encourages both professional and personal growth.

In our Hong Kong operations, we celebrate key festivals with parties and gatherings, such as Christmas and Chinese New Year events, and host an annual dinner to recognise our employees' contributions. Comprising representatives from various departments, the Staff Fun Club regularly organises after-work interest classes and social events to foster harmonious relationships among colleagues, including barbecue events, handcraft workshops, and interest classes, as well as employee discount programmes. These initiatives not only enhance employee satisfaction but also strengthen the sense of community within our organisation.

In our operations in Mainland China, we have upgraded our fitness facilities and added nursing rooms. Annual events, such as talent competitions and spring gatherings, foster a sense of community and celebrate employee achievements.

員工福祉是營造充滿活力與動力的工作環境的核心。大家樂集團一直重視員工的整體身心健康，致力建立一個積極、正面及有意義的工作氛圍。我們透過舉辦多元化活動，促進團隊凝聚力，營造關愛互助的家庭式文化，鼓勵員工在專業與個人成長兩方面尋求發展。

在香港業務方面，我們會舉辦不同節日慶祝活動，如聖誕及農曆新年聚會，以及員工周年晚宴，以表揚同事的付出與努力。由跨部門代表組成的「樂滿FUN」員工活動委員亦定期舉辦工餘興趣班及聯誼活動，以促進同事間的交流，活動包括燒烤同樂日、DIY工作坊、興趣班及員工折扣活動等，不僅提升員工的滿足感，也鞏固了集團內的歸屬感與團隊精神。

在中國內地，我們亦完善員工設施，包括升級改造了健身室，增設母嬰室，並定期舉辦才藝比賽與春茗等活動，凝聚團隊歸屬感並表揚員工表現。





Our annual dinner and staff BBQ events created joyful moments for employees and their families, reinforcing our commitment to employee well-being and meaningful connections.
我們舉辦的員工周年晚宴及燒烤同樂日，為員工及其家人締造歡樂時光，體現集團對員工福祉及連繫的重視。

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Employee Mental Support and Employee Assistance Programme ("EAP")
員工心理健康及員工支援計劃

The EAP offers psychological counselling to employees facing personal, work-related, or life challenges. A 24/7 Care Express Hotline is provided, offering professional counselling and referrals for clinical psychological support, alongside ongoing mental health assistance. On top of EAP, we regularly share mental health-related resources through internal communications and online seminars, ensuring our employees have access to the support and information they need.

員工支援計劃為面對個人、工作或生活挑戰的員工提供心理輔導。我們設有全天候的「傾心快線」，提供專業輔導和臨床心理輔導轉介服務，同時持續提供心理健康支援。除員工支援計劃外，我們亦透過內部通訊和線上講座，分享心理健康相關的資訊，確保員工能獲得所需的支援與資源。

Performance Management System
績效管理制度

Guided by the Performance Management System Policy, we have implemented a robust and transparent annual performance assessment system designed to foster staff retention and self-growth. This system ensures that employees are recognised and rewarded based on their individual contributions, skills, and achievements, creating a fair and motivating work environment. By setting clear performance metrics and providing regular feedback, we empower our employees to identify their strengths, address areas for improvement, and chart their career progression within the organisation.

根據「績效管理制度政策」指引，我們實施了一套穩健而透明的年度績效評核制度，旨在鼓勵員工的留任及自我成長。該制度確保每位員工都能因其個人貢獻、技能及成就獲得公平的認可與獎勵，從而營造出一個公正、具激勵性的工作環境。透過清晰的績效指標與定期回饋，我們協助員工了解自身優勢、識別改善空間，並規劃其於集團內的職涯發展。

Our performance management system for Mainland China operations integrates business excellence with our core values, fostering a fair and transparent workplace culture. Under this system, employees co-develop personalised goals with their supervisors, receive mid-year reviews, and benefit from end-of-year evaluations linked to compensation.

中國內地業務方面，我們的績效管理制度將業務卓越與企業核心價值融合，營造公平、透明的職場文化。在此制度下，員工會與直屬主管共同制定個人化目標，並在年中展開中期回顧，年終進行績效評估，其結果與薪酬安排掛鈎。

During the reporting year, digital tools were introduced to streamline performance tracking for office, frontline, and production facilities employees in Mainland China. Incentive mechanisms were adjusted and aligned during the reporting year with key business objectives, ensuring rewards are distributed equitably based on performance and contribution.

於報告年度，我們引入數碼化工具，提升對中國內地寫字樓、前線及產製中心員工的績效追蹤效率。同時，集團亦重新調整激勵機制，與業務重點目標一致，確保獎勵機制更具公平性與激勵性。

These localised approaches on performance management not only enables employees to feel valued and supported in their professional development but also allows the Group to benefit from a highly engaged and skilled workforce.

這些因地制宜的績效管理方式，不僅讓員工感受到集團重視及支持他們的專業發展，亦有助我們建立一支熱誠與專業兼備的高效團隊。

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Café de Coral Group Team Profile (as of 31 March 2025)
大家樂集團團隊（截至2025年3月31日）

	Hong Kong (Total: 12,731) 香港（總人數：12,731）				China (Total: 6,239) 中國內地（總人數：6,239）			
	Size of Workforce (Per Employment Contract) 員工人數（根據僱傭合約）		Average Monthly Turnover[1] 平均每月流失率[1]		Size of Workforce (Per Employment Contract) 員工人數（根據僱傭合約）		Average Monthly Turnover[1] 平均每月流失率[1]	
	Full-time 全職	Part-time 兼職	2023/24	2024/25	Full-time 全職	Part-time 兼職	2023/24	2024/25
Total 總人數	6,335	6,396	5.52%	5.16%	3,879	2,360	5.87%	6.35%
By Gender 按性別劃分								
Male 男性	2,160	1,065	6.12%	6.09%	1,594	619	7.08%	7.78%
Female 女性	4,175	5,331	5.31%	4.86%	2,285	1,741	5.19%	5.54%
By Age 按年齡組別劃分								
30 or Below 30歲或以下	378	858	11.34%	10.99%	1,318	744	9.23%	10.66%
31 to 50 31至50歲	2,628	2,289	5.16%	4.72%	1,975	1,203	3.93%	4.14%
51 or Above 51歲或以上	3,329	3,249	4.52%	4.46%	586	413	4.94%	4.58%

[1] Average monthly turnover refers to the average number of leavers in each category of each month in the reporting period. This is based on the number of leavers in each category for the month divided by the number of employees in that category at the end of that month. Employee turnover is defined as full-time and part-time employees who leave voluntarily or due to dismissal, retirement, or death in service during the reporting period.
「平均每月流失率」是指報告年度內每月各員工組別流失率的平均數。此數字的計算方法為：該月份內某類別的離職人數除以該月月底該類別的僱員總數。「員工流失」是指於報告年度內，所有全職及兼職僱員因自願離職、被解僱、退休或在職期間離世而離開公司的情況。

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Nurturing and Developing Talent
培育與發展人才

Ensuring that every employee can grow and thrive, the Group allocates significant resources and places strong emphasis on the holistic development of our workforce. We empower employees to enhance their skills and advance their careers within the Group by offering structured training programmes and providing financial assistance to support continuous learning.

為確保每位員工都能成長及進步，集團投放大量資源，積極推動員工的全面發展。我們透過提供有系統的培訓計劃及持續學習的資助，協助員工提升技能，並在集團內實現長遠的職業發展。

Established in 2016, the Group Training and Development Committee, chaired by the Head of Group Training and Development department and comprising trainers and training representatives from all business units, plays a pivotal role in aligning training and development strategies with the Group's overall goals and business objectives. The committee supports the design and implementation of training programmes tailored to the diverse needs of business units, ensuring consistency and relevance. Additionally, it serves as a platform for communication and the sharing of best practices on training and development matters across the organisation, fostering collaboration and continuous improvement.

集團培訓及發展委員會於2016年成立，由集團培訓及發展部主管擔任主席，成員包括來自各業務單位的培訓主管與代表，致力確保整體培訓發展策略與集團的目標和業務方向一致。委員會支援設計和推行切合不同業務單位需要的培訓項目，確保內容一致且具針對性，同時亦為機構內培訓工作的交流與最佳實務分享提供平台，促進合作及持續改進。

Building a robust talent pool to support the Group's long-term sustainable growth is achieved through empowerment, leadership development, and nurturing high-potential individuals. Regular development assessments and succession planning are conducted in collaboration with the management of business units to ensure a healthy and continuous talent pipeline.

為配合集團的長遠可持續發展，我們着重賦能、領袖培訓及發掘具潛力人才，藉以建立穩健的人才梯隊。人力資源部與各業務單位管理層定期進行發展評估與傳承計劃，確保人才供應穩定並具延續性。

The Group offers a wide range of programmes and courses tailored to staff at all levels, focusing on leadership, customer service and product quality, compliance and policy, as well as occupational safety and health.

集團為不同層級的員工提供多元化培訓計劃，涵蓋領導能力、顧客服務與產品質素、合規及政策、職業安全與健康等範疇。

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Key Area 範疇	Objective 目的	Programmes in the Reporting Year 報告年度推行的培訓計劃
Leadership **領導能力**	Equip our team with the essential workplace knowledge and skills to lead for success. 賦予團隊必要的職場知識與技能，以引領他人取得成功。	Through leadership training and team collaboration programmes, we enhance employees' skills and their ability to work effectively as a team. During the reporting year, the Group organised the following initiatives: 透過領導力培訓及團隊協作項目，提升員工的技能及團隊合作成效。於報告年度內，集團推行了以下培訓項目： 1. Tailored mindset and functional workshops were offered to different teams, such as team building, Culture Day, and 100-Day Project for various teams. 為不同團隊專設心理及職能工作坊，例如團隊建設、文化日及「100天工程」。 2. The Area Management Training Programme was implemented for business units. 為各業務單位實施「區域管理培訓計劃」。 3. Two sessions of Roundtables de Coral on project management and collaboration were held for the senior management. 為高級管理層舉辦兩場「集團學習圓桌論壇」，主題包括項目管理與團隊協作。 4. Cross-functional Team Building Workshop was conducted for the participants of the Goals and Objectives Meeting with a focus on self-understanding and team communication techniques. 為目標及策略會議的參加者舉辦跨部門團隊建立工作坊，內容包括自我認識及團隊溝通技巧。
Customer Service and Product Quality **顧客服務及產品質素**	Enhance the overall customer experience by improving the quality of our food and services. 提升食物及服務的質素，全面改進顧客體驗。	Through standardised in-store training programmes, we equip our employees with the knowledge and skills necessary to ensuring food quality, safety, and hygiene, as well as the ability to deliver exceptional customer service. 我們為員工提供標準化的店內培訓，讓他們掌握食品質素、安全及衛生的相關知識和技能，同時提升顧客服務水平，致力為顧客提供良好的用餐體驗。
Compliance and Policy **合規及政策**	Ensure all employees adhere to our stringent compliance requirements. 確保所有員工均嚴格遵守集團的合規要求。	Training sessions and informative talks are offered to deepen employees' understanding of our governance framework and regulatory compliance. These sessions address critical topics, including equal opportunities, anti-corruption measures, anti-discrimination policies, and the protection of personal data and privacy. 8 sessions of compliance seminar were held for over 500 headquarters staff to enhance awareness on anti-corruption and information security. To ensure ongoing awareness and adherence, we also conduct regular online quizzes to evaluate employees' understanding of compliance measures. 我們定期舉辦培訓及講座，加深員工對企業管治架構及相關法規的了解，內容包括平等機會、防貪措施、反歧視政策，以及個人資料與私隱保障等重要議題。年內共舉辦八場合規講座，逾500名總寫字樓員工參與，提升對反貪與資訊安全的認知。為持續鞏固員工的合規意識，我們亦設有定期網上測驗，評估員工對相關知識的掌握程度。
Occupational Safety and Health (OSH) **職業安全與健康**	Foster a culture of safety in daily operations and enhance employees' understanding of OSH. 在日常營運中培養安全文化，提升員工對職安健的認識。	Provide tailored training programmes for employees at all levels, with a focus on emergency response procedures, accident prevention and management, basic first aid, and fire safety. 我們為不同職級的員工提供度身訂造的培訓，內容包括緊急應變程序、事故預防與處理、基本急救知識，以及消防安全等，積極加強員工的安全意識，減低營運風險。

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Further enhancing employee growth, the Group provides sponsored training opportunities, enabling eligible employees to strengthen their skills and acquire new ones to excel in their roles. Employees are also encouraged to pursue recognised professional qualifications relevant to their job responsibilities. In addition, the Group sponsors professional memberships that align with employees' roles or provide access to market intelligence, professional networks, and industry resources, fostering their professional growth and overall contribution to the organisation.

為進一步推動員工成長，集團提供培訓資助，讓符合資格的員工強化既有技能並掌握新知識，讓他們在崗位上有更出色的表現。我們亦鼓勵員工考取與其職責相關的專業資格，並資助與其工作範疇相關，或有助獲取行業資訊、專業網絡及資源的專業會籍，提升他們的專業水平，增強對集團的整體貢獻。

To promote the growth and development of our management team in Mainland China, we conducted comprehensive skills and potential assessments. This included gathering feedback from supervisors, department heads, colleagues, the Human Resources department, and the employees themselves. Based on their feedback, we designed personalised development plans for each individual.

為推動中國內地管理團隊的持續成長與發展，集團進行全面的技能與潛能評估，包括收集主管、部門主管、同事、人力資源部及員工本人的意見，並根據評估結果，為員工度身訂造個人發展計劃。

Professional and Management Skills
專業及管理技能

The Area Management Training Programme is designed to enhance the management capabilities of senior branch managers, ensuring they are well-prepared to step into area leadership roles, while also strengthening the Group's long-term talent pool and succession plan. It provides a comprehensive one-year training programme for employees across four of our brands in Hong Kong: Café de Coral fast food, Super Super Congee & Noodles, Mixian Sense, and Lane Noodles.

區域管理培訓計劃旨在提升資深分店經理的管理能力，為晉升區域管理層做好準備，同時鞏固集團的長遠人才庫與承傳梯隊。此計劃為期一年，涵蓋集團旗下四個香港品牌：大家樂快餐、一粥麵、米線陣及巷仔見麵館，為員工提供全面的培訓體驗。

Launched in October 2023, the programme is structured into nine modules, with seven focusing on operations and management and two centred on general competencies. Each module integrates diverse and immersive learning activities designed to enhance participants' operational and managerial skills, including site meetings, menu tastings, store evaluations, and job-shadowing exercises. A key highlight of the programme is the six-month Improvement Project, in which participants have to identify operational issues in their assigned branches and develop detailed improvement plans, applying their newly acquired knowledge to real-world challenges. During the reporting year, 10 employees successfully completed the training programme. By empowering employees to acquire deeper managerial expertise, the programme paves the way for their future careers while contributing positively to the Group's sustainable development.

計劃於2023年10月啟動，共分為九個單元，其中七個聚焦於營運與管理技巧，另兩個涵蓋通用能力。每個單元結合多元化及沉浸式學習活動，如實地會議、菜單試味、分店評估及影子工作等，全方位提升學員的營運及管理實力。計劃的一大亮點為為期六個月的「改善計劃」，學員需於所屬分店識別營運問題，並制定具體的改善方案，將所學知識應用於實際情境之中。在報告年度內，共有十位員工成功完成整個培訓計劃。該計劃增進參與同事的知識和技能，不僅深化他們的職涯發展，更驅動集團持續發展。

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Qualifications Framework Recognised Programmes
資歷架構認可課程

The Group has been an active participant in the Hong Kong Qualifications Framework ("HKQF") certification programme since 2016. Notably, we were the first catering company to achieve HKQF Level 4 certification, which corresponds to Associate Degrees or Higher Diplomas. This achievement stands as a testament to our unwavering commitment to excellence.

During the reporting year, two of our internal training courses, namely, "Certificate in Restaurant Operations" and "Certificate in Restaurant Management", have successfully passed the HKQF Level 3 re-accreditation process oversaw by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ).

64 employees have completed HKQF-recognised courses at various levels during the reporting year, with more than 2,908 hours of face-to-face training delivered, providing continuous learning opportunities for high-potential staff. 51 employees passed the Recognition of Prior Learning Assessment and 1 was recognised in the Award Scheme for Learning Experiences. Nearly 10 of the graduates were able to secure promotion opportunities, reflecting the effectiveness of these programmes.

自2016年起，我們一直積極參與資歷架構（HKQF）計劃認證，並成為首間取得資歷級別4認證（相等於副學士或高級文憑）的餐飲企業，足證我們對卓越營運的堅持。

在報告年度內，我們兩項內部培訓項目「餐廳營運證書」和「餐廳管理證書」都成功通過香港學術及職業資歷評審局（HKCAAVQ）的評估，繼續獲得資歷級別3認證。

64名員工於報告年度內完成不同級別的資歷架構認可課程，我們提供合共超過2,908小時的面授培訓，為高潛力人才提供持續進修機會。此外，有51人取得「過往資歷認可」，一人於「學習體驗獎勵計劃」中獲獎。參與資歷架構認可項目的畢業生中，近十人成功獲得晉升機會，充分反映該項目的成效。

Case Study 焦點案例

Celebrating Learning Achievements at the Corporate Graduation Ceremony
集團畢業典禮嘉許學習成果

We are proud to celebrate the achievements of over 100 frontline staff members across various business units who have successfully completed our internal Qualification Frameworks Programme and Staff Development Programme. Demonstrating unwavering commitment, these graduates collectively dedicated more than 6,500 hours to training and development, and we are confident they will continue to apply their enhanced skills and knowledge to their day-to-day roles.

The Corporate Graduation Ceremony underscored the success of our training initiatives and highlighted our organisation's dedication to supporting the professional growth of our employees. We extend our heartfelt congratulations to all graduates and our gratitude to the trainers, mentors, and colleagues who supported them throughout this journey. As we witness the continuous growth and advancement of our graduates, we look forward to the positive impact they will undoubtedly bring to our organisation, further strengthening our talent pipeline and driving sustainable success.

我們欣然見證超過100位來自不同業務單位的前線員工，成功完成集團內部資歷架構培訓項目及員工發展計劃，展現出堅定不移的學習精神。這批畢業學員合共投放超過6,500小時於培訓與發展上，並將所學應用於日常崗位中，展現專業實力。

集團舉辦畢業典禮，彰顯培訓計劃的成效，亦體現我們對員工專業成長的重視與支持。我們衷心祝賀所有畢業員工，並感謝導師、培訓人員及同事的支持與陪伴。見證畢業學員不斷成長與邁步向前，我們深信他們將為集團帶來積極影響，進一步強化人才梯隊，推動可持續發展。



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Training and Development Initiatives in Mainland China
中國內地培訓及發展項目

For our Mainland China operations, we regularly organise skill development workshops and courses, such as "Talent Pipeline and Coaching Skills", "Primary/Intermediate Duty Management" and "Restaurant Management". To strengthen employees' professional and managerial competencies. These workshops cover topics such as customer information management, service innovation, and brand analysis, helping teams deepen their understanding of brand identity and core values. In our Mainland China operations, we have implemented an array of initiatives to facilitate staff training and development during the reporting year:

- A training and development framework implemented since 2023, focusing on four areas: general skills, professional skills, business acumen, and leadership. Annual training plans are tailored to align with market trends and departmental requirements.
- "Daily Service Practice" scenario-based training programme for frontline employees, designed to enhance service quality.
- Inaugural subsidy programme to encourage employees to pursue certifications or further education. 28 employees obtained professional certifications through this programme, including 7 who earned Project Management Professional qualifications, significantly enhancing cross-departmental project execution.
- "Collaboration Workshop" for 51 mid- and senior-level management members, featuring digital business simulations and challenges for participants to develop a deeper understanding of collaboration and value-driven objectives. Following the workshop, eight targeted project groups were established to address and resolve key organisational challenges.
- "Digital Strategy Workshop" for the management team, focusing on organisational capability, product innovation, data utilisation, and intelligence. The resulting strategic framework provides a strong foundation for subsequent digital transformation efforts.
- A one-day workshop on marketing and branding by Prof. Howard Lam from the Chinese University of Hong Kong for 40 members across operational units, providing insights for the enhancement of business strategies.

在中國內地業務方面，我們定期舉辦技能發展工作坊和課程，例如「人才庫存與輔導技能」、「初級／中級職責管理」和「餐廳管理」等，以加強員工的專業和管理技能。工作坊涵蓋客戶資訊管理、服務創新和品牌剖析等主題，有助提升團隊對品牌和核心價值的理解。在報告年度內，我們在中國內地業務推行多項員工培訓與發展舉措，包括：

- 自2023年起實施的培訓及發展框架，聚焦四大範疇：通用技能、專業技能、商業技能及領導力。每年根據市場趨勢及部門需求，度身制定年度培訓計劃。
- 為前線員工推出《服務天天練》情景訓練計劃，提升整體服務質素。
- 推出首個員工培訓補貼計劃，鼓勵員工考取專業資格或持續進修。報告年度內，28位員工透過該計劃獲取專業認證，其中七位獲頒專案管理專業人士資格認證（PMP），顯著提升跨部門項目執行效能。
- 為51位中高層管理人員舉辦「協同工作坊」，透過數碼商業模擬及挑戰活動，深化對團隊協作與價值導向目標的理解。工作坊後成立八個專項項目小組，針對組織重點問題提出解決方案。
- 為管理團隊舉辦「數位化戰略工作坊」，聚焦組織能力、產品創新、數據應用與智能化發展，勾畫了未來數碼轉型的策略藍圖。
- 邀請香港中文大學林邦源教授為來自不同業務單位的40位員工主持一天的市場營銷及品牌定位工作坊，有助優化業務策略。

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Case Study 焦點案例

Strengthening Professional Development for Operational Leaders
強化營運管理層的專業發展

To further support the professional growth of our operational leaders, our Mainland China operations has comprehensively upgraded its operations management training programmes. The General Management Curriculum has been restructured into a shared course, enabling both front-of-house and kitchen management teams to learn collaboratively. Meanwhile, the Professional Skills Curriculum has been transformed into parallel courses, allowing management teams from different units to specialise in their respective areas of expertise. The Training Department has also worked closely with the Culinary Team to recruit and train several professional culinary instructors for these specialised courses.

During the reporting year, 410 branch management personnel have been trained, equipping them with enhanced management capabilities and specialised skills. These efforts have laid a solid foundation for future business growth and strengthened the Group's commitment to operational excellence and talent development.

為進一步推動營運管理層的專業發展，中國內地業務全面升級營運管理課程。管理通識類課程已重設為共享課，讓前線營運及廚房管理團隊能共同學習、交流經驗；而專業力課程則劃分為平行課程，按職能分流授課，讓不同崗位的管理人員專注提升其專業領域的技能。培訓部亦與廚務團隊緊密合作，招募並培訓多位專業廚務講師，以擔任專業課程的導師。

本報告年度共培訓了410名分店管理層，全面提升其管理能力及專業技能，為未來業務發展奠定穩固基礎，亦印證集團在業務卓越與人才培育方面的堅定承諾。



Industry Representation and Public Engagement
業界參與及公共交流

We actively contribute to the development of industry talent and standards through participation in key public committees. During the reporting year, Tammy Wong, Corporate Director (Human Resources), was appointed as a member of the Catering Industry Training Advisory Committee under the Qualifications Framework. Victor Lam, Senior Manager (Group Training and Development), has been a member of the Retail Trade Training Board under the Vocational Training Council since 2019. Additionally, for the academic years 2024/25 to 2025/26, Executive Chef Yeung Man Ping and Operation Training Manager Cheung Heung Wing were appointed as External Examiners for two Qualifications Framework programmes – "Certificate in Basic Beverage and Snack Production" (QF Level 1) and "Certificate in Fast Food Operation" (QF Level 1) – offered by the Shine Skills Centre under the Vocational Training for People with Disabilities Office of the Vocational Training Council. These appointments reflect the Group's commitment to advancing industry standards, fostering professional training, and supporting skills development within the catering sector.

我們積極參與公共委員會，致力推動行業人才發展及提升業界標準。於報告年度內，人力資源集團總監黃潔怡獲委任為資歷架構轄下餐飲業行業培訓諮詢委員會成員。集團培訓及發展政務經理林智傑自2019年起亦一直擔任職業訓練局零售業訓練委員會成員。此外，於2024/25及2025/26學年，行政總廚楊文平及業務培訓經理張向榮分別獲委任為兩項資歷架構課程的外聘考評員，包括由職業訓練局轄下展亮技能發展中心開辦的「基礎飲品及小食製作證書」（資歷級別1）及「快餐店營運實務證書」（資歷級別1），充分體現集團在提升行業標準、推動專業培訓及支持飲食業技能發展方面的堅定承諾。

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發展與培訓表現數據

	Hong Kong 香港				Mainland China 中國內地			
	Employees Trained (%) 受訓員工（百份比）		Average Training Hours of Employees Trained 平均每位員工的受訓時數		Employees Trained (%) 受訓員工（百份比）		Average Training Hours of Employees Trained 平均每位員工的受訓時數	
	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25
By Employee Category 按職劃分								
Senior Management 高級管理層	100%	**100%**	26.6	**29.3**	100%	**100%**	22	**27**
Middle Management 中級管理層	100%	**100%**	63.7	**68.9**	83%	**100%**	82	**72.6**
General Staff and Frontline Staff 一般及前線員工	100%	**100%**	83.7	**83.8**	99%	**99%**	91	**92.4**
By Gender 按性別劃分								
Male 男性	100%	**100%**	79.9	**81.0**	97%	**99.5%**	97	**96.2**
Female 女性	100%	**100%**	82.6	**82.8**	99%	**99.1%**	86	**87.9**

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Prioritising Safe and Healthy Work Environment
以安全健康工作環境為優先

Our commitment to workplace safety has been recognised with the Best Employee Health & Safety Programme Gold Award at the Best HR Awards 2024, organised by CTgoodjobs, marking the fourth consecutive year for us to receive this recognition.

Occupational Safety and Health ("OSH") is a fundamental aspect of the Group's operations. We are deeply committed to providing a safe and healthy working environment for all employees by adhering to relevant laws and regulations, including but not limited to the Factories and Industrial Undertakings Ordinance (Cap. 59 of the Laws of Hong Kong), the Factories and Industrial Undertakings (Safety Management) Regulation (Cap. 59AF of the Laws of Hong Kong), the Occupiers' Liability Ordinance (Cap. 314 of the Laws of Hong Kong), the Occupational Safety and Health Ordinance (Cap. 509 of the Laws of Hong Kong), and the Occupational Safety and Health Regulation (Cap. 509A of the Laws of Hong Kong). For our Mainland China operations, we adhere to the Work Safety Law of the People's Republic of China, ensuring that we meet all local OSH standards and requirements.

我們對職場安全的承諾備受肯定，在CTgoodjobs主辦的「Best HR Awards 2024」中榮獲「最佳員工健康及安全計劃金獎」，為連續第四年獲得此項殊榮。

職業安全與健康（職安健）是集團營運的重要基石。我們堅持為全體員工提供安全及健康的工作環境，嚴格遵守相關法例及規定，包括但不限於《工廠及工業經營條例》（香港法例第59章）、《工廠及工業經營（安全管理）規例》（香港法例第59AF章）、《佔用人法律責任條例》（香港法例第314章）、《職業安全及健康條例》（香港法例第509章）及《職業安全及健康規例》（香港法例第509A章）。我們在中國內地的業務也遵守《中華人民共和國安全生產法》，確保全面符合當地的職安健標準及要求。

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Incident Management and Safety Oversight
事故管理及安全監督

The Group has updated the OSH policy and OSH Handbook during the reporting year, and established an incident handling guideline that outlines incident reporting mechanisms and protocols for reviewing and investigating workplace incidents. The Group's dedicated OSH team is responsible for implementing safety policies, managing risks, and ensuring the well-being of employees. The OSH Committee, which includes representatives from various business units, meets every two months to review and develop the Group's overall safety strategy. Each business unit has its designated OSH representatives and sub-committees to ensure that policies are effectively implemented.

We established a comprehensive reporting procedure for OSH incidents to ensure prompt and effective handling of workplace safety issues. All OSH incidents happened in operation units, regardless of severity, must be reported immediately through the web-based reporting portal, documenting the incident details, including the nature of the event, the individuals involved, and any potential contributing factors. Serious incidents will be escalated to the Group's crisis management team, which includes representatives from multiple departments, to assess the situation and implement corrective measures. Machinery or equipment involved in the incident will be sealed off to prevent further use until a thorough investigation by qualified experts is completed. Findings from the investigation, along with proposed corrective actions, are reviewed during bi-monthly OSH Committee meetings to prevent recurrence. We also conduct regular internal and third-party safety audits to proactively identify and mitigate potential risks, ensuring strict compliance with safety regulations while maintaining a secure and hazard-free working environment.

We actively promote workplace safety by recognising outlets that have maintained a record of zero work-related injuries. In the past six years, the Group has no record of work-related fatalities, reflecting the effectiveness of our safety protocols.

在報告年度內，集團已更新「職業安全政策」及《職業安全健康手冊》，並制定了事故處理指引，明確列出事故通報機制及檢視與調查職場事故的相關程序。我們亦設有專責的職安健團隊，負責落實安全政策、管理風險及保障員工福祉。職安健委員會由不同業務單位的代表組成，每兩個月召開一次會議，檢討及制定整體安全策略。各業務單位亦設有職安健代表及小組，確保各項政策有效執行。

我們建立了全面的職安健事故通報程序，以確保及時有效處理職場安全事故。所有業務單位發生的職安健事故，不論嚴重程度，必須即時透過網上通報平台申報，並記錄事故詳情，包括事件性質、涉事人員及潛在成因等。若為重大事故，將由集團危機應變小組處理，該小組由多個部門代表組成，負責評估事件及制定糾正措施。涉事機器或設備亦會即時封存，直至由合資格專家完成調查為止。調查結果及建議的改善措施將於職安健委員會的雙月會議中審議，從而防止同類事故再次發生。此外，我們定期進行內部及第三方安全審核，主動識別及防範潛在風險，確保嚴格遵守相關安全法規，維持安全無隱患的工作環境。

我們積極推動職業安全，特別嘉許於報告年度內錄得零工傷的分店。在過去六年內，集團並無錄得任何因工致命個案，反映我們安全措施的成效。

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Training and Employee Awareness
培訓及員工安全意識

To ensure employees have the necessary knowledge to maintain workplace safety, the Group provides regular OSH training and assessments for all staff based in Hong Kong. Monthly communications are distributed to raise safety awareness, and relevant frontline employees are equipped with personal protective equipment. Special training sessions are organised to address emerging safety topics. In total, 12,729 employees in Hong Kong participated in safety and health training during the reporting year, ensuring that workplace safety remains a top priority.

為確保員工具備維持工作場所安全所需的知識，集團為香港員工提供定期的職安健培訓及評估。我們每月發放安全資訊，加強員工的安全意識，並為有需要的前線員工提供個人防護裝備。針對新出現的安全議題，我們亦會安排專題培訓。年內，合共12,729名香港員工參與職安健培訓，反映我們對工作場所安全的高度重視。

In alignment with the Factories and Industrial Undertakings (Safety Management) Regulation (Cap. 59AF of the Laws of Hong Kong), which came into effect on 29 April 2024, the Group has taken proactive measures to strengthen OSH across its operations. OSH representatives from various business units completed the "Risk Assessment (RIS)" training course organised by the Occupational Safety and Health Council ("OSHC"), addressing the remaining four elements of the safety management system.

為配合於2024年4月29日起生效的《工廠及工業經營（安全管理）規例》（香港法例第59AF章），集團積極推行多項措施，進一步強化整體職安健管理。各業務單位的職安健代表已完成由職業安全健康局舉辦的「（RIS）風險評估」課程，內容涵蓋安全管理系統餘下的四項元素。

The following targeted external training sessions and seminars have been organised:

我們舉辦了以下具針對性的外部培訓課程及研討會：

Course 課程	External Organiser 外部提供者
Risk Assessment (RIS) training for the updated Factories and Industrial Undertakings (Safety Management) Regulation 更新《工廠及工業經營（安全管理）規例》「（RIS）風險評估」培訓課程	Occupational Safety and Health Council ("OSHC") 職業安全健康局（職安局）
Conflict Management 衝突管理	
Webinar on "Understanding Extreme Heat and Preventing Heat Stroke at Work" 「認識極端酷熱天氣及預防工作時中暑」網上講座	
Webinar on "Preventing Common Accidents in the Catering Industry and Relevant Safety Legislation" 「預防飲食業常見意外及相關安全法例」網上講座	
Webinar on "Effective Strategies for Addressing Workplace Verbal Violence" 「有效應對職場語言暴力」網上講座	
5S Workplace Organisation Trainer Programme 5S工作場所整理訓練員	
First aid training 急救培訓	Hong Kong Red Cross 香港紅十字會
Workplace injury and public liability sharing sessions 工傷及公眾責任分享會	Insurance company 保險公司

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OSH Initiatives in Mainland China
中國內地職安健措施

For our operations in Mainland China, we prioritise occupational safety and health, establishing a dedicated Occupational Health and Safety Management Committee to oversee initiatives such as:

1. Regular safety training, expert-led seminars, and fire drills to enhance awareness and preparedness. First aid training is regularly provided to staff, and safety signage is displayed prominently across facilities to reinforce safety awareness. Outlets with exemplary safety records are recognised to promote a culture of safety. OSH information is shared frequently with employees via our WeChat platform to ensure accessibility and engagement.

2. Comprehensive workplace hazard assessments, thorough audits and inspections of factories and outlets are carried out systematically to detect and address any safety concerns. To further protect our employees, testing of anti-pinch devices and anti-slip surfaces is performed consistently, reinforcing a culture of workplace safety.

3. Annual occupational health check-ups are provided to high-risk employees, enabling early identification of health problems and ensuring their overall well-being.

4. Upgraded safety facilities, including fire shutters and improved ventilation systems, to ensure a secure working environment.

我們於中國內地的營運同樣重視職業安全與健康，並設立專責的職業健康與安全管理委員會，統籌及推動以下多項措施：

1. 定期舉辦安全培訓、專家講座及消防演習，以提升員工的安全意識及應變能力。我們為員工提供定期急救培訓，並於各營運設施張貼清晰的安全標示，加強安全提醒。表現出色的分店亦會獲得表揚，以推廣安全文化。集團亦透過微信平台持續向員工分享職安健資訊，提升資訊可達性及員工參與度。

2. 全面進行工作場所風險評估，工廠及分店亦會定期接受全面審查與巡查，以識別及處理潛在安全隱患。我們亦持續測試防夾裝置及防滑地面，進一步保障員工安全，加強安全職場文化。

3. 每年為高風險崗位員工提供職業健康體檢，及早發現健康問題，保障員工整體健康福祉。

4. 升級安全設施，包括加裝防火捲簾及完善通風系統，營造更安全的工作環境。

Case Study 焦點案例

Fire Safety Campaign in the National Fire Safety Awareness Month
「全國消防宣傳月」消防安全活動

In alignment with the National Fire Safety Awareness Month in November, during the reporting year, our food processing plant in Mainland China organised two fire safety initiatives aimed at enhancing employees' awareness and preparedness for fire emergencies.

為配合每年11月的「全國消防宣傳月」，在報告年度內，我們於中國內地的食品加工廠舉辦了兩項消防安全活動，旨在提升員工對消防安全的認識及加強火災應變水平。



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Building a Diverse and Inclusive Team
建立多元共融團隊

We are committed to promoting inclusion, diversity, and equal opportunities that exceed statutory requirements, removing employment barriers for vulnerable and minority groups. We have zero tolerance on discriminations or harassments based on age, gender, race, nationality, sexual orientation, or any other characteristic unrelated to professional performance.

As such, we strictly adhere to local relevant legislations, including but not limited to the Sex Discrimination Ordinance (Cap. 480 of the Laws of Hong Kong), the Disability Discrimination Ordinance (Cap. 487 of the Laws of Hong Kong), the Family Status Discrimination Ordinance (Cap. 527 of the Laws of Hong Kong), the Race Discrimination Ordinance (Cap. 602 of the Laws of Hong Kong), and the Labour Law of the People's Republic of China.

Our policies and guidelines clearly detailed fair recruitment practices, including the Human Rights and Equal Employment Opportunity Policy and the Employee Recruitment Guidelines. These policies are regularly reviewed to ensure their effectiveness.

We have been awarded the Best Diversity, Equity & Inclusion Strategy Gold Award at the Best HR Awards 2024, organised by CTgoodjobs, for the fourth consecutive year, as well as the recognition of Supportive Family-friendly Good Employer awarded by the Labour Department of the HKSAR Government, highlighting our steadfast commitment to cultivating diversity and promoting equity and inclusion at every level.

我們致力推動共融、多元與平等機會，積極為弱勢與少數群體消除就業障礙，所作出的努力超越法例要求，亦對任何基於年齡、性別、種族、國籍、性傾向或與專業表現無關的因素所引致的歧視或騷擾，採取零容忍態度。

為此，我們嚴格遵守本地相關法例，包括但不限於《性別歧視條例》（香港法例第480章）、《殘疾歧視條例》（香港法例第487章）、《家庭崗位歧視條例》（香港法例第527章）、《種族歧視條例》（香港法例第602章），以及《中華人民共和國勞動法》。

我們的政策及指引，例如「人權及平等就業機會政策」及「員工招聘指引」，明確訂明公平招聘的實踐準則，並會定期檢視以確保其效能。

我們已連續四年獲得由CTgoodjobs舉辦的「Best HR Awards 2024」頒發的「最佳員工多元、公平及共融策略大獎」金獎，亦榮獲香港特別行政區政府勞工處頒發的「為你『家』『友』好僱主」嘉許，彰顯我們在企業各層面持續推動多元、公平與共融的堅定承諾。

Gender Profile by Employment Category
按職類劃分的性別比例概況

	Hong Kong 香港		Mainland China 中國內地	
	Male 男性	Female 女性	Male 男性	Female 女性
Senior Management 高級管理層	36	16	7	10
Middle Management 中級管理層	681	372	252	178
General Staff and Frontline Staff 一般及前線員工	2,508	9,118	1,954	3,838



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As an equal opportunity employer, we provide opportunities for:

All Gender, All Age Groups, and All Family Status

We warmly welcome middle-aged individuals, full-time mothers or fathers, and retirees to join our team. For example, the on-site meal box dispatching team at Luncheon Star is primarily composed of individuals who need to prioritise family responsibilities and are unable to commit to a full-time role. To support their work-life balance, we provide flexible working arrangements and rostering tailored to their schedules and family obligations. Additionally, we collaborated with NGOs, including the Hong Kong Sheng Kung Hui Welfare Council, to provide job opportunities for residents of Light Public Housing and Transitional Housing.

All Ethnic Groups

We create opportunities for individuals from diverse ethnic backgrounds to integrate into and make valuable contributions to the community. As of March 2025, 421 non-Chinese employees of various ethnicities including Thai, Indian, Indonesian, Nepalese, Pakistani, and Filipino, were employed by the Group.

Individuals with Special Needs

We have established long-term strategic partnerships with over 100 NGOs, educational institutions, and government agencies, to support the career development of individuals with special needs. As of March 2025, the Group employed 241 individuals with physical or learning challenges and organised 14 recruitment events with NGOs including Caritas, Heep Hong Society, Hong Chi Association, and the Hong Kong Federation of Handicapped Youth. We are also a supporter of the Work Orientation and Placement Scheme introduced by the Labour Department of the HKSAR Government. In our Mainland China operations, we support employees with disabilities through targeted hiring and collaborations with NGOs.

作為平等機會的僱主，我們致力為以下人士提供就業機會：

不同性別、年齡及家庭狀況的人士

我們歡迎中年人士、全職父母及退休人士加入我們的團隊。例如，活力午餐的到校餐膳派送團隊主要由需要兼顧家庭責任、未能從事全職工作的員工組成。為協助他們在工作與生活之間取得平衡，我們提供彈性上班安排及排班制度，以配合其個人時間與家庭需要。此外，我們亦與香港聖公會福利協會等非政府機構合作，為過渡性房屋及簡約公屋居民創造就業機會。

不同族裔人士

我們積極為不同族裔人士創造融入社區及貢獻所長的機會。截至2025年3月，集團聘用了421位非華裔員工，包括泰國、印度、印尼、尼泊爾、巴基斯坦及菲律賓等族裔。

有特殊需要人士

我們與超過100間非政府機構、教育機構及政府部門建立長期策略性合作夥伴關係，支持有特殊需要人士的職業發展。截至2025年3月，集團共聘用了241名有身體或學習障礙的員工，並與明愛、協康會、匡智會及香港傷殘青年協會等機構合辦了14場招聘活動。我們亦支持由香港特區政府勞工處推行的「就業展才能計劃」。於中國內地業務，我們亦透過有針對性的招聘及與非政府機構合作，支援殘障人士就業。

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Case Study 焦點案例

Championing Inclusion: Chun Fung's Journey of Growth at Café de Coral
職場共融：豐仔在大家樂的成長故事

Among our employees with special needs working across our various business units, Chun Fung's story at Café de Coral fast food particularly embodies our commitment to inclusive employment. After completing vocational training at Hong Chi Association, Chun Fung joined us as a shop assistant. When asked to rate his work experience, his beaming response said it all: "A perfect score!"

在我們眾多擔當不同崗位的特殊需要員工之中，豐仔在大家樂快餐的故事，充分展示集團對共融就業的堅持。完成匡智會的職業培訓課程後，豐仔加入我們成為店務助理。當被問及對工作體驗的評分，他滿臉笑容地回答：「滿分！」

Over the past year, his enthusiasm and dedication have shone through in every task, making him an invaluable member of our team. What truly stood out was how Chun Fung thrived in his role. His interactions with colleagues and customers were marked by warmth and professionalism, earning him frequent praise for his outstanding performance. He formed meaningful connections with those around him, reflecting our core belief that everyone deserved the chance to grow and succeed professionally.

過去一年，他展現對工作的投入與熱誠，已成為團隊中不可或缺的一員。最令人欣喜的，是他在崗位上表現出色，不但與同事相處融洽，對顧客亦始終如一地展現親切及專業，經常獲得讚賞。他與身邊的人建立了真摯的聯繫，正正反映出我們的核心信念—每個人都值得擁有成長和成功的機會。

By creating a supportive and inclusive environment, we aim to create space for everyone to realise their self-worth, utilise their strengths, and engage with the community. Chun Fung stands as proof that when given the right support, every individual can excel and inspire. His success story reinforces our belief in promoting equal opportunities and fostering a workplace culture that celebrates diversity, care, and inclusion.

我們致力營造一個具支援性的共融環境，讓每位員工都能發揮所長、建立自信，並積極參與社會。豐仔的成功經歷，印證了只要有適切的支援，每個人都可以閃耀發光，啟發他人。他的故事亦實現了我們對平等機會的承諾，以及在職場中培養多元、關愛與共融文化的堅定信念。



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Enhancing Employee Engagement and Communication
增強員工投入感及溝通

We are committed to fostering an open and inclusive workplace culture, placing significant emphasis on employee feedback as a cornerstone of our organisational development. Each year, the Group defines its strategic direction through the Goals and Objectives Meeting, attended by senior management, where key priorities for the year ahead are established. These strategies are then effectively communicated to middle management during the Business Strategy and Review Meeting, ensuring alignment across the organisation. To further embed these objectives into individual business units, we utilise a range of communication channels, including newsletters, mobile applications, meetings with senior management, town hall sessions, branch visits, "Have Your Say" feedback collection channel, and focus group discussions. This multi-faceted approach ensures that the Group's strategic vision is clearly conveyed, fostering engagement and collaboration at all levels of the organisation.

我們致力營造開放共融的工作文化，並視員工意見為推動企業發展的基石。集團每年舉行「目標及策略會議」，由高級管理層共同制定來年的重點方向；其後，會於「業務檢討及策略會議」向中級管理層傳達，確保整體策略一致。為進一步將目標融入各業務單位，集團透過多元溝通渠道，包括內部通訊、手機應用程式、高層見面會、員工大會、分店探訪、「好橋你有SAY」意見平台及焦點小組討論等，廣泛傳揚集團願景，提升員工參與度與協作意識。

To enhance connections with our colleagues, we actively share company updates and employee stories through social media platforms, fostering a stronger sense of community and engagement across the organisation. Since 2018, we have been publishing the Communications 100 staff quarterly newsletter, which was initially distributed in print format but has since transitioned to an electronic version. This shift ensures easier access for employees and enables a broader reach throughout the organisation, aligning with our efforts to modernise internal communications.

為加強與同事的連繫，集團積極運用社交媒體分享公司資訊及員工故事，營造團隊歸屬感與互動文化。自2018年起，我們推出《傳訊100分》員工季刊，初期以紙本形式發行，現已轉為電子版本，方便員工隨時閱覽，亦更貼合數碼化溝通趨勢。

In addition, we have transformed a wall in the canteen of our head office into a dedicated information-sharing space. This initiative invites different departments and business units to showcase updates, share news related to their areas of expertise, and highlight their contributions. This creative and interactive approach facilitates cross-departmental collaboration and strengthens the flow of information within the organisation.

此外，我們將總寫字樓飯堂的一幅牆身轉化為資訊展示區，鼓勵不同部門及業務單位輪流展示最新動向與部門亮點，促進跨部門交流及資訊流通。

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Fostering Connection and Empowerment Through People-Centric Leadership
透過以人為本的領導方式　促進連繫與賦能

Our CEO, Piony Leung, has championed a series of impactful internal communication activities designed to ensure every team member feels valued, heard, and empowered. These efforts, firmly rooted in our culture of inclusivity and mutual support, strengthen alignment and engagement across our diverse workforce, ensuring that everyone is an integral part of our shared vision and mission.

From dynamic town hall sessions to intimate breakfast meetings and personalised one-to-one conversations with the CEO, over 800 employees across various functions and business units in Hong Kong and Mainland China have actively engaged in these initiatives. Most recently, a successful immersion tour to Mainland China provided a meaningful platform for open dialogue and the exchange of ideas, fostering deeper connections across teams.

集團首席執行官梁可婷積極推動一系列具影響力的內部溝通活動，致力讓每位員工都感受到被重視、被聆聽及被賦能。這些舉措反映出我們包容與互助的文化，有效加強來自不同崗位員工之間的協同和投入，凝聚團隊力量，共同實現集團願景與使命。

由充滿活力的員工大會，到親切的早餐交流及與首席執行官的一對一對話，至今已有超過800位來自香港與中國內地不同職能及業務單位的員工積極參與相關活動。最近舉行的內地沉浸式探訪更提供寶貴的平台，促進跨部門團隊之間的開放交流與深入聯繫，提升團隊凝聚力。









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Promoting Collaboration and Innovation Through Corporate Cultural Building
企業文化項目推動協作與創新

During the reporting year, our Mainland China operations focused on building "collaboration" and "innovation" as our corporate culture values, encouraging departments to work together to enhance efficiency. As part of this initiative, a case collection and awards programme has been launched to recognise outstanding examples of corporate cultural values in action. Additionally, a 2-week employee appreciation campaign was held, where colleagues shared messages of gratitude and admiration. This initiative significantly boosted appreciation, emotional connections, and the willingness to collaborate, facilitating the successful completion of cross-departmental projects with results exceeding expectations.

中國內地業務於報告年度以「協同」及「創新變革」為企業文化主題，鼓勵各部門攜手合作，提升整體營運效能。為表揚在實踐企業文化表現卓越的員工與團隊，我們特別舉辦了個案收集及評獎活動，並開展為期兩週的「誇誇大會」，讓員工互相分享感謝與欣賞，加強情感連繫及合作意願，推動跨部門專案順利完成，成效超出預期。

At the Business Strategy and Review Meeting, exemplary cross-departmental projects and demonstrations of cultural values were recognised. Seven employees received the Café de Coral Cultural Pioneer award, while four projects – covering aggregated payment systems, attendance and scheduling, data platforms, and store asset management – were honoured with the Best Cross-Departmental Project Team award. These exemplary individuals and teams provided tangible demonstrations of the Group's cultural values in daily practice, strengthening cohesion and collaboration across the organisation.

在業務檢討及策略會議上，表現卓越的跨部門項目及企業文化實踐個案獲得表揚。當中，七位員工榮獲「大家樂文化先鋒」獎項，四個包括綜合支付系統、考勤排班、資料平台及門店資產管理的專案團隊，則獲頒「最佳跨部門專案團隊」。他們的表現充分展現企業文化價值於日常工作的實踐，有效強化團隊凝聚力與跨部門協作。

Recognising the importance of employee well-being in fostering a thriving workplace, we regularly organise engaging activities to nurture positive relationships within our work environment. Please refer to the "Building and Sustaining Our Talent Pool" section for details.

員工福祉對營造積極職場文化有重大影響，因此我們定期舉辦多元化活動，以促進同事之間的正面互動與關係。如欲了解詳情，請參閱「建立與維持人才庫」章節。





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Case Study 焦點案例

Strengthening Alignment Through Strategic Engagement and Collaboration
策略性交流及協作　強化整體一致性

Goals and Objectives Meeting

During the reporting year, department heads from both Hong Kong and Mainland China participated in the Goals and Objectives Meeting. The event included highly engaging and rewarding team building exercises and interactive games, as well as business units sharing their goals and objectives, fostering, cross-departmental collaborations.

Business Strategy and Review Meeting

Our annual Business Strategy and Review Meeting this year was held in a hybrid format with both in-person and online live streaming. Apart from reflecting on our past achievements and celebrating the hard work and dedication of our teams to deliver exceptional products and services to customers, we also outlined the Group's future development goals and business plans, ensuring alignment and shared purpose across the organisation.

目標及策略會議

於報告年度，來自香港及中國內地的各部門主管參與了目標及策略會議。會議期間進行了一系列極具投入感和趣味的團隊建設活動及互動遊戲，讓參加者深有得著，並由各業務單位分享其目標與工作計劃，鼓勵跨部門團隊協作。

業務檢討及策略會議

今年的年度業務檢討及策略會議以線上線下混合形式舉行。除了回顧過往成就及表揚團隊在提供卓越產品與服務方面的努力和貢獻外，亦闡述了集團未來的發展目標與業務計劃，確保整個組織在共同願景下步伐一致。





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Focusing on Food
專注食物

We prioritise sourcing and delivering food responsibly, with a strong emphasis on sustainability. By adhering to stringent quality and safety standards, we ensure that every meal reflects our dedication to excellence and care.

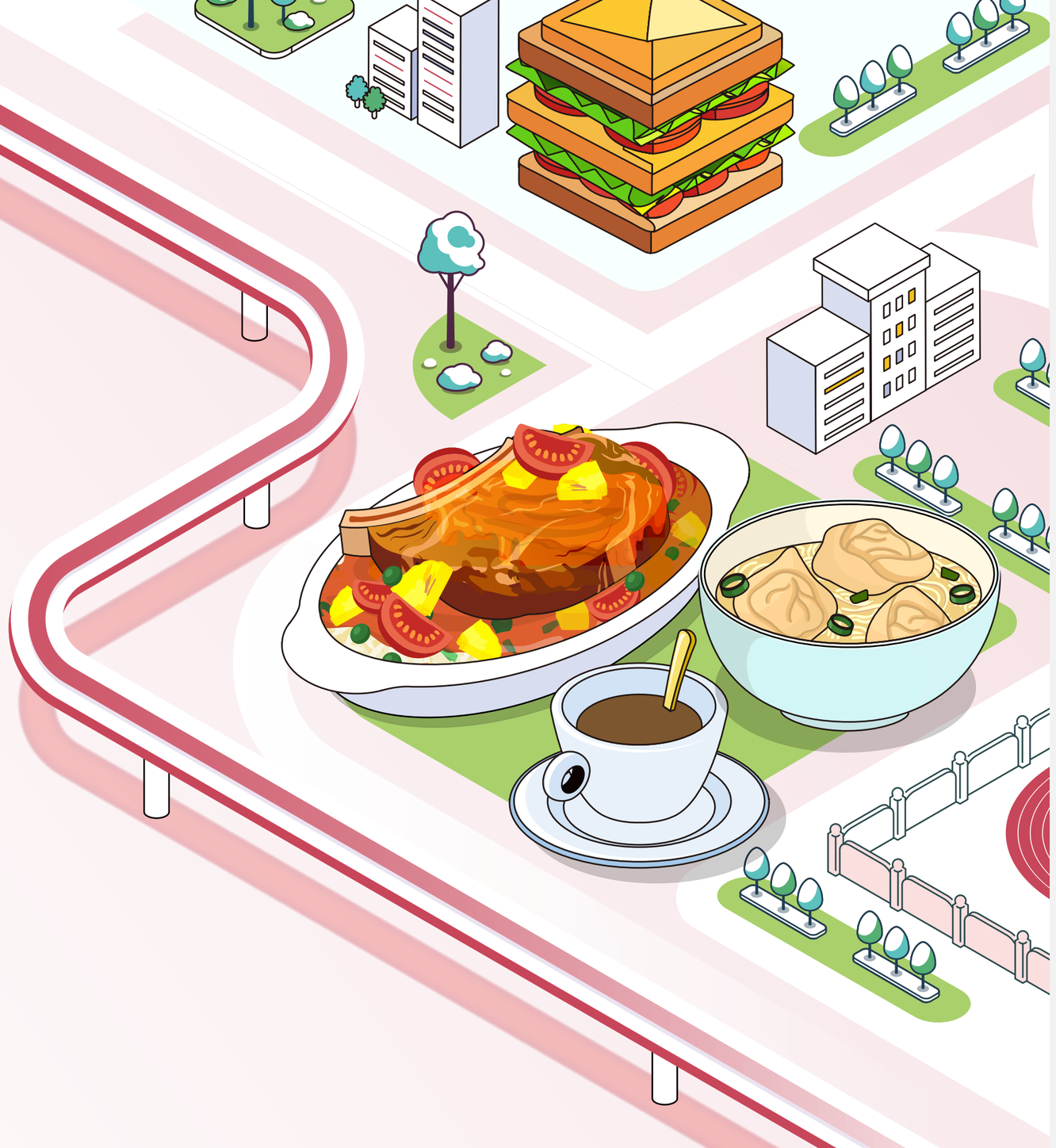
我們重視負責任的採購及食品供應，並高度重視可持續性，通過遵循嚴謹的品質及安全標準，確保每一餐都體現出我們對卓越與關懷的承諾。

Relevant Sustainable Development Goals
相關可持續發展目標



Focus Areas
重點範圍

- Responsible sourcing
  負責任採購
- Food quality and safety
  食品品質與安全
- Food nutrition and health
  食品營養與健康



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Adopting Responsible Sourcing
負責任採購

We place the utmost importance on the sustainability, safety, and quality of our supply chain, ensuring strict compliance with all applicable laws and regulations, including but not limited to the Food Safety Ordinance (Cap. 612 of the Laws of Hong Kong), the Food and Drugs (Composition and Labelling) Regulation, the Public Health and Municipal Services Ordinance (Cap. 132 of the Laws of Hong Kong), the Food Safety Law of the People's Republic of China, and other relevant legislation.

我們高度重視供應鏈的可持續性、安全性及質素，並嚴格遵守所有適用的法例及規例，包括但不限於《食物安全條例》（香港法例第612章）、《食物及藥物（成分組合及標籤）規例》、《公眾衛生及市政條例》（香港法例第132章）、《中華人民共和國食品安全法》及其他相關法例。

Our procurement and processing procedures are governed by rigorous standards. To ensure product safety and quality, we conduct audits of key suppliers, implement standardised quality control measures for critical food products, and require compliance with the Corporate Food Safety Policy. We prioritise partnerships with suppliers who demonstrate commitment to sustainability and animal welfare.

整個採購和加工程序受嚴格的標準約束。為確保產品安全和質素，我們對主要供應商進行審核，並為重要食品實施標準化質素監控，並要求供應商遵守「集團食物安全政策」。我們優先與重視可持續發展及動物權益的供應商合作。

Supply Chain Management
供應鏈管理

The thriving of our business critically depends on sourcing high-quality goods from reliable suppliers worldwide. In the procurement process, we carefully evaluate risk, product variety, cost, and quality. By fostering direct relationships with strategic suppliers and developing long-term partnerships, we aim to build a dependable and resilient supply chain.

集團業務能夠蓬勃發展，有賴於從世界各地可靠的供應商採購優質產品。我們在採購過程中會全面考慮風險、種類、成本及質素等因素，並通過與策略性供應商緊密接觸，建立長期夥伴關係，締造可靠且有韌性的供應鏈。

Strategic Suppliers Classification Criteria

- Providers of critical or customised products
- Highest procurement volume
- Willingness to co-develop and launch new products

策略性供應商分類標準

- 供應關鍵產品或訂製產品
- 最高採購量
- 願意共同開發和推出新產品

Our Purchasing Manual clearly defines policies, procedures, and responsibilities, while the Corporate Food Safety Policy establishes food handling and traceability standards. The Supplier Code of Conduct outlines environmental and social requirements, including labour practices, human rights, occupational health and safety, and business ethics. For our Mainland China operations, specific standards have been established for key food ingredients, overseen by a dedicated inventory team responsible for monitoring food storage and transportation.

我們的「採購手冊」清晰界定各項政策、程序及職責；而「集團食物安全政策」則訂立食品處理及追蹤規章。「供應商行為守則」制定了供應商須遵守的環境及社會責任要求，包括勞工措施、人權、職業安全健康和商業道德。就中國內地業務，我們已為主要食品原材料制定具體標準，並由專責庫存團隊監察食品的儲存及運輸。

During the reporting period, our Hong Kong operations worked with 348 food suppliers, 22.8% of which were direct procurement partners. In Mainland China, we collaborated with 157 food suppliers, with 67% being direct partners.

在報告年度內，香港業務共與348間食品供應商合作，其中22.8%為直接採購。中國內地業務則與157間食品供應商合作，其中67%為直接採購。

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Food Origin by Geographical Region
按地理區域劃分的食物原產地

	Hong Kong 香港	Mainland China 中國內地	Fruits 水果	Seafood 海產	Vegetables 蔬菜	Basic Groceries 糧油雜貨	Meat 肉類	Dairy Products 奶製品	Canned Products 罐頭產品
Hong Kong 香港	9.84%	0.56%		● ●	● ●	● ●	● ●		
Mainland China 中國內地	49.99%	73.92%		● ●	● ●	● ●	● ●		
Asian Countries (excluding Mainland China) 亞洲國家（中國內地除外）	13.59%	3.56%		● ●	● ●	● ●	● ●		
Australia and New Zealand 澳洲及紐西蘭	2.67%	5.12%		● ●			● ●	● ●	
South Africa 南非	0.72%	0.1%	● ●	● ●					
North and South America 南北美洲	18.33%	14.21%	● ●				● ●		
Europe 歐洲	4.87%	2.53%					● ●	● ●	● ●
Africa 非洲	0.01%	-				●			

Number of Food Suppliers by Geographical Region
按地理區域劃分的食品供應商數量
(Hong Kong)
（香港）

348 food suppliers 食物供應商

Hong Kong 香港	322
North and South America 南北美洲	5
Europe 歐洲	2



12 / 157	Mainland China 中國內地
6	Asian Countries (excluding Mainland China) 亞洲國家（中國內地除外）
1	Australia and New Zealand 澳洲及紐西蘭

Number of Food Suppliers by Geographical Region
按地理區域劃分的食品供應商數量
(Mainland China)
（中國內地）

157 food suppliers 食物供應商

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To enhance procurement efficiency across Hong Kong and Mainland China, we have implemented robust digitalised systems in collaboration with our digitalisation team:

- **Branch Management System:** Consolidates store and central production centre orders, streamlining procurement processes and facilitating direct communication with suppliers.
- **Electronic Data Interchange System:** Standardises transactions between the central production centre and suppliers and improves efficiency.
- **Product Compliance Audit System:** Enhances transparency and communication with suppliers, strengthens monitoring of suppliers and their upstream partners, and facilitates the sharing of critical information.
- **Enterprise Resource Planning System:** Consolidates data across business units to support material and production planning.

In emergency or extreme situations, supply chain disruptions may pose significant challenges. To address these risks, we work proactively with suppliers to establish robust contingency plans, ensuring the stability and continuity of raw material and product supplies. In the event of disruptions, our teams respond swiftly by adjusting menus and operations to minimise any impact on business continuity and customer satisfaction.

為提升香港及中國內地採購效率，集團與數碼化團隊合作，推行多項穩健的數碼化系統，包括：

- **分店管理系統**：整合分店與中央產製中心的訂單，簡化採購流程，並促進與供應商之間的直接溝通。
- **電子數據互換系統**：標準化中央產製中心與供應商之間的交易，提高整體效率。
- **產品合規審核系統**：促進供應商及其上游夥伴的公開的溝通及監控，並加強重要關鍵資訊共享。
- **企業資源規劃系統**：整合各業務單位的數據，以支援材料和生產的規劃。

在緊急或極端情況下，供應鏈中斷可能帶來重大的挑戰，為應對相關風險，我們積極與供應商合作，制訂全面的應變計劃，以確保原材料及產品持續穩定供應。一旦發生中斷，我們的團隊會迅速調整餐單及營運安排，將對業務持續性及對顧客的影響減至最低。

Supplier Selection and Performance Management
供應商選擇和績效管理

We employ a robust and systematic approach to supplier selection and performance management to ensure the highest quality of our food supply. In alignment with our Supplier Code of Conduct, all suppliers are subject to a comprehensive evaluation process to verify their compliance with local regulations, international standards, and other critical requirements, such as raw material quality, audit results, and service performance. New suppliers are required to pass stringent food safety inspections and evaluations, with preference given to those who demonstrate strong social and environmental responsibility.

Our supplier monitoring system is fully aligned with ISO 9001 and ISO 22000 quality and food safety management standards. For our Mainland China operations, we maintain stringent sourcing criteria for key ingredients, collaborating with audited and reputable suppliers, including respected state-owned enterprises and industry-leading partners.

我們採用嚴格及系統化的供應商篩選及績效管理機制，以確保食品供應維持最高質素。根據「供應商行為守則」，所有供應商須經過全面評估，以核實其是否遵守本地法規、國際標準及其他關鍵要求，例如原材料質素、審核結果及服務表現等。所有新供應商均須通過嚴格的食物安全審查與評估，重視社會及環境責任的供應商亦將獲集團優先考慮。

我們全面的供應商監控系統完全符合ISO 9001及ISO 22000質素與食品安全管理標準。在中國內地業務方面，我們對主要原材料實施嚴格採購標準，並與經審核且具有良好聲譽的供應商合作，包括國營企業及在業界具領導地位的夥伴。

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The Corporate Quality Assurance department regularly reviews and enhances compliance audit workflows to uphold rigorous food quality and safety standards. Audit activities have been extended to include high-risk upstream suppliers and cold-chain suppliers, further strengthening oversight of raw materials. Additionally, a supplier rating system has been implemented in Mainland China to refine the supplier evaluation process. Feedback is communicated to suppliers, and corrective actions are mandated when necessary. Suppliers who fail to meet our standards or repeatedly breach them may face termination of their contracts, ensuring the integrity of our supply chain.

During the reporting period, we conducted audits on 117 (Hong Kong) and 241 (Mainland China) suppliers, and on-site factory audits on 13 (Hong Kong) and 65 (Mainland China) suppliers respectively. No supplier contracts were terminated in Hong Kong and Mainland China due to their inability to meet our stringent standards.

集團品質保證部定期檢視和完善合規審核工作流程，以維持嚴格食品質素與安全標準。審核活動已擴展到高風險類別的上游和冷鏈供應商，以加強對原材料的監管。此外，我們在中國內地實施了供應商評級系統，以加強我們的供應商選擇流程，我們向供應商傳達評估結果，必要時會要求採取糾正措施。如供應商無法滿足我們的標準或重複違反標準，可能會被終止合約，以保障供應鏈的健全。

在報告年度內，集團對117間香港供應商及241間中國內地供應商進行了審核，並分別對13間（香港）及65間（中國內地）供應商進行實地工廠審核。香港及中國內地方面並無供應商因未能達標而被終止合約。

Supplier Relationship Management
供應商關係管理

To ensure a stable and reliable supply chain, we cultivate long-term partnerships with key suppliers whose scale, procurement value, and product uniqueness are critical to our operations. Regular online meetings are conducted to review pricing trends, assess supply stability, and strengthen collaboration. We actively explore new business opportunities through initiatives such as food demonstrations with chefs, enabling suppliers to showcase their products and unlock potential collaborations. We also attend industry events, such as the Food and Hotel Asia (FHA) exhibition in Singapore, to stay informed about the latest market developments and innovations. Furthermore, we conduct factory visits as part of our Supplier Relationship Management programme, allowing us to assess suppliers' operational standards, discuss improvement opportunities, and build stronger ties.

For new suppliers, we offer tailored guidance and support to help address supply chain challenges effectively. Selected suppliers benefit from dedicated technical assistance aimed at improving operational efficiency and optimising production processes, fostering mutual growth and resilience.

為了確保供應鏈的穩定可靠，我們與具規模、採購價值及產品獨特性對我們業務重要的供應商，建立持久合作關係。我們定期與他們進行線上會議了解當前的價格趨勢和供應穩定性，從而促進雙方的合作。此外，我們透過不同活動發掘潛在合作機會，例如舉辦食材展示會，讓供應商可向主廚展示產品，促進業務交流。我們亦參與行業活動，例如新加坡的亞洲食品與酒店展（FHA），以掌握最新市場動向與創新趨勢。我們亦透過供應商關係管理計劃安排工廠參觀，讓團隊深入了解供應商的營運標準、交流改善建議及鞏固合作關係。

對於新的供應商，我們提供專門指導和指引，協助他們有效應對供應鏈挑戰。部分獲選供應商更可獲得專業技術支援，以提升營運效率及優化生產流程，實現互惠互利與共同成長。

Supplier Training and Capacity Building
供應商培訓和能力建設

Capacity-building and training form a cornerstone of our supplier engagement strategy, ensuring continuous improvement and alignment with our standards. Regular training sessions cover a comprehensive range of topics, including emerging industry trends, risk management strategies, potential growth opportunities, insights gained from past food safety incidents, occupational safety and health best practices, updates on relevant laws and regulations, and core principles of sustainability. Additionally, we provide both induction and refresher training on our Supplier Code of Conduct, reinforcing compliance and fostering a shared commitment to excellence across our supply chain.

能力建設和培訓是集團供應商參與策略的重要一環，推動供應商持續進步，並確保與集團標準保持一致。我們定期舉辦培訓，涵蓋廣泛範疇，包括行業新興趨勢、風險管理策略、潛在增長機遇、過往食品安全事件的經驗分享、職業安全與健康的最佳實踐、相關法規更新，以及可持續發展的核心理念。

此外，我們亦為供應商提供「供應商行為守則」的迎新及重溫培訓，進一步強化合規意識，並促進整個供應鏈對卓越品質的共同承諾。

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Case Study 焦點案例

Supplier ESG Survey: Building a More Sustainable Value Chain
供應商ESG調查：共建可持續價值鏈

As part of our ongoing commitment to responsible and sustainable operations, the Group conducted a Supplier ESG Survey during the reporting period. The survey engaged key suppliers from both our Hong Kong and Mainland China operations, assessing their practices in environmental protection, compliance, social responsibility, and occupational safety and health.

A core priority of the survey was evaluating our key suppliers' strict adherence to local regulations and ethical business conduct, ensuring alignment with our corporate values and sustainability objectives.

This initiative serves as a critical baseline assessment, helping us identify strengths and improvement opportunities across our value chain, and develop targeted action plans for continuous ESG progress. The insights gained will guide our efforts to strengthen supplier engagement, mitigate risks, and drive long-term sustainability, reinforcing our dedication to ethical, environmentally conscious, and socially responsible operations.

作為集團持續推動負責任及可持續營運的一部分，我們於報告年度進行了供應商ESG調查。調查涵蓋香港及中國內地的主要供應商，評估其在環境保護、合規、社會責任及職業安全與健康方面的實踐情況。

是次調查的核心重點之一，是審視主要供應商在遵守本地法規及商業道德方面的表現，確保其營運與集團的企業價值觀及可持續發展目標一致。

該項調查亦為我們提供了重要的基準評估，協助識別整個價值鏈中的優勢與尚待改善之處，並制訂具針對性的行動計劃，以持續提升ESG表現。調查結果將有助我們加強與供應商的聯繫、降低潛在風險，並推動長遠的可持續發展，進一步印證我們對道德營運、環境責任及社會承擔的堅定承諾。



Traceability of Raw Materials
原材料可追溯性

We have implemented a comprehensive traceability system to uphold the safety, quality, and integrity of raw materials across our supply chain. For our Hong Kong operations, the GS1 Traceability System facilitates seamless information flow, capturing key data such as supplier details, quantities, production dates, and expiry dates. To further enhance procurement efficiency, we collaborate with GS1 Hong Kong, leveraging the Electronic Data Interchange System for streamlined order processing and invoicing. This integration ensures that every step of the procurement process aligns with the Group's rigorous standards and requirements.

Our robust traceability framework enables swift and effective product recalls in the event of safety or compliance concerns, safeguarding customer well-being while mitigating potential legal and reputational risks. In such instances, we promptly provide suppliers with relevant information to facilitate thorough investigations and implement corrective and preventive measures. All recall cases are reported to the Management Board, ensuring transparency, accountability, and continuous improvement within our operations.

為確保供應鏈中原材料的安全、質素與完整性，集團已建立全面的可追溯系統。於香港業務方面，我們採用GS1追溯系統，以確保資訊流通無阻，涵蓋的關鍵資料包括供應商資料、數量、生產日期及有效期等。為進一步提升採購效率，我們亦與香港貨品編碼協會（GS1 Hong Kong）合作，應用電子數據互換系統，以簡化訂單處理及開票流程。系統整合有助整個採購程序全面符合集團嚴格的標準和要求。

完善的可追溯框架讓我們在遇到食品安全或合規風險時，能迅速及有效地進行產品回收，以保障顧客健康，並減低潛在的法律及聲譽風險。如發生此類情況，我們會即時向供應商提供相關資料，以便展開徹底調查，並採取糾正及預防措施。所有回收個案均會向管理局提交報告，以確保營運透明、問責及持續獲得改進。

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Commitment to Animal Welfare
堅守動物權益

Animal welfare is a fundamental priority within our supply chain, and we are committed to ensuring humane treatment at every stage. During the reporting period, 25% of the meat and poultry procured for our Hong Kong operations were sourced from suppliers who prioritise animal welfare, surpassing our annual target of 18%.

These suppliers comply with the Five Freedoms of Animal Welfare as defined by the World Organisation for Animal Health, which include freedom from hunger and thirst, freedom from discomfort, freedom from pain, injury, or disease, freedom to express normal behaviour, and freedom from fear and distress. This commitment reflects our dedication to promoting ethical practices while addressing consumer expectations for responsibly sourced products.

動物權益一直是我們供應鏈管理的所重視的一環。集團致力確保動物於整個生產過程中獲得人道對待。於報告年度內，香港業務所採購的肉類及家禽產品中，有25%來自重視動物權益的供應商，超出年度目標18%。

該類供應商遵守由世界動物衛生組織所訂定的「動物權益五大自由」，當中包括免於飢渴、免於不適、免於疼痛、創傷或疾病、有表現自然行為的自由，以及免於恐懼和壓力。此舉不僅反映集團對推動道德營運的重視，亦回應顧客對負責任採購產品的期望。

Sustainable and Responsible Sourcing
可持續及負責任採購

As consumers place greater emphasis on the nutritional value and sustainability of their food, we remain committed to integrating social and environmental considerations into our procurement processes. Our objective is to source a growing proportion of responsibly produced ingredients, while fostering strong, collaborative partnerships with suppliers who align with our sustainable development principles. As such, in support of sustainable fisheries, we prioritise seafood procurement from suppliers certified by the Aquaculture Stewardship Council (ASC), Marine Stewardship Council (MSC), or any equivalent sustainable seafood certifications, ensuring that our practices contribute to the long-term health of marine ecosystems and the communities that depend on them. During the reporting period, 77% of the seafood procured for our Hong Kong operations has been certified as sustainable, surpassing our annual target of 75%.

隨着顧客日益重視食物的營養價值及可持續性，集團致力將社會及環境因素納入採購流程之中。我們的目標是逐步增加負責任生產食材的採購比例，並與秉持可持續發展理念的供應商建立穩固且具協作性的合作關係。為支持可持續漁業發展，我們優先向獲水產養殖管理委員會（ASC）、海洋管理委員會（MSC）或其他具同等認證的供應商採購海產，確保集團營運有助維護海洋生態系統的長遠健康，並惠及仰賴海洋資源的社區。於報告年度內，香港業務所採購的海鮮產品中，有77%獲可持續認證，高於我們75%的年度目標。



77% of the seafood procured for Hong Kong operations certified as sustainable
香港業務採購的海鮮獲可持續認證

Our brands have integrated a diverse range of sustainable seafood options into their menus, including:

- **The Spaghetti House's** Deep Water Ling Fillet with Vegetables, Baked Rice with Avocado and Fish Fillet, Fish and Chips, and Petite Baked Spaghetti with Bolognese and Cheese
- **Oliver's Super Sandwiches'** Pollock Fillet Linguine in Spinach Cream Sauce, Fried Fish Fillet Brioche, and Classic Fish and Chips with Truffle Mayonnaise

The percentage of sustainable seafood procured may vary depending on menu changes, as seasonal adjustments or the introduction of new dishes can temporarily affect sourcing. However, we remain steadfast in our commitment to meeting and exceeding our sustainability targets in the long term.

我們旗下品牌已將多款可持續海鮮納入餐單，包括：

- **The Spaghetti House（意粉屋）**：深海青衣柳配烤薯菜、牛油果魚柳焗意式飯、脆炸魚柳拼薯條、輕盈忌廉芝士焗菠菜煎魚柳意式飯
- **Oliver's Super Sandwiches（利華超級三文治）**：鱈魚柳菠菜忌廉扁意粉、炸魚柳牛油軟包、炸魚薯條配黑松露蛋黃醬

可持續海鮮的採購比例或會因餐單調整而略有變動，例如季節性更換或新菜品推出，但我們將繼續堅守可持續採購承諾，致力長遠達標甚至超標。

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Furthering our dedication to ethical and responsible sourcing, The Spaghetti House proudly serves Rainforest Alliance Certified coffee, ensuring environmentally friendly farming practices and better livelihoods for farmers. Meanwhile, selected Oliver's Super Sandwiches outlets offer Fair Trade coffee, supporting equitable wages and sustainable community development. By choosing these responsibly sourced beverages, we provide great taste with a positive impact. In our Mainland China operations, all food supplied undergoes stringent testing to guarantee safety and quality. Suppliers are required to submit regular testing reports that comply with national standards, certifying their products as free of additional antibiotics and hormones. Upon delivery, we perform comprehensive inspections to detect antibiotic and veterinary drug residues, while vegetables must be accompanied by batch-specific pesticide testing reports to ensure compliance with safety regulations.

在推動道德及負責任採購方面，The Spaghetti House（意粉屋）提供獲雨林聯盟認證的咖啡豆，支持環境友善的農耕方式及改善農民生計；部分Oliver's Super Sandwiches（利華超級三文治）分店則提供公平貿易咖啡，推動合理薪酬及可持續社區發展。透過選用這些負責任採購的飲品，集團致力提供美味產品，同時創造正面影響。中國內地業務方面，所有供應食品均須通過嚴格測試以確保安全與質素。供應商須定期提交符合國家標準的檢測報告，證明其產品沒有添加抗生素及激素。我們亦於收貨時進行全面檢測，以確保無抗生素及獸藥殘留；而蔬菜方面，則須附有批次農藥殘留檢測報告，以符合安全法規。



Supporting Poverty Reduction in China's Rural Area
支持中國內地農村地區扶貧工作

In line with our commitment to combat poverty and contribute to China's poverty alleviation policy, during the reporting year from impoverished regions we directly sourced:

為響應集團扶貧承諾，並支持中國的扶貧政策，我們於本報告年度內直接從貧困地區採購：

Eggs 雞蛋	131	tonnes 公噸
Cabbage 椰菜	232	tonnes 公噸
Rice 稻米	2,029	tonnes 公噸

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Delivering Safe and High-Quality Food
提供安全和優質的食品

Our major food processing facilities in Hong Kong and Mainland China, along with some of our outlets, are certified to meet ISO 9001, ISO 22000, and Hazard Analysis and Critical Control Points (HACCP) standards. These certifications highlight our unwavering commitment to upholding the highest standards of food safety and quality management. Our operational procedures are also aligned with the latest ISO 22000:2018 standards, ensuring compliance with evolving global requirements, enhancing our food safety framework, and demonstrating our dedication to excellence in food production and handling. To further ensure compliance and continuous improvement, internal audits are conducted regularly by our in-house internal auditor. Nine Asia Pacific Catering outlets and one Oliver's Super Sandwiches outlet successfully obtained HACCP certification, while four Asia Pacific Catering outlet achieved ISO 9001:2015 certification, further reinforcing our adherence to international quality benchmarks.

集團位於香港及中國內地的主要食品加工設施，以及部分門店，均獲得ISO 9001、ISO 22000及食物安全重點控制（HACCP）標準的認證，彰顯集團對最高食品安全與品質管理標準的堅持。我們的營運程序亦已完全符合ISO 22000:2018標準，確保集團在全球食品安全要求不斷演變下的合規性，持續強化食品安全框架，並體現我們於食品生產及處理上的卓越承諾。為保證合規及持續改進，集團內部審核人員定期進行內部審核。九間泛亞飲食分店及一間Oliver's Super Sandwiches（利華超級三文治）分店成功獲取HACCP認證，另有四間泛亞飲食分店獲得ISO 9001:2015認證，進一步鞏固我們對國際質素標準的承諾。

Our Corporate Food Safety Policy set out clear procedures and practices to minimise risks associated with food handling processes, including receiving, storage, preparation, processing, distribution, and supply, ensuring the safety and quality of our food products at every stage of the supply chain. For seven consecutive years, the Group has been honoured with the Diamond Enterprise Award under the GS1 Hong Kong Quality Food Scheme, acknowledging our exemplary performance in maintaining superior standards of food safety and traceability across our operations.

「集團食物安全政策」訂立清晰的程序與守則，涵蓋收貨、儲存、準備、加工、生產、配送及供應等多個流程，致力於供應鏈每一個環節中減低食品處理相關風險，確保產品的安全與質素。集團連續七年獲頒香港貨品編碼協會「優質食品計劃」的「鑽石企業獎」，表揚我們於食品安全及可追溯性方面持續維持卓越水平的表現。

During the reporting year, there were no product recalls resulting from safety or health issues, underscoring our unwavering dedication to safeguarding the wellbeing of our customers and upholding the integrity of our supply chain.

於報告年度內，集團並無發生任何因安全或健康問題而進行的產品回收個案，足證我們對保障顧客健康及維護供應鏈完整性的堅定承諾。

Case Study 焦點案例

Awarded for Seven Consecutive Years for Continuous Commitment to Food Safety and Traceability
連續七年獲獎　貫徹食品安全及可追溯性原則



Ensuring the highest standards of food safety and product quality remains a cornerstone of our business, enabling us to build and maintain trust with our valued customers. We are honoured to be recognised by GS1 Hong Kong as a Diamond Enterprise in their Quality Food Scheme Plus 2024 once again this year.

This marks the seventh consecutive year we have received this prestigious award, reaffirming our unwavering dedication to upholding exceptional safety and traceability standards throughout our supply chain. It also reflects our commitment to delivering products of outstanding quality that meet and exceed customer expectations.

確保最高的食品安全與產品質素標準，一直都是集團營運的基石，以贏得顧客的信任。今年，我們再次榮獲香港貨品編碼協會「優質食品計劃+」的「鑽石企業」肯定。

集團已連續七年獲此殊榮，印證我們在供應鏈的各個環節上，貫徹卓越的安全與可追溯性標準，並彰顯我們致力提供優質產品、滿足甚至超越顧客期望的承諾。

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Quality Control and Assurance
品質控制和保證

Safeguarding the highest standards of food safety and quality is central to our mission. Throughout our value chain, which covers our suppliers, food processing facilities, logistics, and our restaurant outlets, we have implemented a comprehensive approach to effectively manage food safety and quality, ensuring that every step of the food preparation process is carefully managed before the products reach our customers. These measures are regularly reviewed to ensure effectiveness and seek further enhancement.

秉持食品安全及質素最高標準，一向是集團的關鍵使命。於整個價值鏈中，由供應商、食品加工設施、物流配送到分店營運，我們均實施全面的管理措施，有效監控食品安全及質素，確保產品於送達顧客前的每一個處理環節均經過嚴格把關。我們定期檢視相關措施，以確保成效並持續優化。

Food Safety and Quality Assurance Across the Value Chain
保障價值鏈中的食品安全及質素

Suppliers
供應商

- GS1 traceability system
  GS1追溯系統
- Supplier Code of Conduct and Purchasing Manual
  「供應商行為守則」及「採購手冊」
- ISO 9001 and ISO 2200 aligned supplier monitoring system
  符合ISO 9001及ISO 22000標準的供應商監察系統
- Supplier audit
  供應商審核
- Regular compliance audit by Corporate Quality Assurance department
  由集團品質保證部定期進行的合規審核
- Supplier relationship management
  供應商關係管理
- Supplier training
  供應商培訓
- Food safety inspection and assessment
  食品安全檢查及評估

Food Processing Facilities
食品加工設施

- Certified with ISO 22000 and Hazard Critical Control Point (HACCP)
  已獲ISO 22000及食物安全重點控制（HACCP）認證
- Corporate Food Safety Policy
  「集團食物安全政策」
- Monthly Good Manufacturing Practice (GMP) audit
  每月良好生產規範（GMP）審核
- Food quality and microbiological testing
  食品質素及微生物檢測
- Product assessment by accredited testing facilities (Luncheon Star)
  由認可檢測機構進行產品評估（活力午餐）
- Automated production line
  自動化生產線
- Automated smart warehouse
  自動化智能倉庫
- Enhanced glycol cooling system
  強化乙二醇冷卻系統
- Electronic data interchange system
  電子數據互換系統
- Employee training
  員工培訓

Logistics
物流配送

- Incoming checks
  來貨檢查
- Cold-chain management
  冷鏈管理
- Food safety and quality assessment
  食品安全與質素評估
- GPS tracing of delivery vehicles
  送貨車輛全球定位追蹤
- Pest control
  蟲害控制
- Employee training
  員工培訓

Outlets
分店營運

- Standard operating procedures
  標準作業程序
- Food safety and quality assessment
  食品安全及質素評估
- Sanitation protocols in outlet kitchens
  分店廚房清潔消毒程序
- Employee training
  員工培訓

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Advanced Technology for Food Quality and Safety
應用先進科技提升食品質素及安全

We leverage advanced technology and machinery to produce food that meets the highest standards of quality and safety. By integrating automation and digital technologies into our manufacturing processes, we enhance operational efficiency, ensure consistency, and strengthen quality assurance.

Our commitment to innovation is evident in the adoption of advanced appliances, automation, and digital platforms, which streamline processes, optimise operations, and maintain exceptional standards across our business. These innovative technologies have driven significant achievements, enabling us to deliver superior outcomes for our stakeholders while continuously striving for operational excellence. Building on these achievements, we plan to further deploy smart operation systems to enhance efficiency and upgrade cooling systems to ensure optimal quality storage, reinforcing our dedication to continuous improvement and excellence.

集團利用先進科技及設備，生產符合最高質素及安全標準的食品。透過在產製流程中引入自動化及數碼技術，有效提升營運效率、確保產品穩定性，並強化品質保證機制。

我們在多方面積極創新，包括採用嶄新設備、自動化生產系統及數碼平台，以簡化流程、完善營運，並全面維持優質標準，讓我們取得多項成果，不但提升營運效益，亦為業務相關人士帶來更佳的營運成效。以此成就為基礎，集團將引入更多智能營運系統，以提升整體效率，並升級冷卻系統，確保儲存環境質素，精益求精，不斷改進。

	Technology 嶄新科技	Achievement 成效
Manufacturing 生產製作	▪ **Efficient Cooking Solutions:** Modern appliances such as pressure cookers and combination ovens are employed. **高效煮食方式**：應用現代化設備，例如高壓鍋及組合烤箱。 ▪ **GS1 Automation:** Implementation of GS1 automation for control and standardisation in production. **GS1自動化系統**：引入GS1自動化系統以控制並標準化生產流程。 ▪ **Specialised Automation:** Developed a dedicated automation line for specific processes, such as the packing of tea leaves. **專項自動化**：為特定工序（如包裝茶葉）設計專屬自動化生產線。 ▪ **Automated Rice Cooking:** Introduction of a fully automated, end-to-end rice cooking system at Luncheon Star. **自動化煮飯系統**：於活力午餐引入全自動明火煮飯線，實現一站式自動化操作。	▪ **Reduction in Food Loss:** Reduced food loss by implementing standardised food production processes. **減少食物浪費**：通過將食物製作流程標準化，減低食物浪費。 ▪ **Enhanced Food Quality and Consistency:** Achieved improved food quality and consistent product output, meeting the highest standards. **提升食物質素及穩定性**：提升食物質素及出品穩定性，以符合最高標準。 ▪ **Increased Production Yield:** Boosted production yield while maintaining stability in production volumes to meet growing demands. **提升產能**：在保持產量穩定的同時提升產能，以應對不斷增長的需求。 ▪ **Improved Procurement Decisions:** Provided valuable reference data to the procurement team, empowering them to enhance the quality of raw materials. **優化採購決策**：向採購團隊提供有用數據參考，協助提升原材料質素。 ▪ **Optimised Production Efficiency and Reduced Food Waste:** Streamlined operations to achieve enhanced overall production efficiency. **優化生產效率及減少廚餘**：簡化操作流程，以提升整體生產效率。

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	Technology 嶄新科技	Achievement 成效
Product Delivery **產品配送**	▪ **GPS-Enabled Delivery Monitoring:** Real-time location tracking of our delivery vehicles using GPS technology. **全球定位追蹤配送**：應用全球定位技術實時追蹤配送車輛的位置。	▪ **Timely Delivery:** Guaranteed timely delivery through streamlined distribution systems and optimised route planning. **準時配送**：透過優化配送流程及路線規劃，確保準時送達。
Product Storage **產品儲存**	▪ **Enhanced Cooling Systems:** Adopted an advanced glycol system to rapidly chill heated meal. **升級冷卻系統**：採用先進乙二醇冷卻系統，快速冷卻加熱食品。 ▪ **Fully Automated Smart Warehouse:** Implementation of a fully automated smart warehouse in Tai Po, spanning 21,775 square feet, equipped with an intelligent logistics system and 20 robotic units. **全自動智能倉庫**：於大埔設立面積達21,775平方呎的全自動智能倉庫，配備智能物流系統及20部機械設備。	▪ **Round-the-Clock Monitoring:** Introduced 24/7 real-time environmental monitoring systems, ensuring stringent food safety standards are consistently met. **全天候監測**：引入全天候實時環境監測系統，確保持續達到嚴格的食品安全標準。 ▪ **Advanced Temperature Regulation:** Improved temperature control and cooling efficiency to ensure secure and reliable storage of products, while preserving their quality and freshness. **先進控溫技術**：提升溫度控制及冷卻效率，確保產品安全可靠儲存，同時維持質素與新鮮度。 ▪ **Improved Traceability:** Enhanced traceability and accuracy in product storage, ensuring seamless inventory management. **提升追溯效率**：提升產品儲存過程的可追溯性與準確度，實現高效庫存管理。 ▪ **Enhanced Efficiency and Occupational Safety:** The smart warehouse succeeded in reducing manpower by 50% and eliminating safety risks for warehouse staff. **提升效率及職業安全**：智能倉庫成功減省約50%人手，並消除倉庫員工的安全風險。

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	Technology 嶄新科技	Achievement 成效
Operation and Management **營運及管理**	▪ **Digital Documentation Management:** Deployed a robust digital platform, including a documentation management system. **數碼文件管理**：採用強化數碼平台，包括文件管理系統。 ▪ **Automated Supplier Portfolio Management:** Process automation has enabled the establishment and maintenance of a comprehensive supplier portfolio. **自動化供應商資料管理**：流程自動化有助建立及管理全面的供應商資料庫。	▪ **Centralised Documentation:** Consolidated key documents, including standard operating procedures and recipes, into a centralised system for better accessibility and control. **文件集中管理**：將標準作業程序及配方等重要文件集中管理，提升便捷性與監控效能。 ▪ **Reduced Paper Consumption:** Decreased paper usage through digitalisation, contributing to improved operational efficiency and environmental sustainability. **減少用紙**：透過數碼化減少紙張使用，有助提升營運效率及促進環保。 ▪ **Productivity Gains:** Increased productivity through the adoption of enhanced documentation practices, streamlining workflows and improving operational efficiency. **提升生產力**：透過優化文件處理流程，簡化工作程序，從而提升整體生產力。 ▪ **Improvement in Efficiency:** Enhanced manpower efficiency in the validation of data between goods receipts and invoices, while ensuring greater accuracy and reliability. **提升營運效率**：提升人手在驗證收貨及開票資料時的效率，同時確保更高準確性與可靠度。 ▪ **Agile Discrepancy Handling:** Enabled more agile responses to address problematic invoices or discrepancies, minimising delays and ensuring swift resolution. **靈活處理不一致情況**：更靈活應對發票或資料的不一致情況，縮短處理時間，快速解決問題。 ▪ **Improved Supplier Visibility:** Increased transparency for suppliers by providing greater visibility into the status of invoice handling. **提升供應商透明度**：提升供應商對發票處理狀況的了解，加強資訊透明度。

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Championing the Highest Quality Standards in Mainland China
引領中國內地業務達致最高質素標準

In addition to the forementioned food safety and quality assurance measures, we took a step further in our Mainland China operations to achieve the highest standards. To promote a culture of continuous improvement and enhance awareness of quality and safety among employees, we organised a Good Manufacturing Practices Competition during the reporting year. This initiative encouraged teams to elevate their practices and embrace a mindset of operational excellence. We also offer training programmes on the latest developments in food management and safety standards. These programmes, which integrate practical exercises and guided instruction, further enhance employees' operational capabilities. We have also updated our product standards according to the revised General Guidelines for the Quality of Cooked Ham and the General Guidelines for the Quality of Bacon, with the adjustments taking effect in July 2024. Similarly, adjustments have been implemented in September 2024 in response to the updated Hygienic Specifications for the Production of Cooked Meat Products.

除前述的食品安全與質素保障措施外，集團於中國內地業務進一步邁向更高標準。為推動持續改善並提升員工對質素與安全的意識，我們於報告年度舉辦了「良好生產規範比賽」，鼓勵各團隊精進操作流程，培養精益求精的工作心態。我們亦設有有關食品管理及安全標準最新發展的培訓課程。這些課程結合實務演練與專業指導，進一步提升員工的實務操作能力。於2024年7月按照《燻煮火腿質量通則》及《培根質量通則》的更新標準，調整成品執行標準；並根據更新的《熟肉製品生產衛生規範》完成成品執行標準調整，於2024年9月生效。

Our dedication to food safety extends beyond production to include transportation and logistics. We perform performance tests on insulated and newly acquired refrigerated containers to ensure their suitability, and we have established strict operating standards for refrigerated transport vehicles.

我們對食品安全的重視不僅限於生產環節，更包括運輸及物流。我們會對隔熱設備及新採購的冷藏箱進行性能測試，以確保其符合運作要求，並已為冷藏運輸車輛制訂明確的操作標準。

To maintain product quality during transit, our logistics experts oversee the entire process, ensuring food safety and integrity at every step. All vehicles used in our Mainland China operations are equipped with precise temperature control systems, automated refrigeration, and temperature monitoring and recording functions.

為確保運輸過程中產品的質素，物流團隊密切監察流程，確保食品於每一環節均保持安全與品質。我們於中國內地業務中所使用的所有車輛均配備精準溫控系統、自動冷藏裝置及溫度紀錄功能。

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Promoting Nutritious and Sustainable Food Choices
推廣營養及可持續的飲食選擇

In response to the growing market demand for nutritious and environmentally friendly dining options, we are committed to offering a wider range of healthy and sustainable food selections. Through collaborations with chefs and suppliers, we develop dishes that incorporate a variety of wholesome ingredients and products.

為回應市場對營養均衡及環保飲食日益殷切的需求，集團致力提供更多元化的健康及可持續食品選擇。我們與廚師及供應商合作，研發融合多種有益健康食材及產品的菜式。

Nutrition and Food Labelling
營養和食品標籤

Enhancing customers' understanding of nutrition, we provide comprehensive food labelling, nutritional information, and allergen identification, with clear indications of ingredients such as shrimp and peanuts. Additionally, we clearly indicate the use of sustainable seafood in our restaurants where applicable. To further support informed choices, digital menus in 18 hospital outlets and 5 school and corporate outlets display calorie information for all dishes.

為加強顧客對營養方面的理解，我們提供全面的食品標籤、營養資料及致敏原識別，並清晰標示蝦及花生等食材。同時，我們亦於適用門店清晰標示使用可持續海鮮的菜式。為進一步協助顧客作出適當選擇，18間醫院分店及5間學校及企業分店的電子餐牌均有顯示所有菜式的卡路里含量。

Healthier Choices
健康選擇

Our chefs are dedicated to refining and improving recipes to meet the increasing demand for a healthier diet. Café de Coral fast food has introduced dishes and soups free of added monosodium glutamate (MSG). Additionally, offerings such as chicken breast and cauliflower rice have been launched to cater to customers seeking high-protein, low-carbohydrates dining options.

我們的廚師細心研究及改良食譜，以回應市場不斷上升的健康飲食需求。大家樂快餐推出多款無添加味精的菜式及湯品，並加入雞胸肉及椰菜花飯等選項，以滿足追求高蛋白、低碳水飲食的顧客需求。

In our operations in Mainland China, the breakfast menu was enriched with a variety of nutritious new items, including Avocado Paste Toast, Oat Soy Milk, and an all-new Fresh Milk Scrambled Egg, all of which have been highly popular with consumers. In the beverages category, several new drinks were introduced with reduced sugar content. These include Bottled Chilled Milk Tea, Iced Lemon Tea, Low-sugar Black Sesame Almond Tea, Longan Lotus Seed Red Date Tea, and Imperatae Cane Water Chestnut and Job's Tears Drink.

於中國內地業務方面，早餐餐單增設多款富營養價值的食品，包括牛油果醬飛碟、燕麥豆漿及全新鮮奶炒蛋，廣受顧客歡迎。於飲品方面，我們推出多款低糖飲品，包括原樽冰鎮奶茶、凍檸茶、低糖黑麻乳杏仁茶、冰糖桂圓蓮子紅棗茶，以及茅根竹蔗馬蹄薏米水等。

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Case Study 焦點案例

Promoting Health and Wellness Through the Nutritionist-Crafted "Eat to Fit" Menu
營養師設計「Eat to Fit」餐單　推廣健康生活





Teaming up with renowned chef and nutritionist Hilda Leung, Oliver's Super Sandwiches introduced the game-changing "Eat to Fit" menu. This carefully curated selection of dishes focused on fresh, low-carb ingredients paired with nutrient-rich healthy fats, such as avocado and seeds. Designed to cater to modern wellness trends, the menu offers customers an effortless way to incorporate healthier choices into their daily lives without sacrificing satisfaction.

As part of the campaign, customers were encouraged to make a simple lifestyle change by swapping one meal a day with a dish from the "Eat to Fit" menu. This practical approach was positioned as an easy-to-follow strategy that could result in noticeable improvements in energy, wellness, and overall balance within just 14 days.

Oliver's Super Sandwiches（利華超級三文治）與知名營養師及廚師梁雅琳（Hilda Leung）攜手合作，推出全新健康餐單「Eat to Fit」，開創健康飲食新體驗。餐單以新鮮、低碳食材入饌，並配以含豐富營養的健康脂肪如牛油果及各類種子，切合現代都市人追求健康與便利兼備的飲食趨勢，讓顧客將健康飲食輕鬆融入於日常生活中，同時滿足味蕾。

此項推廣活動鼓勵顧客邁出健康生活的第一步，每天以「Eat to Fit」餐單中的菜式取代全日的其中一餐，可以於短短14日內為體態、健康及身心平衡帶來改善，簡單易行但效果顯著。

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Case Study 焦點案例

Redefining Healthy Dining with Meet Met Met
Meet Met Met帶來全新健康餐飲體驗

The debut of our vibrant new casual dining brand, Meet Met Met, has brought a fresh perspective to healthy dining, offering customers an elevated and health-conscious culinary experience. Meet Met Met places health and wellness at the heart of its concept, combining modern cuisine with meticulous ingredient selection. The culinary team carefully sources premium, high-quality ingredients from around the globe, ensuring that every dish not only delights the palate but also promotes a balanced lifestyle. The brand's mission is to provide customers with a sanctuary where they can slow down, enjoy nourishing meals, and connect with loved ones in a welcoming, uplifting atmosphere.

集團推出全新休閒餐飲品牌Meet Met Met，為顧客帶來嶄新的健康餐飲體驗。Meet Met Met以健康與身心平衡為品牌核心理念，實踐現代料理風格，從世界各地嚴選優質食材，確保每道菜式既滿足味蕾，同時推廣均衡飲食與健康生活。品牌致力營造寫意舒適的空間，讓顧客可以放鬆身心、享用健康美食，並與摯愛親朋共聚。

The menu at Meet Met Met is a celebration of health and flavour, with each dish thoughtfully crafted to balance indulgence and nutrition. Signature offerings include the Pan-Seared Japanese Sashimi-Grade Scallops with Lobster Sauce, Avocado, and Cauliflower Rice, a low-carb, nutrient-packed dish. The menu also features customisable Power Bowls, allowing diners to personalise their meals with a variety of fresh, wholesome ingredients and secret homemade sauces.

Meet Met Met的餐單結合健康與美味，每道菜式均經細心設計。招牌菜式包括「香煎日本刺身級帶子龍蝦汁牛油果椰菜花飯」，低碳且營養豐富。餐單亦提供可自選配搭的「Power Bowl」，顧客可自由搭配多款新鮮健康食材及秘製醬汁，創造個人化的飲食體驗。

Meet Met Met further embraces global health trends with standout beverages like the Iced Uji Matcha Pudding and Tiger Nut Oat Latte, which is made with nutritious tiger nut oat milk developed by a local food technology team.

Meet Met Met亦緊貼全球健康飲食潮流，推出特色飲品如「凍宇治抹茶茶凍虎堅果燕麥拿鐵」，採用由本地食品科技團隊研製的虎堅果燕麥奶，營養價值甚高。







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Case Study 焦點案例

Innovative Nutritious Offering in Mixian Sense's Fresh Milk Soup Rice Noodle Series
米線陣創新營養鮮牛奶湯米線系列

Reinventing traditional rice noodles with a nutritious twist, Mixian Sense partnered with Hong Kong's renowned dairy brand Trappist Dairy to unveil an exclusive "Fresh Milk Soup Rice Noodle Series". This new offering infuses Trappist Dairy's signature fresh milk into a creamy broth, delivering both exceptional flavour and wholesome nutrition in every bowl.

The series includes two standout options: the Cordyceps Flower Fresh Milk Soup Rice Noodles, which combines the wellness benefits of cordyceps flower and the creaminess of fresh milk for a nutrient-rich, health-conscious choice, and the Spicy Duck Blood Fresh Milk Soup Rice Noodles, which caters to those with a more adventurous palate while maintaining high nutritional value. To complement the main dishes, the menu also features a variety of fresh milk yoghurt desserts, popular snacks, and signature fresh milk beverages, ensuring a delightful dining experience.

米線陣以創新手法重新演繹傳統米線，與香港知名牛奶品牌十字牌合作推出獨家「鮮牛奶湯米線系列」，以十字牌鮮奶炮製濃滑湯底，為顧客帶來兼具香濃風味與營養價值的嶄新米線體驗。

系列主打兩款特色選擇，「蟲草花X鮮牛奶湯米線」糅合蟲草花的養生功效與鮮奶的柔滑口感，營養豐富又健康；「麻辣鴨血X鮮牛奶湯米線」則迎合追求濃烈口味的食客，同時保持高營養價值。為配合主食，餐單亦特別加入多款鮮牛奶乳酪甜品、人氣小食及鮮牛奶特飲，給予顧客愉快的用餐體驗。



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Luncheon Star has been supporting the “Salt Reduction Scheme for School Lunches” launched by the Department of Health of the HKSAR Government since 2017, pledged that 80% of all meal choices available to primary schools each month are sodium-reduced meal choices. These meals are designed to be lower in sodium, with minimal use of sauces, and instead feature fresh ingredients, spices, and low-sodium seasonings.

Also, as part of our commitment to sustainability, Luncheon Star offers a “No Beef Day” menu once a month, encouraging students to make environmentally conscious choices. All low-sodium, low-sugar, and low-fat dishes are collaboratively developed by qualified dietitians, teachers, and members of parent-teacher associations. These meals aim to provide students with the essential nutrients to support their growth and development.

To better serve the school community, Luncheon Star has expanded its daily meal selections by introducing two additional options at tiered price points, offering more variety to meet students’ nutritional needs and preferences.

活力午餐自2017年起全力支持香港特區政府衛生署推行的「學校午膳減鹽計劃」，承諾為小學每月提供的餐單中至少80%為減鈉餐款。相關菜式以低鈉為原則，盡量減少醬料使用，並以新鮮食材、香料及低鈉調味料製作。

此外，為履行可持續發展承諾，活力午餐每月推出一次「無牛肉日」餐單，鼓勵學生作出更具環保意識的飲食選擇。所有低鈉、低糖及低脂的菜式皆由註冊營養師、教師及家長教師會代表共同研發，為學生提供對成長與發展有益的全面營養。

為照顧學校社群的多樣化需求，活力午餐提供更多餐款選擇，每日新增兩款採用分級定價的餐款，以更多元化的菜式滿足學生的營養需求與喜好。

Case Study 焦點案例

Expansion of Smaller-portioned, Healthier Meal Series in Mainland China
中國內地少碳水更均衡系列推出更多選擇



Building on the strong market success of last year’s low-carbohydrate, balanced small-portioned meal series in Mainland China, three additional phases of new products were launched during the reporting year as part of ongoing promotion efforts. The new offerings include Minced Pork and Braised Chicken Wing Rice Bowl, Hong Kong-style Honey-glazed Chicken Wing Trio Rice Bowl, Chicken Steak with Porcini Sauce Baked Rice, Portuguese-style Beef Baked Rice, and Beef Burger and Ham Baked Rice, providing customers with healthier, portion-controlled options to suit diverse preferences and appetites. Each meal set is paired with low-sugar green tea, offering a refreshing and healthier dining experience.

中國內地業務去年推出的少碳水更均衡系列小份量餐系列廣受市場歡迎，為延續此佳績，我們於報告年度分三階段推出更多全新食品。全新菜式包括「小碗肉燥鹵水雞翼飯」、「小碗港式蜜汁燒雞翼三寶飯」、「小份牛肝菌汁醬雞扒焗飯」、「小份葡汁牛肉焗飯」及「小份牛肉漢堡扒火腿焗飯」，為顧客提供更多兼顧健康與份量控制的選擇，滿足不同口味與食量需求。每款套餐均配以低糖綠茶，為顧客帶來清新健康的用餐體驗。

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Vegetarian Menu Options
素食餐單選擇

The Group's brands have incorporated an array of vegetarian options into their menus, aligning with customers' evolving dietary preferences:

- **Café de Coral fast food** continued to launch new additions to the vegetarian baked series, including the Plant-based Fish Fillet Baked Rice and the Seaweed and Plant-based Eel Baked Rice. The brand has also introduced cauliflower rice to its menu, offering a nutritious and innovative alternative for health-conscious diners. Furthermore, we continued to offer vegetarian rice dumplings during the Dragon Boat Festival, providing a meatless option to celebrate this traditional occasion.
- **The Spaghetti House** has introduced the Plant-based Pork Linguine in Pesto Cream Sauce, crafted with a house-made herb cream sauce that is both light and flavourful.
- **Oliver's Super Sandwiches** offers a Vegetarian Breakfast Selection, featuring scrambled eggs with mushrooms, baked potatoes, grilled cherry tomatoes, whole grain bread, fusilli in tomato soup, and cauliflower rice.
- **Shanghai Lao Lao** has expanded its diverse vegetarian menu with a new dish, Braised Tofu with Mushroom in Brown Sauce Served with Steamed Vegetable Rice.
- **Meet Met Met's** Green Power dish features Australian avocados, complemented by crunchy sunflower seeds, sweet and tangy raisins, and the ever-popular combination of quinoa, cucumber, and cherry tomatoes.
- **Luncheon Star** can provide one vegetarian meal every day to schools upon request, with options such as Scrambled Egg and Potato Hot Dog with Herb Mushroom Pasta (Corn), Italian-style Plant-based Meatballs with Red Rice (Pumpkin), and Rice Noodles with Shredded Tofu and Vegetables served with Steamed Mixed Mushroom Bun.

These thoughtfully crafted vegetarian dishes are designed to ensure that those who follow a plant-based diet can enjoy a diverse range of culinary options. Vegetarian menu offerings also play a significant role in reducing carbon emissions and advancing sustainable development.

為配合顧客不斷轉變的飲食喜好，集團旗下品牌已於餐單中加入多款素食選擇：

- **大家樂快餐**持續擴展「招牌焗素食系列」，新推出菜式包括「葡汁焗素魚柳飯」及「照燒汁素紫菜鰻魚焗飯」。品牌亦於餐單中加入椰菜花飯，為注重健康的顧客提供營養豐富和具創意的替代選項。端午節期間更推出素粽，讓顧客可於傳統節日中享用無肉之選。
- **The Spaghetti House（意粉屋）**推出以自家製香草忌廉汁調製的素豬肉香草忌廉汁扁意粉，既輕怡又滋味。
- **Oliver's Super Sandwiches（利華超級三文治）**提供「素食之選早餐」，包括蘑菇炒蛋、燒薯粒、燒車厘茄、穀物包、番茄濃湯螺絲粉及椰菜花飯。
- **上海姥姥**進一步增添其多元化素食選擇，新推出「紅燒鮮菌豆腐配上海菜飯」。
- **Meet Met Met**的「Green Power」菜式以澳洲牛油果為主要食材，配以香脆葵花籽、酸甜提子乾，以及人氣配搭藜麥、青瓜與車厘茄。



- **活力午餐**可按學校要求每日提供素食膳食，例如「碎蛋薯仔熱狗包配香草什菌意粉（粟米）」、「意式素肉丸配紅米飯（南瓜）」及「三絲豆乾米粉配蒸什菌包」等。

上述素食菜式均經精心設計，為實踐植物性飲食的顧客提供豐富選擇。素食餐單亦有助減少碳排放，推動可持續發展。

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Case Study 焦點案例

Plant-based Fish Fillet Baked Rice: Pioneering Sustainable Dining with Green Innovation and Collaborations
全新「葡汁焗素魚柳飯」：推動綠色創新與可持續餐飲新風尚

In response to the growing demand for eco-conscious dining, Café de Coral fast food has spearheaded an innovative sustainability initiative through a collaboration with OmniFoods and Carbon Wallet in the launch campaign of Plant-based Fish Fillet Baked Rice. This new vegetarian dish features OMNI plant-based fish fillet paired with fibre-rich red rice, delivering both exceptional nutrition and a substantially reduced carbon footprint.

Further encouraging sustainable choices, an engaging carbon reduction mini-game has been launched on the Club 100 mobile app, offering multiple rewards to customers for any purchase of the new vegetarian dish. Leveraging technology and gamification, we have taken an innovative step to create an enjoyable and incentivised way to promote green lifestyles, inspiring customers to adopt environmentally conscious diets.

Choosing a vegetarian meal can reduce carbon emissions by an average of 997g compared to a non-vegetarian meal, based on the calculations by Carbon Wallet. With the launch of our customer-favourite vegetarian baked series, including the “Baked Plant-based Pork Rice” and the “Baked Plant-based Spaghetti Bolognese”, we made a notable environmental impact, reducing carbon emissions by an estimated 612 metric tons in 2023 alone. This achievement is equivalent to the carbon absorption capacity of 26,624 trees over an entire year.

By offering a diverse range of vegetarian dishes, we are helping to reduce environmental impact while delivering delicious, high-quality meals, contributing to a better planet.

為回應顧客對環保飲食日益殷切的需求，大家樂快餐與OmniFoods及Carbon Wallet合作，於「葡汁焗素魚柳飯」推廣活動中開展創新的可持續餐飲項目。這款全新的素食焗飯以OMNI純植物製新魚柳配上高纖紅米，兼顧營養均衡與減碳效益。

為進一步鼓勵可持續選擇，我們於Club 100手機應用程式推出減碳小遊戲，顧客凡購買此新素食菜式即有機會獲得多重獎賞。通過科技與遊戲元素，我們創造出既有趣又具吸引力的綠色生活體驗模式，鼓勵顧客實踐環保飲食。

根據Carbon Wallet的計算，每餐素食較非素食平均可減少約997克碳排放。自推出深受顧客歡迎的「招牌焗素食系列」以來，包括「招牌焗素豬扒飯」及「焗素肉醬意粉」，我們成功於2023年合共減少約612公噸碳排放，等同26,624棵樹一年所能吸收的碳量。

我們持續推出多款素食選擇，致力為顧客帶來美味優質的菜式，同時減低對環境的影響，攜手行動，守護地球。



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Case Study 焦點案例

EatSmart Restaurant Recognition and Special Menu Options at Asia Pacific Catering
泛亞飲食「有營食肆」嘉許及特色餐單選擇

EatSmart Restaurant Recognition
「有營食肆」嘉許

In close partnership with our institutional collaborators, 24 outlets of Asia Pacific Catering successfully participated in the EatSmart Restaurant Star+ programme. Demonstrating excellence in healthy dining practices, all of these outlets achieved the highly coveted Two-Star rating. These outlets are committed to serving EatSmart dishes that prioritise the inclusion of fresh fruits and vegetables while reducing the use of fat, oil, salt, and sugar.

泛亞飲食與機構夥伴緊密合作，成功推動24間分店參與「星級有營食肆」計劃。這些分店於實踐健康飲食方面表現優異，全部榮獲二星評級嘉許。相關分店承諾提供「有營菜式」，採用新鮮蔬果，減少使用脂肪、油、鹽及糖，推廣健康膳食文化。

Special Menu Options
特色餐單選擇

We recognise the importance of meeting the diverse dietary requirements of our customers and are committed to providing inclusive menu options. To accommodate dietary and religious preferences, vegetarian and halal food choices are provided at selected Asia Pacific Catering outlets, including those at institutions such as the Hong Kong Polytechnic University and the Hong Kong Baptist University. Notably, our outlet at the Hong Kong Polytechnic University has been awarded the Halal Kitchen Restaurant Certificate by the Incorporated Trustees of the Islamic Community Fund of Hong Kong. Across the brand's operations, we offer up to 25 halal menu choices and over 80 vegetarian menu options, ensuring a wide variety of meals to cater to different customer needs.

我們重視顧客的多樣化膳食需求，致力提供多元餐單選項。為照顧不同膳食及宗教取向，部分泛亞飲食分店提供素食及清真食品，包括位於香港理工大學及香港浸會大學等院校的分店。當中，香港理工大學分店已獲香港回教信託基金總會頒發清真廚房餐廳認證。目前品牌合共提供多達25款清真菜式及超過80款素食選項，滿足顧客各種餐飲需要。



In collaboration with the Alliance for Sustainable Schools, our outlets at its member schools launched a low-carbon footprint plant-based Mexican Beany Wrap.
我們與The Alliance of Sustainable Schools合作，在參與學校的分店推出低碳足跡的素食墨西哥卷。

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Preserving the Planet
保護環境

We are committed to optimising resource utilisation and adopting sustainable production practices. Our goal is to minimise environmental impacts and contribute to a greener, more sustainable future.

我們致力於優化資源利用及推行可持續生產方式，盡量減少對環境的影響，並為建設更綠色、更可持續的未來作出貢獻。

Relevant Sustainable Development Goals
相關可持續發展目標



Focus Areas
重點範圍

- Energy efficiency
  能源效益
- Water stewardship
  水資源管理
- Waste management
  廢物管理



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Combating Climate Change
應對氣候變化

We are steadfast in our commitment to supporting sustainable development and actively reducing the Group's carbon footprint across the supply chain to mitigate our environmental impact. Recognising the critical urgency of addressing climate change, we continue to strengthen our carbon reduction efforts, contributing to the global transition towards a low-carbon economy.

To address the challenges and opportunities presented by climate change, we proactively identify, assess, and disclose climate-related risks and opportunities. Comprehensive mitigation strategies have been developed to manage these risks, while we actively seek to capitalise on emerging opportunities.

Looking forward, we remain dedicated to refining our climate response strategies in alignment with the climate-related disclosure requirement as stipulated in Part D of the Appendix C2 of the listing rules in Hong Kong, ensuring the Group remains resilient and adaptable to evolving global climates.

我們致力支持可持續發展，並積極減少集團供應鏈的碳足跡，以降低對環境的影響。我們明白應對氣候變化的迫切性，因此持續增強減碳力度，為全球邁向低碳經濟轉型出一分力。

為應對氣候變化所帶來的挑戰及機遇，我們主動識別、評估並披露與氣候相關的風險與機會，並制定全面的緩解策略以管理潛在風險，同時積極把握新的機遇。

展望未來，我們將持續優化氣候應對策略，並遵循香港上市規則附錄C2第D部分所訂明的氣候相關披露要求，確保集團能靈活應對不斷變化的全球氣候形勢。

Strategy
策略

Climate-related risks pose significant challenges and opportunities for our operations, with both short-term and long-term implications. To prepare for these, we actively monitor technological advancements and global trends in low-carbon solutions, operational efficiencies, and sustainable materials and resources, and this proactive approach empowered the Group to remain resilient in adapting to climate-related challenges.

During the reporting year, we reviewed and re-evaluated the result concluded in our climate risk assessments and scenario analyses in the fiscal year of 2022/23. These evaluations enabled us to identify material physical and transitional risks to our business, assess their potential impacts, and explore related opportunities.

氣候相關風險為我們的營運帶來重大的挑戰與機遇，當中包括短期及長遠的影響。為作好萬全準備，我們積極關注低碳方案、營運效能、可持續物料與資源等方面的技術進展及全球趨勢，並透過前瞻性的策略，提升集團在面對氣候挑戰時的韌性與應變能力。

於報告年度內，我們重新檢視並評估了2022/23財政年度所進行的氣候風險評估及情境分析結果，從而識別與業務有關的重大實體及轉型風險，及評估相關的影響和機遇。

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Scenario 情境	Assumption 假設	Impact 影響
Below 2 degrees (by 2100) **低於2度（至2100年）**	**NGFS's Orderly Scenario** **NGFS的有序淨零排放情境** Assumes climate policies are introduced early and becomes more stringent. 假設很早已經引入氣候政策並逐漸變得更加嚴格。 **IPCC RCP2.6** Represents a low emissions scenario with strong mitigation actions to reduce emissions and shift towards renewable energy sources, leading to lower global warming. 代表著一個低排放情境，透過有效的應對行動來減少排放並轉向可再生能源來源，從而減慢全球暖化。	▪ More stringent climate-related policies, including carbon pricing and taxation, may result in increased costs for emission-intensive resources. 與氣候相關的政策變得更嚴格，例如碳定價和稅收，可能會導致高排放資源的成本上升。 ▪ A shift in consumer preferences towards environmentally friendly products could lead to changes in sales volumes, particularly favouring sustainable and low-carbon offerings. 消費者偏好轉向綠色產品，可能導致可持續和健康食品選擇的銷量轉變。
Business as usual **一切如常**	**IPCC RCP8.5** Represents a high emissions scenario with continued reliance on fossil fuels, resulting in greater global warming and more severe climate impacts. 代表著高排放情境，持續依賴化石燃料，導致更嚴重的全球暖化和氣候影響。	▪ Chronic changes in temperature and prolonged drought conditions may reduce agricultural yields, driving up the prices of key commodities such as soy and grain. 溫度長期變化和乾旱可能會降低農業產量，推高大豆和穀物等商品價格。 ▪ The increased frequency and severity of extreme weather events are likely to cause higher levels of disruption to our outlets and food processing facilities. 極端天氣事件的頻率和嚴重程度增加將很可能導致我們的分店和產製中心受到更大程度的干擾。

Physical Risks
實體風險

A detailed climate forecast analysis is conducted in the fiscal year of 2022/23 based on the RCP8.5 scenario proposed by the Intergovernmental Panel on Climate Change ("IPCC"). This analysis assessed physical risks up to 2050, focusing on areas critical to our operations, including restaurant outlets, central production facilities, and supply chain infrastructure.

The four most relevant climate hazards identified for the Group are:

- **Acute risks:** Extreme storms and flooding
- **Chronic risks:** Extreme heat and water shortage

The potential impacts of these physical risks include operational disruptions, increased costs, and challenges to resource availability. These risks directly affect areas aligned with our four sustainability pillars. To mitigate these impacts, we are enhancing infrastructure resilience, improving resource efficiency, and developing contingency plans to safeguard our operations and supply chain.

集團於2022/23財政年度根據政府間氣候變化專門委員會(IPCC)提出的RCP8.5情境，進行了氣候預測分析，評估至2050年的實體風險，包括對營運至關重要的範疇，例如分店、中央產製中心和供應鏈設施。

我們識別出的以下四項主要氣候風險：

- **急性衝擊**：極端風暴及水浸
- **長期壓力**：極端高溫及水源短缺

以上實體風險可能帶來的潛在影響包括營運中斷、成本上升及資源短缺，並對我們的可持續發展四大範疇構成直接衝擊。為減低相關風險，我們正加強基礎設施的抗逆能力、提升資源效益，並制定應變計劃，以確保業務及供應鏈的持續穩定。

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Pillar 範疇	Catering to Customers 以客為先	Empowering our Employees 員工為本	Focusing on Food 專注食物	Preserving the Planet 保護環境
Potential impact of physical risks 實體風險的潛在影響	▪ Rising temperatures may impact customer comfort when dining in our outlets. 氣溫上升或會影響顧客於分店用餐時的舒適度。 ▪ Extreme weather events could disrupt outlet operations, leading to inconvenience for our customers. 極端天氣事件可能影響分店營運，為顧客帶來不便。	▪ Extreme heat may adversely impact the health and well-being of our employees, particularly those working in kitchen environments. This could lead to higher staff turnover rates and a potential labour shortage. 極端炎熱天氣有機會損害員工健康，特別是廚房員工，引致員工流失及人手短缺。 ▪ Other extreme weather conditions may also pose risks to employee safety and disrupt their ability to commute to work, potentially causing more frequent interruptions to operations at our outlets and processing plants. 其他極端天氣事件危及員工安全，妨礙他們往返工作地點，亦為分店及中央產製中心的運作造成更頻繁阻礙。	▪ Rising temperatures may adversely affect the quality of food products, particularly dry goods stored at ambient room temperatures. 氣溫上升或會影響食物品質，尤其是存放於常溫環境下的乾貨。 ▪ Severe weather conditions could disrupt our supply chain, resulting in interruptions to the availability and distribution of raw materials. 惡劣天氣或會干擾我們的供應鏈，影響原材料的狀況和供應。	▪ Elevated temperatures may result in increased energy consumption at our stores and manufacturing facilities due to higher demand for air conditioning and refrigeration. 氣溫上升或導致分店及中央產製中心的空調與冷藏需求增加，從而提高能源消耗。
Our response 應對方法	▪ Integrate special considerations into the planning and design of new projects to enhance climate resilience. 在新項目的規劃及設計階段預先考慮氣候變化因素，以提升整體應對能力。 ▪ Enhance the energy efficiency of heating, ventilation, and air conditioning (“HVAC”) systems to ensure a comfortable dining environment for our customers. 提升供暖、通風及空調(HVAC)系統的能源效益，為顧客提供舒適的用餐環境。 ▪ Install water barriers and booster pumps to strengthen preparedness for future extreme weather conditions. 設置水障及加壓泵，為日後的極端天氣做好準備。	▪ Conduct research and invest in the enhancement of ventilation and temperature control systems, alongside adopting kitchen appliances that generate less heat. 研究及投資於可提升廚房的通風效能及溫度控制的系統，並使用產熱量較低的廚房設備。 ▪ Leverage digitalisation and automation to improve manpower efficiency, enhance workplace safety, and reduce reliance on manual labour. 善用數碼化和自動化提高人力資源效率，提升職業安全及減低對勞動力的依賴。 ▪ Provide comprehensive training and implement emergency protocols to safeguard employee well-being and strengthen preparedness during severe weather events such as typhoons. 提供全面培訓，並制定應急措施，以保障員工安全及提升他們面對颱風等極端天氣的應變能力。 ▪ Adjust business hours during extreme weather conditions to minimise risks to employees. 在極端天氣事件發生時，調整營業時間，降低有關事件對員工造成的風險。	▪ Install temperature sensors and control systems to maintain optimal conditions for food storage. 安裝溫度感應器和控制系統，確保以最佳條件儲存食物。 ▪ Diversify the supply chain by identifying and incorporating alternative sourcing options. 採取多元化供應鏈策略，發掘及增加替代採購源頭。	▪ Incorporate passive design elements, such as daylighting and natural ventilation, into our outlets and food processing facilities to enhance energy efficiency and sustainability. 於分店及中央產製中心運用採光及自然通風等順應自然的設計，以提升能源效益及可持續性。

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Transition Risks
轉型風險

Climate-related transition risks refer to the challenges associated with the global shift towards a low-carbon economy. These risks can be grouped into four primary categories: Policy and Legal, Technology, Market, and Reputation.

To assess these risks, we undertook a comprehensive climate risk assessment in the fiscal year of 2022/23, employing a low-carbon scenario analysis. This analysis was based on projections from the IPCC RCP2.6 scenario and the Network for Greening the Financial System ("NGFS") Orderly Net Zero 2050 scenario.

The assessment enabled us to identify a set of transition risks most pertinent to our business operations. Below is a summary of these risks and their potential impacts on our organisation.

氣候相關的轉型風險是指全球邁向低碳經濟過程中所帶來的挑戰，可分為四大類別：政策與法律、科技、市場及信譽。

為衡量風險，我們於2022/23財政年度開展了全面的氣候風險評估，並進行了低碳情境分析。分析根據於IPCC RCP2.6情境以及綠色金融網絡2050有序淨零排放的情境預測。

此評估讓我們識別出一系列與業務運作最相關的轉型風險。以下為相關轉型風險和對我們業務的潛在影響：

Transition Risk 轉型風險	Potential Impact 潛在影響	Our Response 應對方法
Short-term (0 – 2 years) 短期（0-2年）		
Increasingly demanding climate-related disclosure requirements 更嚴格的氣候披露規定	▪ Heightened scrutiny from stakeholders regarding our environmental practices and performance. 關注集團環境表現的業務相關人士對我們加緊監察。	▪ Enhance governance and transparency in addressing climate-related issues. 加強氣候相關管治及披露。 ▪ Monitor and evaluate our environmental impact with diligence and precision. 審慎監察並準確評估我們對環境造成的影響。
Increasing regulation on packaging and plastic waste 針對包裝及塑膠廢物的監管日益增加	▪ Rising costs associated with transitioning to biodegradable and environmentally friendly alternatives. 轉用塑膠替代品的成本上升。 ▪ Increased operational expenses related to waste treatment and management. 廢物處理的營運成本增加。	▪ Collaborate with suppliers to identify economically viable alternatives. 與供應商合作，開發和尋找高成本效益的替代品。 ▪ Develop and enhance Group recycling programmes. 開展和加強集團回收計劃。
Fluctuations in output and pricing of agricultural goods 農產品產量和價格出現波動	▪ Increased procurement costs. 採購成本增加。	▪ Explore alternative sources of raw materials to mitigate the effects of fluctuating yields and prices. 探索原材料的其他來源，以減輕產量及價格波動所帶來的影響。 ▪ Maintain strong relationships with suppliers to ensure a reliable and resilient supply chain. 與供應商維持關係，以確保供應鏈穩定。

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Transition Risk 轉型風險	Potential Impact 潛在影響	Our Response 應對方法
Medium-term (2 – 7 years) **中期（2-7年）**		
Implementation of carbon pricing **採取碳定價**	▪ Increased operational expenses for retail and food processing facilities. 分店及中央產製中心的營運成本增加。	▪ Conduct feasibility studies to evaluate the adoption of renewable energy solutions. 研究使用可再生能源的可行性。 ▪ Implement energy-efficient measures, including LED lighting, HVAC systems, and Building Management Systems (“BMS”). 實施各項節能措施，包括LED燈具、HVAC系統及樓宇管理系統（BMS）。
Changing customer behaviour **顧客行為不斷改變**	▪ Declined market share and reputation due to failure to address customer needs in a timely manner. 未能及時回應顧客需求而導致市佔率及品牌聲譽下滑。	▪ Expand the range of nutritious and environmentally friendly menu options, including plant-based alternatives. 提供更多健康和綠色的菜式，例如以植物為本的產品。 ▪ Source food ingredients from suppliers committed to eco-friendly methods. 向實踐環保措施的供應商採購食材。
Transition to low emission transportation **轉型至低排放運輸**	▪ Increased adoption costs associated with the transition to low-carbon logistics vehicles. 轉用低碳物流貨車的成本上升。	▪ Upgrade logistics fleets to Euro VI-compliant vehicles. 將物流車隊升級至歐盟六期車輛。 ▪ Explore the feasibility of adopting electric trucks or hydrogen-powered fleets. 探討採用電動貨車或氫能車隊的可行性。
Long-term (7 years or above) **長期（7年或以上）**		
Stricter regulations regarding carbon neutrality **碳中和目標的監管日漸增加**	▪ Expenses incurred in adapting daily operations to align with carbon neutrality objectives. 因調整日常營運以配合碳中和目標而產生的額外成本。	▪ Implementation of carbon reduction objectives. 訂立減碳目標。 ▪ Increase investments in low-carbon technologies. 增加於低碳技術上的投資。

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Risk Management
風險管理

The assessment of climate risks is overseen by our Sustainability Committees and encompasses key areas of our primary business operations, including our stores, manufacturing facilities, and supply chain. We are actively integrating the identified risks and exploring climate-related mitigation strategies to enhance our resilience.

Based on the findings of the climate risk assessment, we prioritise critical areas that exhibit high levels of risk and urgency. In evaluating these risks, we have carefully considered our current level of preparedness, as well as our capacity to strengthen readiness and implement effective mitigation measures.

The results of the climate risk assessment have provided us with valuable insights into potential future climate scenarios, enabling us to develop robust climate resilience plans.

氣候風險評估由可持續發展委員會監督，並涵蓋我們的主要業務營運，包括分店、中央產製中心及供應鏈。我們積極整合已識別的風險，研究氣候相關的緩解策略，以提高我們的應變能力。

根據氣候風險評估的結果，我們優先處理高風險及迫切的問題。評估風險時，我們已審慎考慮現有的準備方案，以及制定準備方案及實行高效緩解措施的能力。

氣候風險評估的結果提供詳盡的資訊，有助我們了解未來氣候情境的預測及規劃氣候應變方案。

Metrics and Targets
指標和目標

We report our energy and greenhouse gas ("GHG") performance in a transparent manner, including details of our fuel consumption and Scope 1 and Scope 2 GHG emissions on an annual basis (as outlined in "Managing Energy and Emissions").

To address and evaluate climate-related risks and opportunities, we have established energy and GHG emission reduction targets. Our energy consumption, carbon emission performance, and progress towards these targets are actively monitored and disclosed in "Managing Energy and Emissions".

In alignment with Part D of the ESG Reporting Code, we further enhance our disclosures on climate-related risks by reviewing our governance, strategy, and risk management framework to effectively address climate-related risks and opportunities. Additionally, during the reporting year, we strengthened our reporting on metrics and targets by establishing a methodology for the disclosure of Scope 3 GHG emissions, ensuring greater transparency and alignment with evolving sustainability standards.

我們已披露能源及溫室氣體排放績效，包括每年不同燃料的消耗和範圍一及二的溫室氣體排放量（請參考「能源及排放管理」）。

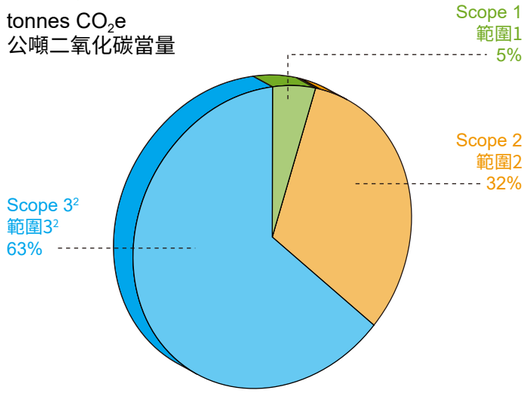
為應對並評估氣候相關風險與機遇，我們已設定能源及溫室氣體減排目標，我們監察能源消耗、碳排放表現及距離達標的進度，並於本報告之「能源及排放管理」中披露有關資料。

我們亦參照《環境、社會及管治報告守則》D部分的要求，進一步完善與氣候相關風險的披露，包括審視我們的管治架構、策略及風險管理機制，以有效應對氣候變化帶來的風險與機遇。在本報告年度內，我們亦制定了範圍三溫室氣體排放的計算方法，進一步加強與國際可持續發展準則接軌，增強資料披露。

Total Group GHG Emissions:
集團總溫室氣體排放：

337,680

tonnes CO_2e
公噸二氧化碳當量



[2] We calculated Scope 3 emissions across three key categories: Category 1 (Purchased Goods and Services), Category 4 (Upstream Transportation and Distribution), and Category 5 (Waste Generated in Operations). For Category 1, emissions were calculated using a spend-based method, which estimates carbon emissions associated with the extraction, production, and transportation of major goods procured by the Group, applying third-party-provided emission factors to procurement spending data. For Category 4, a similar spend-based method was employed to calculate emissions related to transportation and distribution services, including warehousing and logistics, based on the Group's expenditure and third-party emission factors. For Category 5, emissions were determined using a waste-type-specific method, which estimated carbon emissions based on the weight and treatment methods of waste generated in the Group's operations, with third-party emission factors applied accordingly.
我們針對三大關鍵類別計算了範圍3排放量：類別1（購買產品及服務）、類別4（上游運輸與配送）及類別5（營運產生的廢棄物）。針對類別1，我們採用基於支出的方法，透過將第三方提供的排放因子套用至採購支出數據，估算集團主要採購商品在原料開採、生產及運輸環節的碳排放量。類別4同樣運用基於支出的方法，依據集團在運輸配送服務（含倉儲與物流）的支出及第三方排放因子，計算相關排放量。至於類別5，則採用廢棄物類型專屬計算法，根據集團營運產生之廢棄物的重量與處理方式，並套用相應的第三方排放因子來估算碳排放量。

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Achieving Green Kitchen Excellence
集團榮獲「綠色廚房」認證

Our close collaboration with stakeholders has driven meaningful progress in our sustainable dining journey, as demonstrated by our Café de Coral fast food branch at Cityplaza achieving the highest "Three Leaf" rating under Swire Properties' Green Kitchen Initiative, making history as the first tenant in the premise to receive this prestigious honour.

Renovated in 2023, the branch has been upgraded with advanced eco-friendly equipment to provide an enjoyable and sustainable dining experience for our valued customers. The enhanced green features, including LED lighting fixtures, energy-efficient dishwashers, water-saving taps, and a redesigned ventilation system, have significantly improved energy and water efficiency, enhancing the overall dining experience for our valued customers. The branch has also implemented a comprehensive food waste segregation and recycling programme, substantially minimised our landfill contributions.

我們與業務相關人士緊密合作，在推動可持續餐飲方面取得實質成果。位於太古城中心的大家樂快餐分店榮獲太古地產「綠色廚房」計劃頒發最高「三葉」評級，成為該商場首個獲此殊榮的商戶，開創先河。

該分店於2023年翻新，全面升級為配備先進環保設備的綠色餐廳，為顧客提供愉快又可持續的用餐體驗。店內新增的綠色設備包括LED燈具、節能洗碗碟機、節水水龍頭及新設計通風系統，有效提升能源及用水效益，改善整體用餐體驗。此外，分店亦推行完善的廚餘分類及回收計劃，大幅減少廢物棄置量，積極實踐減廢環保理念。

Green Features in Café de Coral Fast Food, Cityplaza
大家樂快餐太古城中心分店綠色設施

Green Features 綠色設施	Impact 成效
LED lighting (dining area and kitchen) LED燈具（用餐區及廚房）	• 78% reduction in electricity usage[3] 用電量減少78%[3]
Energy saving dishwasher (with heat recovery and water recycling capabilities) 節能洗碗碟機（具備熱回收及沖洗水循環系統）	• 66% reduction in electricity usage 用電量減少66% • 20% reduction in water usage[4] 用水量減少20%[4]
Water flow rate restrictors (all kitchen taps for washing purposes) 水流量調節器（所有用作洗滌用途的廚房水龍頭）	• 50% reduction in water flow 水流量減少50%
Ventilation system control 新設計通風系統	• 8% reduction in electricity usage 電量減少8%
Food waste recycling 廚餘回收	• Comprehensive segregation and recycling of all pre- and post-consumer food waste 為店內所有餐前及餐後廚餘進行分類及回收

[3] Compared with incandescent lighting.
與傳統鎢絲燈具比較。
[4] Compared with traditional dishwasher models.
與傳統洗碗碟機型號比較。

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Achieving Green Kitchen Excellence (continued)
集團榮獲「綠色廚房」認證（續）

The Cityplaza branch is the Group's second outlet to achieve the "Three Leaf" rating, alongside our Jolly Congee & Noodle branch at Island Place, which was also decorated earlier this reporting year. As the first of the Group to be awarded the highest rating under the Green Kitchen Initiative, Jolly Congee & Noodle set new standards for green operations by incorporating various measures to reduce resource consumption and enhance sustainability, inspiring us to continue expanding sustainable solutions across our outlets.

Additionally, other outlets under the Group, including The Spaghetti House and Oliver's Super Sandwiches at Cityplaza, and Oliver's Super Sandwiches at Tung Chung Crescent, have received the "Two Leaf" rating in 2021 and 2022, respectively.

As we celebrate the achievements of these outlets, we remain focused on advancing sustainable development in the F&B sector in partnership with diverse stakeholders, creating long-term value for the community and the environment.

大家樂快餐太古城中心分店是集團旗下第二間分店獲得「三葉」評級，集團旗下位於港運城的另一品牌「粥麵好盞」於報告年度內同樣取得「三葉」評級。粥麵好盞作為集團首間獲得「綠色廚房」計劃最高評級的分店，通過多項節能減排措施，為業界設立綠色營運的新標準，亦啟發我們繼續於更多分店推展可持續發展方案。

此外，集團旗下其他分店，包括位於太古城中心的The Spaghetti House（意粉屋）及Oliver's Super Sandwiches（利華超級三文治），以及東堤灣畔的Oliver's Super Sandwiches（利華超級三文治），亦分別於2021年及2022年獲得「二葉」評級。

各分店的成就令人鼓舞，我們將繼續與業務相關人士攜手推動餐飲業可持續發展，為社會及環境創造長遠價值。



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Upgraded Facilities in Mainland China Manufacturing Plants Pave the Way for a Greener Future
升級中國內地產製設施　邁向綠色未來

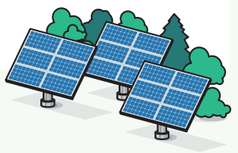
In a bold stride towards sustainable manufacturing, our production plants in Mainland China have unveiled a series of cutting-edge upgrades designed to minimise environmental harm while maximising operational efficiency, underscoring the Group's unwavering commitment to a greener, more responsible industrial future.

為實踐可持續生產，我們的中國內地產製設施進行了一系列升級，致力減低對環境的影響，同時提升營運效率，進一步彰顯集團對邁向更綠色、更負責任產業未來的堅定決心。

Photovoltaic Power
太陽能光伏發電

One of the key advancements is the integration of a photovoltaic power generation system, transforming sunlight into clean energy to fuel daily operations. Since its launch in November 2024, this renewable energy solution has already generated 443,232 kWh of electricity, slashing reliance on conventional power sources, lowering energy expenses, and preventing substantial carbon emissions.

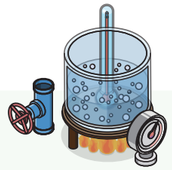
其中一項重大升級是引入太陽能光伏發電，將陽光轉化為潔淨能源，以供日常營運使用。此可再生能源方案於2024年11月啟用，至今已累積產電443,232度，大幅減少對傳統能源的依賴，降低電力成本，並有效減少碳排放。



Heat Recovery from Steam-Condensate
蒸氣冷凝水熱能回收

Innovation extends to resource optimisation with the introduction of a steam-condensate heat recovery system. By capturing and repurposing condensate from steam-heated equipment, the system redirects treated water for cleaning, irrigation, and defrosting, turning waste into a valuable asset. Since October 2024, the system has conserved 1,390 tonnes of water, delivering dual environmental and cost benefits.

我們亦利用創新方法實踐資源再利用，廠房增設蒸氣冷凝水熱能回收系統，將使用蒸氣加熱的設備產生的冷凝水回收再利用，經處理後用於清洗、灌溉及除霜等用途，化廢為寶。自2024年10月啟用以來，已節省用水達1,390噸，帶來環保與成本雙重效益。



Air Pollution Control
生產廢氣處理

Recognising the critical need for cleaner industrial processes, the plants have deployed a state-of-the-art air pollution treatment system to capture and purify emissions from manufacturing and wastewater operations. Beyond ensuring compliance with stringent air quality standards, the technology mitigates health risks for workers and neighbouring communities while fostering goodwill and trust.

為回應社會對潔淨工業流程的迫切需求，廠房引入先進的廢氣處理系統，有效捕捉及淨化生產及污水處理過程排放的氣體。此技術不但符合嚴格的空氣質素標準，更有助降低員工及鄰近社區的健康風險，從而建立彼此互信的良好關係。



These upgrades exemplify how environmental stewardship can go hand-in-hand with economic gains. By embracing renewable energy, circular resource practices, and emission-reducing technologies, the Group is not only shrinking its environmental footprint but also future-proofing its operations against regulatory and climate challenges.

這一系列的升級設施，印證環保與經濟效益可以相輔並行。集團透過積極採用可再生能源、循環再用資源及減排技術，不但大幅減低環境足跡，更有效提升對法規改變及氣候變化的應對能力。

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Managing Energy and Emissions
能源及排放管理

Minimising energy consumption and emissions is a focus of our sustainability strategy as we aim to reduce our environmental footprint and enhance our overall environmental performance. In order to meet our energy and GHG emissions reduction targets, we closely monitor our energy consumption and implemented a wide range of energy-saving measures across all operations. These efforts are supported by continuous investments in cutting-edge technologies, equipment upgrades at manufacturing facilities, and innovations in energy efficiency at outlets.

減少能源消耗及溫室氣體排放，是我們的可持續發展策略重點，旨在減低環境足跡，並全面提升環境表現。為實現能源及溫室氣體的減排目標，我們密切監測能源消耗，並實施一系列節能措施，當中包括持續投資於先進技術、升級產製設施設備，以及分店在能源效益方面的創新。

Through a comprehensive set of environmental guidelines, energy conservation is embedded in our daily operations. These guidelines prioritise energy-saving practices at reheating centres and factories, ensuring that energy efficiency remains a fundamental consideration across all aspects of our operations.

我們已制定一套全面的環保指引，將節能理念融入日常營運中，包括針對加熱中心和工場的具體措施，確保各個營運範疇減少能源消耗。

Energy-Saving at Outlets and Branches
分店節能措施

Significant energy-saving measures have been implemented at branches and outlets. Energy-efficient appliances such as dishwashers and intelligent stir fryers are now in operation, with Café de Coral fast food and Super Super Congee & Noodles adopting smart stir fryers and electric stoves to reduce heat generation in kitchen areas. This minimises electricity consumption for air conditioning while improving operational efficiency. More efficient bain-marie heating coils have also been introduced across the two brands to further reduce energy wastage.

我們於各品牌的分店積極推行多項節能措施，顯著提升能源效益，包括採用節能洗碗碟機及智能炒鍋等高效能設備。當中大家樂快餐及一粥麵已全面引入智能炒鍋及電磁爐，有助降低廚房的溫度，進而減少耗電量，並提升營運效率。兩個品牌亦採用了減低能源消耗的加熱線圈，進一步減少浪費能源。

Innovative solutions have been adopted to optimise energy efficiency. For example, certain Café de Coral fast food outlets with direct outdoor access have implemented “Air Lobby” designs at entrances, which feature dedicated corridors with sliding doors and fan coils to minimise outdoor air influx and reduce heat buildup, subsequently maximising the efficiency of air-conditioning systems. Upgrades to lighting systems, including the installation of energy-saving bulbs and advanced LED technology, have further enhanced energy efficiency at outlets. To ensure optimal performance of HVAC systems, a specialist team conducts regular inspections and maintenance.

我們亦應用創新方案以優化能源效益。例如在入口處可直接通往室外的大家樂快餐分店，採用創新的「空調大堂」設計，提高空調系統的效率。「空調大堂」是由兩個滑門組成的實體玻璃走廊，並配有管風機，可有效減少室外空氣流入，減少熱能積聚。此外，分店亦升級燈具，全面改用節能燈膽及先進LED技術。同時，我們安排專業團隊定期檢查及保養冷氣及通風系統，以維持運作效率。

In Mainland China, our energy efficiency measures include the installation of LED lights in 87% of the branches, with a goal of 100% adoption. High-efficiency cooling systems, energy-saving dishwashers, and smart steam ovens are now standard across our Mainland China operations, while cogenerated steam from local government facilities has been utilised to reduce emissions from boiler systems. A heat recovery programme has also been implemented, capturing condensate from steam cooling and applying detachable insulation to all steam valves.

在中國內地，87%的分店已安裝LED燈，邁向達致100%的目標。中國內地業務已標準化配備高效能冷氣系統、節能洗碗碟機及智能蒸焗爐，同時採用由地方政府設施供應的聯合供熱蒸氣，取代傳統鍋爐系統，減少排放。我們另有實施冷凝水回收計劃，回收蒸氣冷卻產生的冷凝水，並為所有蒸氣閥門加設可拆式隔熱層。

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Energy-Saving at Processing Plants
中央產製中心節能措施

At our production plants, energy-efficient practices are supported by a robust BMS. Electricity metres installed on each floor enable real-time monitoring and analysis of energy consumption across different zones, allowing for quick identification and resolution of inefficiencies. Pressure cookers and combi ovens have been introduced to reduce electricity, water, and gas usage, while all lighting fixtures in Hong Kong processing plants have been upgraded to energy-efficient LED lighting.

我們的中央產製中心採用全面的樓宇管理系統（BMS），包括在每個樓層安裝電錶，以監察和分析不同區域的用電量，迅速識別及避免能源浪費。廚房引入高壓鍋和組合焗爐，大幅減少電力、水及煤氣用量。此外，香港的中央產製中心所有照明燈具均已升級為LED燈具。

Energy-Saving at Headquarters
總寫字樓節能措施

Energy conservation efforts extend to our headquarters, where initiatives include the use of LED lighting, regular maintenance of office equipment, and policies encouraging employees to power off computers and electronic devices after use. The office air-conditioning system is set to a temperature range of 24°C to 26°C, striking a balance between energy efficiency and comfort.

我們將節能措施擴展至總寫字樓，包括採用LED燈具、定期維護辦公室設備，並推行節能政策，鼓勵員工在工作結束後關閉電腦及電子設備。辦公室的空調維持在24°C至26°C的基本溫度設定，減少能源消耗並同時維持舒適高效的工作環境。

Renewable Energy Initiatives
應用可再生能源

Renewable energy plays a key role in reducing carbon emissions across our operations. Used cooking oil is collected by certified vendors and converted into biodiesel, promoting low-carbon energy use. During the reporting year, our manufacturing plant in Mainland China has implemented a photovoltaic power system, incorporating renewable energy into our operations.

可再生能源可有效協助我們降低營運產生的碳排放。經認證的供應商收集我們營運產生的廢食油，將其轉化為生物柴油，以推動低碳能源使用。於報告年度內，我們位於中國內地的產製中心亦已啟用太陽能光電系統，將可再生能源應用於日常營運。

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Energy Consumption and GHG Emission Targets and Performance
能源消耗和溫室氣體排放目標及表現

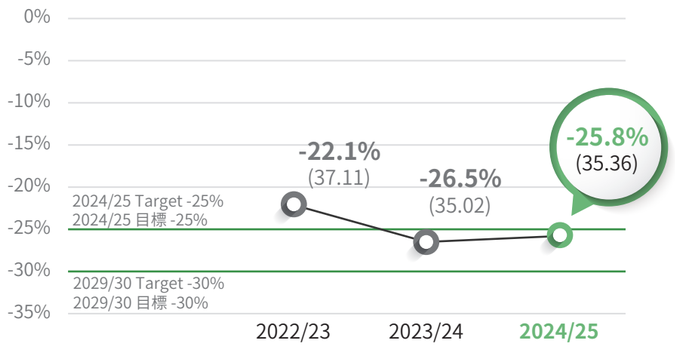
Our energy consumption intensity and GHG emissions intensity targets are based on a fiscal year 2013/14 baseline, ensuring a consistent approach to tracking progress and driving continuous improvement. These efforts, combined with renewable energy initiatives and operational enhancements, demonstrate our commitment to achieving meaningful reductions in energy consumption and emissions, contributing to a more sustainable future.

我們以2013/14財政年度為基準年，制定能源消耗強度及溫室氣體排放強度的減排目標，以追蹤進度及持續追求進步。透過一系列可再生能源項目及營運改善措施，集團致力實現實質的節能與減排成果，為建構更可持續的未來作出貢獻。

Energy Consumption Intensity
能源消耗強度

Hong Kong 香港

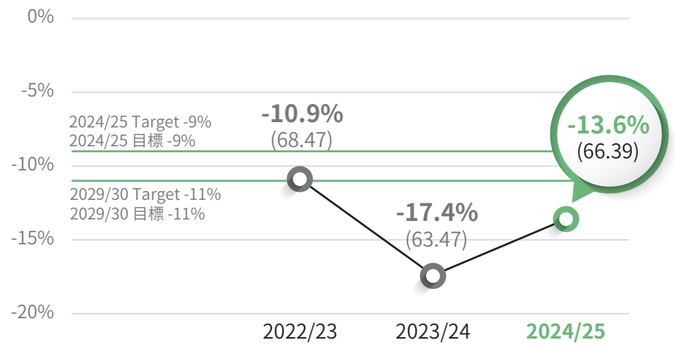
Change in Energy Consumption Intensity 能源消耗強度變化
(Compared with base year of 2013/14)（與2013/14年度基準年相比）



Energy Consumption by Type 按類型劃分的能源消耗 kWh ('000) 千瓦時（千）	Total 年度總數	Electricity 電力	Stationery Fuel 固定燃料	Mobile Fuel 車用燃料
2022/23	**248,682**	165,151	78,548	4,983
2023/24	**251,335**	168,242	78,334	4,759
2024/25	**250,120**	168,161	77,120	4,839

Mainland China 中國內地

Change in Energy Consumption Intensity 能源消耗強度變化
(Compared with base year of 2013/14)（與2013/14年度基準年相比）



Energy Consumption by Type 按類型劃分的能源消耗 kWh ('000) 千瓦時（千）	Total 總數	Electricity 電力	Stationery Fuel 固定燃料	Mobile Fuel 車用燃料
2022/23	**79,629**	73,099	5,162	1,368
2023/24	**87,903**	81,768	4,769	1,366
2024/25	**91,869**	86,342	4,507	1,020

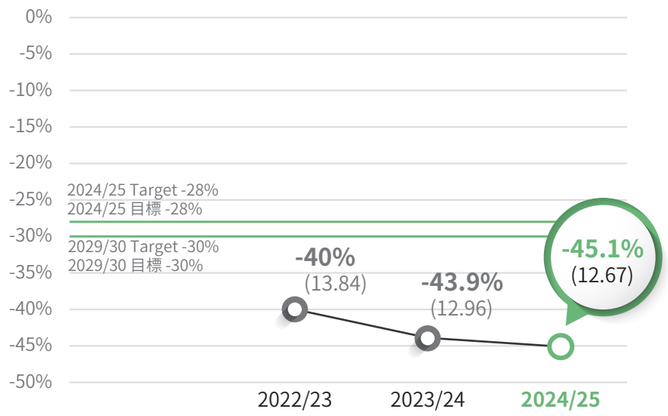
o: The percentage change compared with base year
與基準年相比之變化百分比
(): Energy consumption intensity = kWh ('000)/revenue (HK$'m or RMB$'m)
能源消耗強度= 千瓦時（千）／收入（百萬港元或人民幣）

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Greenhouse Gas (GHG) Emissions and Intensity
溫室氣體排放強度

Hong Kong 香港

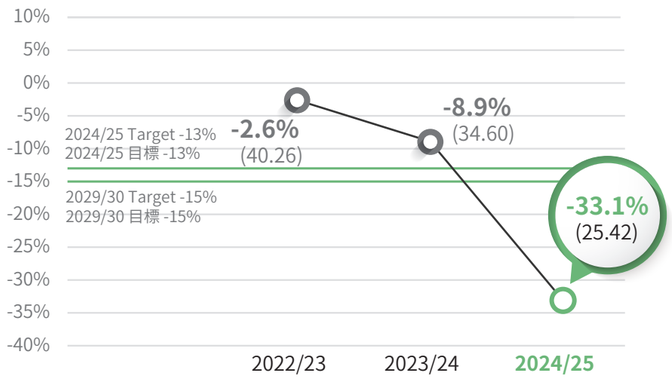
Change in Greenhouse Gas Emissions Intensity 溫室氣體排放強度變化
(Compared with base year of 2013/14)（與2013/14年度基準年相比）



GHG Emissions 溫室氣體排放 tonnes CO_2e 公噸二氧化碳當量	Total 年度總數	Scope 1 範圍1	Scope 2 範圍2
2022/23	**92,744**	16,368	76,376
2023/24	**92,994**	16,265	76,729
2024/25	**89,648**	16,100	73,548

Mainland China 中國內地

Change in Greenhouse Gas Emissions Intensity 溫室氣體排放強度變化
(Compared with base year of 2013/14)（與2013/14年度基準年相比）



GHG Emissions 溫室氣體排放 tonnes CO_2e 公噸二氧化碳當量	Total 年度總數	Scope 1 範圍1	Scope 2 範圍2
2022/23	**43,050**	1,259	41,791
2023/24	**47,927**	1,189	46,738
2024/25	**35,181**	1,053	34,128

o: The percentage change compared with base year
與基準年相比之變化百分比
(): GHG emission intensity = tonnes CO_2e/revenue (HK'm or RMB$'m)
溫室氣體排放強度 = 公噸二氧化碳當量／收入（百萬港元或人民幣）

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Water Stewardship and Conservation
水資源管理及保育

Water stewardship remains a central focus of our organisation. While sourcing water has not posed any challenges to the Group's operations, we remain firmly committed to closely monitoring water usage across all areas of our business. We strictly adhere to all applicable laws and regulations, including but not limited to the Water Pollution Control Ordinance (Cap. 358 of the Laws of Hong Kong) and the Water Pollution Prevention and Control Law of the People's Republic of China.

集團非常注重水資源管理，雖然目前集團的營運並未面對水源上的挑戰，但我們始終嚴謹監控業務各環節的用水情況，並全面遵守相關法例，包括《水污染管制條例》（香港法例第358章）和《中華人民共和國水污染防治法》。

Across our operations in Hong Kong and Mainland China, we have implemented a robust set of water conservation measures designed to enhance efficiency and sustainability. These measures include setting clear, measurable targets for reducing water consumption, closely monitoring usage across facilities, and leveraging innovative technologies to optimise processes. By streamlining operations and using data-driven insights, we can promptly identify and address any irregularities, ensuring that our water resources are managed in a responsible and sustainable manner.

在香港及中國內地的業務中，我們已落實一系列全面的節水措施，以提升用水效率並推動可持續發展。這些措施包括訂立明確可量化的節水目標、密切監察設施用水量，以及應用創新技術優化操作流程。透過優化工序及運用數據分析，我們可及早發現並處理任何異常情況，確保水資源得到負責任和可持續的管理。

Water Conservation Measures Enhanced by Technology
科技推動節水效能

Our commitment to water conservation is underpinned by innovations and technological advancements that enhance efficiency and sustainability across our operations.

我們在節約用水方面持續創新，透過科技提升營運效率與可持續性，貫徹我們對節水的堅持。

- High-frequency defrosting devices are employed to generate heat through water molecule vibrations to defrost frozen meat, eliminating reliance on tap water.
- 採用高頻解凍設備，透過震動水分子產生熱能以解凍急凍肉類，無需依賴自來水。
- Water taps equipped with flow restrictors have been installed in our kitchens.
- 廚房水龍頭均配備節流器，以減少用水量。
- Modified and advanced ice makers are precisely calibrated to meet the specific needs of our outlets.
- 改良及升級製冰機，精確調節至滿足分店需求。
- Automated defoaming control systems are featured in our wastewater treatment facilities in Mainland China, saving 5,000 tonnes of water annually.
- 在中國內地的廢水處理設施實施自動消泡控制，每年節水5,000噸。
- Uniform washing equipment in Mainland China has been upgraded with advanced technology to enhance water efficiency.
- 內地的員工制服清洗設備已升級為高效節水型號。
- Recycled water is utilised in cooling towers in Mainland China.
- 於中國內地的冷卻水塔使用循環水進行冷卻循環。
- Advanced data-driven water meters, capable of monitoring consumption at the plant, production line, and equipment levels, have been installed in all processing plants.
- 所有產製廠房均安裝具備數據分析功能的智能水錶，能分別監控整體廠區、生產線及個別設備的用水量，實現精準管理。

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Commitment to Water Efficiency and Environmental Standards
堅守節水承諾　達致環保標準

We regularly evaluate and refine our operational practices to ensure water efficiency while maintaining alignment with international environmental standards. For example, Luncheon Star's operations are fully compliant with the ISO 14001 Environmental Management System, with environmental measures implemented at reheating centres and factory facilities.

In addition to these system enhancements, we actively promote water conservation through employee engagement. Educational initiatives, such as posters and awareness campaigns, are regularly deployed to cultivate a culture of water-saving across our operations. By combining technological innovation, operational improvements, and employee involvement, we continue to set high standards for responsible water stewardship.

Through these efforts, we reaffirm our dedication to protecting and conserving water resources while contributing to long-term environmental sustainability.

我們定期檢視並改進營運流程，以提升用水效益，同時確保符合國際環境標準。例如，活力午餐的營運全面遵循ISO 14001環境管理系統，在加熱中心與廠房設施均落實多項環保措施。

除了完善營運系統外，我們亦積極透過員工參與推動節水文化。集團定期推行教育活動，包括張貼宣傳海報及舉辦宣傳活動，於營運各環節培養節水文化。憑藉創新科技、營運改進及員工參與三大策略，我們持續為負責任的用水管理樹立高標準。

透過以上措施，我們再次展現守護及珍惜水資源的決心，為長遠的環境可持續發展作出貢獻。

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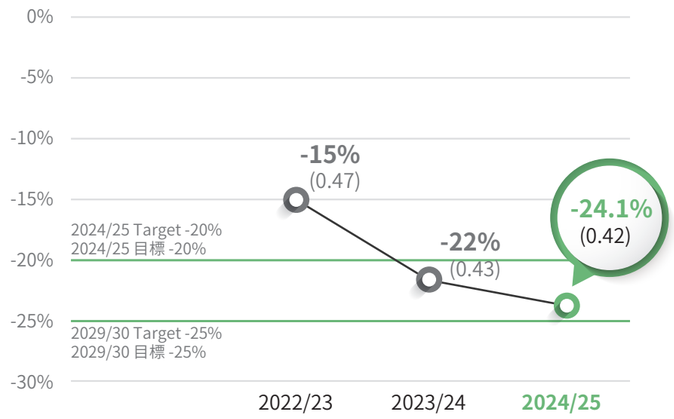
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Water Consumption Target and Performance
用水量目標及表現

Water Consumption Intensity
水源消耗強度

Hong Kong 香港

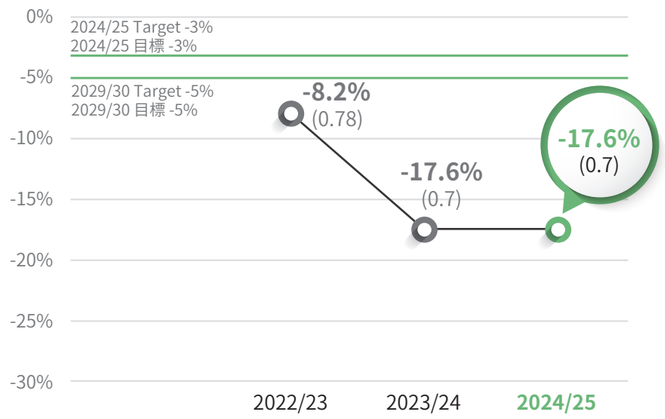
Change in Water Consumption Intensity 水源消耗強度變化
(Compared with base year of 2013/14)（與2013/14年度基準年相比）



Water Consumption 用水量 m³ ('000) 立方米（千）	Total 年度總數
2022/23	3,145
2023/24	3,056
2024/25	2,983

Mainland China 中國內地

Change in Water Consumption Intensity 水源消耗強度變化
(Compared with base year of 2013/14)（與2013/14年度基準年相比）



Water Consumption 用水量 m³ ('000) 立方米（千）	Total 年度總數
2022/23	906
2023/24	965
2024/25	973

o: The percentage change compared with base year
與基準年相比之變化百分比
(): Water consumption intensity = m³/revenue (HK$'m or RMB$'m)
水源消耗強度=立方米／收入（百萬港元或人民幣）

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Waste Management
廢物管理

Waste management is a critical area in our environmental concerns. We meticulously monitor the waste generated through our daily operations and strive to minimise wastage. We adhere to the Waste Disposal Ordinance (Cap. 354 of the Laws of Hong Kong) and the Prevention and Control of Solid Waste Pollution Law of the People's Republic of China by effectively handling both hazardous and non-hazardous waste with clearly defined parameters for measurement. We implement customised waste management approaches based on the specific needs of each business unit. In addition, we maintain monthly waste records for analysing and drawing comparison across our operations.

廢物管理是環境問題的重要一環。我們嚴格監察日常營運所產生的廢物，致力減少浪費。集團遵守《廢物處置條例》（香港法例第354章）和《中華人民共和國固體廢物污染環境防治法》，妥善處理有害和無害廢物，並以明確規定的參數測量。我們亦根據各業務單位的具體需求，量身訂製廢物管理方案，並每月記錄廢物數據，以分析和比較各分店的營運。

In terms of hazardous waste, we have conducted a thorough assessment of our Hong Kong operations to identify the main categories of hazardous waste within our value chain, which includes paint, fluorescent light tubes, batteries, and toner cartridges. Throughout the reporting period, our Hong Kong and Mainland China operations generated 9.81 tonnes and 0.88 tonnes hazardous waste respectively.

在有害廢物方面，我們對香港業務進行了全面評估，以確定價值鏈中有害廢物的主要類別，如油漆、光管、電池和碳粉墨盒。於報告年度內，香港業務共產生9.81噸有害廢物，中國內地業務則產生了0.88噸有害廢物。

For non-hazardous waste, we monitor the amount produced and recycled across our various facilities, including outlets and processing plants. Focusing on the primary sources, we deployed strategies to minimise non-hazardous waste generation with specific targets established. Our waste management strategy takes a comprehensive approach, putting emphasis on waste prevention at source, followed by waste reduction and recycling.

至於無害廢物，我們密切監察分店和中央產製中心的生產和回收量，並針對主要源頭制定具體減廢目標，推行一系列減廢措施。我們採用全面的廢物管理策略，強調從源頭避免產生廢物，其次是減少廢物量和進行回收。

According to our environmental policies, administrators are required to evaluate inventories and production plans before making purchases in order to avoid excessive stock. Our GS1 automation solutions aid in enhancing production efficiency by closely monitoring the quality of raw materials, ensuring precise cut weight, boosting productivity, and identifying opportunities for waste reduction.

根據我們的環境保護指引，管理人員必須在採購前評估存貨和生產計劃，以避免存貨過多。我們的GS1自動化解決方案有效控制原材料質素、確保精確切割重量、提高生產力以及識別減少浪費的機會。

Strengthening our commitment to waste reduction, we leverage recycling programmes provided by landlords in Hong Kong to recycle materials such as tin cans and plastics. Additionally, we partner with certified companies to recycle used cooking oil from our processing plants and outlets.

為進一步實踐減廢承諾，我們於香港善用業主提供的回收計劃，妥善回收鋁罐及塑膠等物料；同時與具認證的公司合作，回收產製設施及分店所產生的廢食油。

562,424 **litres of used cooking oil recycled (Hong Kong)**
公升廢食油被回收（香港）



For our Mainland China operations, we prioritise enhancing environmental awareness among the staff, providing them training on waste management. We also aim to raise public awareness about recycling through our website and social media platforms.

於中國內地方面，我們致力提高員工的環保意識，為員工提供廢物分類、處理和回收的培訓。我們亦透過集團網站和社交媒體提高大眾的減廢和回收意識。

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Implementing Food Waste Segregation Programme
推行廚餘分類計劃

As a major category of non-hazardous waste generated by our operations, food waste is an area of significant focus. A food waste segregation programme was implemented across all outlets in 2021. In line with our Food Waste Management Guidelines, all outlets are required to maintain detailed food waste records for analysis.

Food waste is measured from kitchens, beverage preparation counters, and dishwashing areas to provide an accurate reflection of pre- and post-meal waste. Quarterly reports are submitted to a dedicated task force, which adjusts meal portion sizes and refines food preparation processes accordingly.

廚餘作為我們營運中主要產生的無害廢物類別，一直是我們重點關注的範疇。於2020/21年度，我們在所有分店實施廚餘分類計劃。根據《廚餘管理指引》，所有分店須保存詳盡的廚餘記錄以供分析。

我們收集廚房、水吧和下欄的廚餘進行測量，以準確反映餐前和餐後的廚餘狀況。季度報告會呈交予專責小組，以調整餐點份量及完善製作流程。

Supporting Food Waste Recycling Initiatives
支持廚餘回收計劃

We are committed to reducing food waste and working collaboratively with stakeholders to facilitate food waste recycling. We actively support the Environmental Protection Department's Pilot Scheme on Food Waste Collection in Hong Kong and continue to collaborate with landlords and institutional clients to expand food waste recycling initiatives. Food waste from over 160 outlets and central processing centres was collected for recycling, of which the majority was sent to O.PARK for biogas production and power generation.

我們致力減少廚餘，並與業務相關人士攜手推動廚餘回收。我們積極支持香港環境保護署的「廚餘收集先導計劃」，並持續與業主及機構客戶合作，擴大廚餘回收覆蓋範圍。超過160間分店及中央產製中心的廚餘被回收，當中大部分被送往O·PARK作沼氣及發電之用。

In Mainland China, all food waste generated at our production centres and outlets was recycled during the reporting year.

於報告年度內，我們在中國內地的產製中心及分店所產生的廚餘全部被回收。



44% **of food waste from our Hong Kong operations recycled, equivalent to**
香港業務產生的廚餘被回收，相當於 **2,869 tonnes 公噸**

Promoting Public Awareness and Recognising Excellence
推動公眾關注及表揚優異成果

Close collaboration with landlords remains a key focus in promoting effective food waste management practices and raising public awareness. Participation in MTR Mall's Food Waste Reduction Pledge enables the monitoring and reduction of food waste across our outlets, reinforcing our efforts to minimise environmental impact. Recognition as a Sustainability Partner by Link REIT further highlights these initiatives.

我們持續與業主緊密合作，積極推廣有效的廚餘管理措施及提升公眾關注。我們參與港鐵商場的「減少廚餘約章」，以監測和減少分店產生的廚餘，減低我們對環境的影響。此外，我們獲領展認可為可持續發展夥伴，亦進一步印證我們在這方面的努力和成果。

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Setting and Achieving Food Waste Reduction Targets
制定及實現減少廚餘目標

We announced ambitious targets in the fiscal year of 2021/22 to reduce food waste intensity, which is the average amount of food waste generated per meal served, with that year as the baseline year.

- By 2024/25, we aim to achieve a **4% reduction** in food waste intensity.
- By 2029/30, we aim to achieve a **10% reduction** in food waste intensity.

Consistent targets have also been established for our Mainland China operations.

During the reporting year, the food waste intensity was approximately 44.58 grams and 107.5 grams in Hong Kong and China respectively, significantly reduced by 32% and 18% compared to the base year, reaching our mid-term target set for this year.

我們於2021/22財政年度訂立減少廚餘強度的目標，即每餐平均產生的廚餘量，並以該年為基準年：

- 於2024/25年度，目標將廚餘密度**減少4%**。
- 於2029/30年度，目標將廚餘密度**減少10%**。

中國內地業務亦已訂立相應目標。

於報告年度，香港及中國內地的廚餘密度分別約為44.58克及107.5克，較基準年顯著下降32%及18%，達成本年度中期目標。



Food Waste Intensity Performance Versus Base Year
與基準年相比之廚餘密度表現

Hong Kong 香港	Mainland China 中國內地
▼32%	▼18%

Packaging Management
包裝管理

The Group remains committed to reducing plastic waste, advocating for sustainable alternatives, and minimising unnecessary packaging through the implementation of environmentally friendly practices. Key initiatives introduced in recent years include a “No Straws” policy, disposable cutlery charge, the installation of umbrella dryers at store entrances to replace plastic umbrella bags, and the transition of bulk raw materials to large-scale procurement formats.

In alignment with the Hong Kong Government’s Waste Blueprint for Hong Kong 2035, internal packaging guidelines were established in the fiscal year of 2023/24. These guidelines prioritise the elimination of unnecessary packaging, the simplification of materials to facilitate recycling, and the exploration of innovative packaging alternatives. Feasibility assessments are currently underway to transition primary customer packaging materials from fossil-based plastics to options that are 100% renewable, recyclable, or from certified sources. Existing packaging suppliers are also under review, with plans to terminate partnerships with those contributing to deforestation during production. To further support these efforts, the Group is developing a comprehensive strategy to reduce packaging materials, target to be launched in the next fiscal year.

集團致力減少塑膠廢料，推動可持續替代方案，並透過環保措施減省不必要的包裝。近年推出的主要措施包括「無飲管」政策、即棄餐具收費、於分店門口安裝雨傘除水器以取代塑膠雨傘袋，以及採用大容量原材料包裝以減少批量採購的包裝廢料。

為配合香港特區政府的《香港資源循環藍圖2035》，集團於2023/24財政年度制定了內部包裝指引，重點為淘汰不必要包裝、簡化用料以便利回收、積極探索創新包裝方案。目前，我們正研究以100%可再生、可回收或具認證來源的材料，取代以化石燃料塑膠製成的主要客用包裝物料，同時審視現有包裝供應商，並計劃與生產過程中涉及破壞森林的供應商終止合作。為加快進程，我們亦正制定全面的減少包裝策略，並計劃於下個財政年度推出。

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Transitioning to Sustainable Materials
過渡到可持續物料

Our brands, including Café de Coral fast food, Super Super Congee & Noodles, Oliver's Super Sandwiches and Asia Pacific Catering, have been using paper cups and bowls made from FSC-certified sustainable materials, with plans to expand this initiative progressively to other brands. In addition, all paper lunchboxes used by Luncheon Star are certified by FSC or the Programme for the Endorsement of Forest Certification ("PEFC").

我們的品牌包括大家樂快餐、一粥麵、Oliver's Super Sandwiches（利華超級三文治）及泛亞飲食採用獲森林管理委員會認證的可持續物料製成的紙杯及紙碗，並計劃逐步擴展至其他品牌。此外，活力午餐所採用的所有紙製飯盒，亦已獲森林管理委員會或森林驗證認可計劃認證。

Ahead of the implementation of the revised Product Eco-Responsibility Ordinance (Cap. 603 of the Laws in Hong Kong), we proactively phased out single-use plastic utensils at all Hong Kong outlets in favour of more environmentally friendly alternatives. To encourage customers to reduce reliance on single-use items, from April 2024 disposable takeaway utensils are no longer provided free of charge at our outlets, which succeeded in drastically cutting disposable utensil usage by 472 tonnes during the reporting year, demonstrating the significant environmental impact of the initiative.

在《產品環保責任條例》（香港法例第603章）修訂實施前，我們已率先於香港全線分店淘汰即棄塑膠餐具，轉向更環保的非塑膠替代品。為鼓勵顧客減少使用一次性餐具，我們在2024年4月起停止免費提供外賣即棄餐具，成功大幅削減即棄餐具的使用量達472公噸，反映措施對環境保護產生顯著成效。

In Mainland China, where restrictions on single-use plastics are tightening, we have collaborated with suppliers to identify sustainable alternatives. Plastic coffee stirrers were replaced with sustainable and biodegradable wooden stirrers, and plastic straws were replaced with paper alternatives. In addition, takeaway container materials were transitioned from traditional 600/800g plastic to plant-based biodegradable alternatives.

在中國內地方面，鑑於一次性塑膠產品的限制逐漸收緊，我們積極與供應商合作，尋求可持續的替代方案。我們成功將咖啡攪拌棒從塑膠轉為可持續和可生物降解的木製物料，並將塑膠飲管替換成紙飲管；同時，我們將外賣容器物料由傳統的600/800克塑膠換成用以植物製成的可生物降解替代品。

Case Study 焦點案例

Driving Sustainability in Workplace: Our First Clothing and Toys Recycling Day
推動可持續辦公室文化：首個舊衣及玩具回收日

To encourage waste reduction, we hosted our first Clothing and Toys Recycling Day at our headquarters in Fo Tan, in collaboration with Baguio Green Group Limited. Colleagues exchanged used clothing and toys for grocery items. These contributions will be carefully selected and donated to disadvantaged communities, diverting waste from landfills while supporting those in need. The event also included interactive mini-games designed to educate our staff on plastic recycling.

為鼓勵減廢，我們聯同碧瑤綠色集團有限公司於火炭總寫字樓舉辦首個「環保回收日」，同事們踴躍參與活動，以舊衣物及玩具，換取日常生活用品。活動所收集的物資經過篩選後，將轉贈予有需要的弱勢社群，既減少堆填區廢物，又發揮關愛精神。活動亦設有互動小遊戲，讓員工在輕鬆氛圍中學習塑膠回收知識。



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Reporting Period, Reporting Standards, and Reporting Scope

This report is the 19th Sustainability Report ("the Report") of the Café de Coral Group ("we", "our", or "the Group"). The Report covers the Group's major environmental, social, and governance ("ESG") initiatives and accomplishments from 1 April 2024 to 31 March 2025 ("the reporting year"), and specifically focuses on our activities in Hong Kong and Mainland China. The report adheres to the "comply or explain" regulations of the Environmental, Social, and Governance Reporting Guide found in Appendix C2 of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "HKEX ESG Reporting Guide"). In addition, our climate actions are disclosed with reference to the Task Force on Climate-related Financial Disclosures ("TCFD") recommendations.

The report delves into the four key strategies that we consider essential and relevant to our stakeholders – Catering to Customers, Empowering our Employees, Focusing on Food, and Preserving the Planet. These strategies underpin our sustainable development and showcase our enduring commitment to ESG issues.

報告年度、報告標準、報告範圍

關於大家樂集團表現概覽及獎項以客為先本報告是大家樂集團（「我們」、「我們的」或「集團」）第19份可持續發展報告（「報告」），集團於2024年4月1日至2025年3月31日（「報告年度」）期間的主要環境、社會及管治（「ESG」）舉措及成就，並特別關注我們在香港及中國內地的業務。本報告按照《香港聯合交易所有限公司證券上市規則》附錄C2《環境、社會及管治》報告指引（「香港聯交所ESG報告指引」）的「不遵守就解釋」條文編製。此外，我們根據氣候相關財務揭露工作小組的建議揭露應對氣候變化的行動。

本報告深入探討我們認為對業務相關人士至關重要及最相關的四大關鍵範疇－以客為先、員工為本、專注食物和保護環境。這些範疇突顯我們的可持續發展工作，並展示了我們對ESG議題的長遠承諾。

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Reporting Principles

We strictly adhere to the four reporting principles outlined in the HKEX ESG Reporting Guide when preparing the Report:

Materiality	We engage with stakeholders and conduct regular assessments to identify and prioritise ESG concerns in our operations. The Management Board and the Board of Directors review and approve these issues to ensure they align with stakeholder interests.
Quantitative	The quantitative data in this report enables stakeholders to track and evaluate our ESG progress. We also compare year-on-year data where applicable to assess its implications.
Balance	Our aim is to provide equitable and comprehensive disclosures on the key aspects of our ESG performance, highlighting both achievements and areas for improvement.
Consistency	Since 2015, we have consistently disclosed information in line with the HKEX ESG Reporting Guide to offer a reliable and comparable overview of our progress over time.

This report is available on the Stock Exchange of Hong Kong Limited ("HKEX") website and Café de Coral's website.

External Assurance

We obtained external independent assurance for the content of this Report. Hong Kong Quality Assurance Agency ("HKQAA") was appointed to offer limited assurance and verify that the Report was compiled in compliance with the ESG Reporting Guide. The details of the work conducted by HKQAA are outlined in their verification statement.

Feedback and Contact Us

We value the input and recommendations from stakeholders. Please feel free to share your feedback on this Report or our sustainability efforts via email at sustainability@cafedecoral.com or by mail to Café de Coral Centre, 5 Wo Shui Street, Fo Tan, Shatin, New Territories, Hong Kong.

報告原則

集團在編製本報告時嚴格遵守香港聯交所ESG報告指引中載列的四項報告原則：

重要性	我們與和業務相關人士合作並定期進行評估，以識別有關我們營運的ESG議題並確定優先次序。管理局和董事局審視並確認這些議題，以確保它們符合業務相關人士的利益。
量化	本報告的量化數據使業務相關人士能夠追蹤和評估我們的ESG表現。我們也按年比較數據，適時評估其影響。
平衡	本報告公平、全面地披露我們在關鍵ESG範疇的表現，展示成就和有待改善的領域。
一致性	自2015年起，我們一直按照香港聯交所ESG報告指引披露資訊，以提供可靠且具可比性的表現概覽。

本報告可於香港聯合交易所有限公司（「聯交所」）網站及大家樂官方網站查閱。

外部驗證

本報告的內容已獲得外部獨立驗證，集團委任香港品質保證局（「HKQAA」）提供有限保證並核實該報告是否符合ESG報告指引。有關香港品質保證局的驗證詳情請參閱其核實聲明。

分享意見及聯絡我們

我們重視業務相關人士的意見和建議，歡迎分享您對本報告或我們的可持續發展工作的意見，請電郵至sustainability@cafedecoral.com或郵寄至香港新界沙田火炭禾穗街5號大家樂中心。

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Economic Value 經濟價值

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		2023/2024	**2024/2025**	2023/2024	**2024/2025**
Net revenue 淨收入	HK$'m or RMB'm 百萬港元或百萬人民幣	7,176	**7,073**	1,385	**1,384**

Social Performance Indicators 社會表現數據

Aspect 範疇	Unit 單位	Hong Kong 香港		Mainland China 中國內地	
		2023/2024	**2024/2025**	2023/2024	**2024/2025**
Employment – Full-time Employee Distribution 僱員－全職員工					
Total 總數	No. of people 人數	6,436	**6,335**	3,952	**3,879**
By gender 按性別劃分					
Male 男性	No. of people 人數	2,202	**2,160**	1,603	**1,594**
Female 女性	No. of people 人數	4,234	**4,175**	2,349	**2,285**
By age 按年齡劃分					
30 or below 30歲或以下	No. of people人數	441	**378**	1,401	**1,318**
31-50 31-50歲	No. of people人數	2,736	**2,628**	1,981	**1,975**
51 or above 51歲或以上	No. of people人數	3,259	**3,329**	570	**586**

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		2023/2024	**2024/2025**	2023/2024	**2024/2025**
Employment – Part-time Employee Distribution 就業－兼職員工					
Total 總數	No. of people 人數	6,639	**6,396**	2,542	**2,360**
By gender 按性別劃分					
Male 男性	No. of people 人數	1,125	**1,065**	698	**619**
Female 女性	No. of people 人數	5,514	**5,331**	1,844	**1,741**
By age按年齡劃分					
30 or below 30歲或以下	No. of people 人數	916	**858**	854	**744**
31-50 31-50歲	No. of people 人數	2,440	**2,289**	1,334	**1,203**
51 or above 51歲或以上	No. of people 人數	3,283	**3,249**	354	**413**
Employment – New Full-time Employee Distribution 僱員－新全職員工					
Total 總數	No. of people 人數	2,451	**2,291**	1,178	**976**
By gender 按性別劃分					
Male 男性	No. of people 人數	975	**976**	534	**483**
Female 女性	No. of people 人數	1,476	**1,315**	644	**493**
By age 按年齡劃分					
30 or below 30歲或以下	No. of people 人數	335	**273**	641	**558**
31-50 31-50歲	No. of people 人數	1,002	**957**	400	**320**
51 or above 51歲或以上	No. of people 人數	1,114	**1,061**	137	**98**

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		2023/2024	**2024/2025**	2023/2024	**2024/2025**
Employment – New Part-time Employee Distribution 就業－新兼職員工					
Total 總數	No. of people 人數	6,022	**5,264**	1,256	**1,171**
By gender 按性別劃分					
Male 男性	No. of people 人數	1,584	**1,302**	426	**362**
Female 女性	No. of people 人數	4,438	**3,962**	830	**809**
By age 按年齡劃分					
30 or below 30歲或以下	No. of people 人數	1,756	**1,493**	572	**511**
31-50 31-50歲	No. of people 人數	2,058	**1,777**	548	**482**
51 or above 51歲或以上	No. of people 人數	2,208	**1,994**	136	**178**
Average Monthly Turnover Rate[5] 平均每月流失率[5]					
Total 總數	% 百分比	5.52%	**5.24%**	5.87%	**6.35%**
By gender 按性別劃分					
Male 男性	% 百分比	6.12%	**6.09%**	7.08%	**7.78%**
Female 女性	% 百分比	5.31%	**4.97%**	5.19%	**5.54%**
By age 按年齡劃分					
30 or below 30歲或以下	% 百分比	11.34%	**10.99%**	9.23%	**10.66%**
31-50 31-50歲	% 百分比	5.16%	**4.72%**	3.93%	**4.14%**
51 or above 51歲或以上	% 百分比	4.52%	**4.46%**	4.94%	**4.58%**

[5] The average monthly turnover rate refers to the average number of leavers in each category of each month within the reporting year divided by the monthly average number of employees in the corresponding category in the same period. Employee turnover is defined as full-time and part-time employees who leave employment voluntarily or due to dismissal, retirement, or death in service during the reporting year.
「平均每月流失率」是指報告年度內每月流失率的平均數，即各員工組別每月離職員工數目除以該員工組別月底員工總數。員工流失是指報告年度內自願離職或因解僱、退休或在職死亡而離職的全職和兼職員工。

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		2023/2024	**2024/2025**	2023/2024	**2024/2025**
Occupational Safety and Health 職業安全與健康					
Work-related fatality 因工死亡事故	No. of people 人數	0	**0**	0	**0**
Lost days[6] 損失工作日[6]	No. of days 日數	11,224.5	**12,285**	641	**515**
Lost days rate[7] 損失工作日比率[7]	% 百分比	0.24%	**0.26%**	0.027%	**0.02%**
Employees trained on health and safety standards[8] 接受了健康與安全標準訓練的員工[8]	No. of people 人數	13,071	**12,729**	6,494	**6,087**
	% 百分比	99.97%	**99.98%**	100%	**97.56%**
Development and Training – Percentage of Employees Trained 發展及培訓－受訓員工百分比					
By employee category 按員工類別劃分					
Senior management 高級管理層	% 百分比	100%	**100%**	100%	**100%**
Middle management 中級管理層	% 百分比	100%	**100%**	83%	**100%**
General staff and frontline staff 一般及前線員工	% 百分比	100%	**100%**	99%	**99%**
By gender 按性別劃分					
Male 男性	% 百分比	100%	**100%**	97%	**99.5%**
Female 女性	% 百分比	100%	**100%**	99%	**99.1%**
Development and Training – Average Training Hours of Employees Trained 發展及培訓－平均每位員工的受訓時數					
By employee category 按員工類別劃分					
Senior management 高級管理層	Hours 小時	26.6	**29.3**	22	**27**
Middle management 中級管理層	Hours 小時	63.7	**68.9**	82	**72.6**
General staff and frontline staff 一般及前線員工	Hours 小時	83.7	**83.8**	91	**92.4**
By gender 按性別劃分					
Male 男性	Hours 小時	79.9	**81.0**	97	**96.2**
Female 女性	Hours 小時	83	**82.8**	86	**87.9**

6 Lost day refers to sick leaves due to all types of work-related injuries within the reporting year.
「損失工作日」指於報告年度內各種工傷導致的病假日數。

7 Lost days rate refers to the ratio of the number of sick days caused by various work-related injuries to the number of scheduled workdays for all employees in the reporting year.
「損失工作日比率」指各種工傷導致的病假日數佔報告年度內所有員工預定工作日數的比率。

8 We have enhanced our data collection process and begun to collect the data on health and safety training starting from FY23/24.
我們提升了資料收集流程，從2023/24年度開始收集有關健康和安全培訓的數據。

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		2023/2024	**2024/2025**	2023/2024	**2024/2025**
Customer Complaints and Recalls 顧客投訴與產品回收					
Number of products and service-related complaints received[9] 接獲關於產品及服務的投訴[9]	No. of cases 個案數目	44	**66**	8	**10**
Percentage of total products sold or shipped subject to recalls for safety and health reasons 已售或已運送產品總數中因安全與健康理由而須回收的百分比	% 百分比	0	**0**	0	**0**
Business Integrity 商業誠信					
Anti-corruption 反貪污					
Number of concluded legal cases regarding corrupt practices brought against the Group or its employees 對集團或其員工提出並已審結的貪污訴訟案件	No. of cases 個案數目	0	**0**	0	**0**
Total hours of anti-corruption training provided to employees[10] 員工接受反貪污培訓總時數[10]	Hours 小時	1,524	**4,140**	1,196	**1,372**
Percentage of employees who have received anti-corruption training[10] 接受反貪污培訓的員工百分比[10]	% 百分比	99.97%	**98.49%**	79%	**77.9%**
Anti-discrimination 反歧視					
Total hours of non-discriminatory practice training provided to employees[10] 員工接受反歧視培訓的總時數[10]	Hours 小時	871	**3,250**	–	**1,372**
Percentage of employees who have received non-discriminatory practice training[10] 接受反歧視培訓的員工百分比[10]	% 百分比	99.97%	**98.5%**	–	**77.9%**

[9] This includes the number of complaints filed with government departments.
包括向政府部門提出的投訴數量。

[10] We have enhanced our data collection process and begun to collect data on anti-corruption and anti-discriminatory practice training starting from FY23/24.
我們已經提升了資料收集流程，從2023/24年度開始收集反貪污及反歧視培訓的數據。

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Supply Chain Management 供應鏈管理

Region 地區	Unit 單位	Hong Kong 香港		Mainland China 中國內地		Hong Kong 香港		Mainland China 中國內地	
		2023/2024	**2024/2025**	2023/2024	**2024/2025**	2023/2024	**2024/2025**	2023/2024	**2024/2025**
Distribution of Suppliers by Geographical Region 按地理區域劃分的供應商總數量									
		Food Suppliers 食品供應商				**Non-food Suppliers 非食品供應商**			
Hong Kong 香港	No. of suppliers 供應商數量	307	**322**	0	**0**	139	**135**	0	**0**
Mainland China 中國內地	No. of suppliers 供應商數量	7	**12**	146	**157**	0	**3**	113	**108**
Other Asian Countries 其他亞洲國家	No. of suppliers 供應商數量	4	**6**	0	**0**	1	**1**	0	**0**
North and South America 北美洲和南美洲	No. of suppliers 供應商數量	4	**5**	0	**0**	0	**0**	0	**0**
Australia and New Zealand 澳洲和紐西蘭	No. of suppliers 供應商數量	1	**1**	0	**0**	0	**0**	0	**0**
Europe 歐洲	No. of suppliers 供應商數量	1	**2**	0	**0**	0	**0**	0	**0**

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Region 地區	Product 產品	2023/2024	2024/2025
Food Origin by Geographical Region - Hong Kong 按地理區域劃分的食物原產地－香港			
Mainland China 中國內地	Meat, seafood, vegetables, and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	47.1%	**49.99%**
North and South America 北美洲和南美洲	Meat and fruits 肉類和水果	19.1%	**18.33%**
Other Asian Countries 其他亞洲國家	Meat, seafood, vegetables, and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	14.7%	**13.59%**
Hong Kong 香港	Meat, seafood, vegetables, and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	9.9%	**9.84%**
Europe 歐洲	Meat, dairy products, and canned products 肉類、奶製品和罐頭製品	4.9%	**4.87%**
Australia and New Zealand 澳洲和紐西蘭	Meat, seafood, and dairy products 肉類、海鮮和奶製品	3.5%	**2.67%**
South Africa 南非	Fruits and seafood 水果和海鮮	0.8%	**0.72%**
Africa 非洲	Basic groceries 糧油雜貨	0.03%	**0.01%**
Food Origin by Geographical Region - Mainland China 按地理區域劃分的食物原產地－中國內地			
Mainland China 中國內地	Meat, seafood, vegetables, and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	74.9%	**73.9%**
North and South America 北美洲和南美洲	Meat and fruits 肉類和水果	13.9%	**14.2%**
Australia and New Zealand 澳洲和紐西蘭	Meat, seafood, vegetables, and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	4.0%	**5.1%**
Other Asian Countries 其他亞洲國家	Meat, seafood, vegetables, and basic groceries 肉類、海鮮、蔬菜和糧油雜貨	3.5%	**3.6%**
Europe 歐洲	Meat, dairy products, and canned products 肉類、奶製品和罐頭製品	3.0%	**2.5%**
Hong Kong 香港	Meat, seafood, and dairy products 肉類、海鮮和奶製品	0.7%	**0.6%**
South Africa 南非	Fruits and seafood 水果和海鮮	0.03%	**0.1%**

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		2023/2024	**2024/2025**	2023/2024	**2024/2025**
Supplier Audit 供應商審核					
Total number of suppliers audited 接受審核的供應商數量	No. of suppliers 供應商數量	127	**131**	163	**241**
Supplier Audit – Food Suppliers 供應商審核－食品供應商					
Number of suppliers audited 接受審核的供應商數量	No. of suppliers 供應商數量	92	**79**	145	**195**
Number of on-site factory audited suppliers 接受工場審核的供應商數量	No. of suppliers 供應商數量	–	**13**	–	**54**
Number of marginal-grade suppliers terminated 被終止的邊緣評級供應商數量	No. of suppliers 供應商數量	0	**0**	1	**0**
Supplier Audit – Non-food Suppliers 供應商審核－非食品供應商					
Number of suppliers audited 接受審核的供應商數量	No. of suppliers 供應商數量	35	**38**	18	**46**
Number of on-site factory audited suppliers 接受工場審核的供應商數量	No. of suppliers 供應商數量	–	**0**	–	**11**
Number of marginal-grade suppliers terminated 被終止的邊緣評級供應商數量	No. of suppliers 供應商數量	0	**0**	0	**0**

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Environmental Performance Indicators 環境表現數據摘要

Aspect 範疇	Unit 單位	Hong Kong 香港		Mainland China 中國內地	
		2023/2024	**2024/2025**	2023/2024	**2024/2025**
Energy Consumption[11] 能源消耗[11]					
Electricity 電力	kWh ('000) 千瓦時（千）	168,242	**168,161**	81,768	**86,342**
Stationary fuel 固定燃料	kWh ('000) 千瓦時（千）	78,334	**77,120**	4,769	**4,507**
Mobile fuel 車用燃料	kWh ('000) 千瓦時（千）	4,759	**4,839**	1,366	**1,020**
Energy consumption intensity[12] 能源消耗強度[12]	kWh ('000)/revenue (HK$'m or RMB'm) 千瓦時（千）／收入（百萬港元或百萬人民幣）	35.02	**35.36**	63.47	**66.39**
Greenhouse Gas (GHG) Emissions[13] 溫室氣體排放[13]					
Scope 1[14] 範圍一[14]	Tonnes CO_2e 公噸二氧化碳當量	16,265	**16,100**	1,189	**1,053**
Scope 2[15] 範圍二[15]	Tonnes CO_2e 公噸二氧化碳當量	76,729	**73,548**	46,738	**34,128**
GHG emissions intensity[12] 溫室氣體排放強度[12]	Tonnes CO_2e/revenue (HK$'m or RMB'm) 公噸二氧化碳當量／收入（百萬港元或百萬人民幣）	12.96	**12.67**	34.6	**25.42**
Air Emissions Performance[16] 氣體排放表現[16]					
Sulphur oxides (SOx) 硫氧化物	Tonnes 公噸	0.013	**0.013**	0.002	**0.002**
Nitrogen oxides (NOx) 氮氧化物	Tonnes 公噸	6.745	**6.711**	0.384	**0.271**
Particulate matter (PM) 顆粒物	Tonnes 公噸	0.452	**0.448**	0.030	**0.022**

11 The data covers business activities and operations over which the Group has direct operational control and full authority to introduce and implement its operating policies.
數據包括集團擁有直接營運控制權及可全權推行和執行營運政策的業務活動及營運。

12 Energy consumption, GHG emissions, water use, hazardous waste, packaging material intensity are calculated by dividing our absolute energy consumption, GHG emissions, water consumption, total hazardous waste produced, total packaging material used in Hong Kong or Mainland China by the total revenue of our operations in the respective regions within the reporting scope. The total revenue of our Hong Kong operations for 2013/14, 2022/23, 2023/24 and 2024/25, was HK$5,589 million, HK$6,701 million, HK$7,176 million, and HK$7,073 million respectively. That for our Mainland China operations was RMB975 million, RMB1,163 million, RMB1,385 million and RMB1,384 respectively.
能源消耗、溫室氣體排放、用水、有害廢物及包裝物料使用強度是按香港或中國內地的絕對能源消耗、溫室氣體排放、用水量、有害廢物總數及包裝物料總量數據，除以本報告範圍內各地區的營運總收入計算。集團在2013/14、2022/23、2023/24及2024/25年度的香港營運總收入分別為5,589百萬港元、6,701百萬港元、7,176百萬港元及7,073百萬港元；而中國內地的營運總收入分別為975百萬人民幣、1,163百萬人民幣、1,385百萬人民幣、及1,384百萬人民幣。

13 Reported GHG emissions do not include those arising from outsourced operations and fugitive emissions. The Group regularly reviews its GHG emissions with a view to expanding the scope of data disclosure in future reports. Scope 1, Scope 2 and total GHG emissions are calculated with reference to the Guidelines to Account for and Report on Greenhouse Gas Emissions and Removals for Buildings (Commercial, Residential or Institutional Purposes) in Hong Kong (2010 Edition), issued by the Environmental Protection Department and the Electrical and Mechanical Services Department of the HKSAR Government, and "How to prepare an ESG Report Appendix 2: Reporting Guidance on Environmental KPIs" issued by HKEX.
集團匯報的溫室氣體排放並不包括與外判營運及雪種相關之排放。集團將定期檢視其溫室氣體排放數據之披露範圍。範圍一、範圍二及溫室氣體總排放量之計算方法參考香港特別行政區環境保護署及機電工程署編寫的《香港建築物（商業、住宅或公共用途）的溫室氣體排放及減除的審計和報告指引》（2010版）及港交所發佈《如何編備環境、社會及管治報告》附錄二《環境關鍵績效指標匯報指引》。

14 Scope 1 refers to direct GHG emissions and removals. Scope 1 disclosures mainly include emissions from stationary fuel combustion and mobile combustion.
範圍一為直接溫室氣體排放及減除，主要包括固定燃燒源及車用燃燒源所產生的溫室氣體排放。

15 Scope 2 refers to indirect GHG emissions from the consumption of purchased electricity and Towngas. Emission factors are obtained from local utility companies.
範圍二為消耗所購電力及煤氣所產生的間接溫室氣體排放。排放系數由當地電力及燃氣公司提供。

16 Reported total air emissions include emissions due to gaseous fuel consumption and emissions from vehicles. Biodiesel-associated emissions are calculated using the same factor as diesel. This is the most closely related conversion factor available in the region.
報告的總空氣排放包括由於氣體燃料消耗和車輛排放造成的排放。生物柴油相關排放是使用與柴油相同的轉換因子計算的，這是該地區可得到的最接近的轉換因子。

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Aspect 範疇	Unit 單位	Hong Kong 香港		Mainland China 中國內地	
		2023/2024	**2024/2025**	2023/2024	**2024/2025**
Water Consumption[17] 用水量[17]					
Water consumption 用水量	m^3 ('000) 立方米（千）	3,056	**2,983**	965	**973**
Water consumption intensity[12] 水源消耗強度[12]	m^3 ('000）立方米（千）／收入（百萬港元或百萬人民幣）	0.43	**0.42**	0.7	**0.7**
Waste Management – Central Food Processing Plants and Offices 廢物處理－中央產製中心及辦公室					
Non-hazardous waste recycled[18] 已回收的無害廢物[18]					
Waste cooking oil 廢食油	Litres ('000）升（千）	42.9	**48.7**	6.8	**14.3**
Food waste 廚餘	Tonnes 公噸	649	**386**	504.2	**326.7**
Paper 廢紙	Tonnes 公噸	697	**668**	182.3	**166.2**
Plastics 塑膠	Tonnes 公噸	95	**78**	20.3	**17.2**
Metal 金屬	Tonnes 公噸	146	**135**	24.5	**61.5**
Glass 玻璃	Tonnes 公噸	51	**54**	10.4	**7.3**
Hazardous waste 產生的有害廢物					
Total amount of hazardous waste produced[19] 有害廢物總數[19]	Tonnes 公噸	0.93	**9.81**	2.01	**0.87**
Total hazardous waste intensity[12] 有害廢物強度[12]	Tonnes/revenue (HK$'m or RMB'm) 公噸／收入（百萬港元或百萬人民幣）	0.00	**0.00**	0.00	**0.00**

17 Water consumed is freshwater from local municipal sources.
集團的耗水均源自當地市政用水。

18 The Group is developing a comprehensive process to collect the data on the total amount of non-hazardous data produced and strives to make the data available as soon as possible.
集團正在改善資料收集流程，收集所產生的無害廢物總量數據，致力盡快提供這些數據。

19 The Group has revised the scope of data collection for hazardous waste produced in Hong Kong to better reflect our operations.
集團已修訂香港有害廢物的數據收集範圍，以更全面反映我們的營運情況。

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		2023/2024	**2024/2025**	2023/2024	**2024/2025**
Waste Management – Outlets 廢物處理－分店					
Non-hazardous waste recycled[20] 已回收的無害廢物[20]					
Waste cooking oil 廢食油	Litres ('000) 升（千）	496.2	**513.8**	177.6	**187.3**
Food waste 廚餘	Tonnes 公噸	1,994	**2,482.7**	3,658.8	**3,415.5**
Paper 廢紙	Tonnes 公噸	Note[21] 備註[21]	**Note[21] 備註[21]**	503.0	**484.0**
Plastics 塑膠	Tonnes 公噸				
Metal 金屬	Tonnes 公噸				
Glass 玻璃	Tonnes 公噸				
Use of Packaging Materials 包裝物料的使用					
Total food and beverage packaging material used[22, 23] 用於餐飲的包裝物料總量[22, 23]	Tonnes 公噸	7,095	**6,159**	1,725	**1,680**
Food and beverage packaging material intensity[12] 餐飲包裝物料使用強度[12]	Tonnes/revenue (HK$'m or RMB'm) 公噸/收入（百萬港元或百萬人民幣）	0.99	**0.87**	1.245	**1.21**

20 Data of non-hazardous waste recycled in Macau outlets has not yet been recorded. The Group is developing a comprehensive process to collect the relevant data and strives to make the data available as soon as possible.
澳門分店的已回收的無害廢物暫無記錄，集團將探討收集相關數據的可行性。

21 Non-hazardous waste including paper, plastics, metal, and glass are currently not recorded in Hong Kong outlets. The Group is developing a comprehensive process to collect the relevant data and strives to make the data available as soon as possible.
香港分店目前並無紀錄紙張、塑膠、金屬及玻璃等廢物的回收情況，集團將探討收集相關數據的可行性。

22 Data of packaging materials used in Macau outlets has not yet been recorded. The Group is developing a comprehensive process to collect the relevant data and strives to make the data available as soon as possible.
澳門分店的包裝物料數據暫無記錄，集團將探討收集相關數據的可行性。

23 The Group has revised the scope of data collection for food and beverage packaging materials in Hong Kong to better reflect our operations.
集團已修訂香港餐飲包裝材料的數據收集範圍，以更全面反映我們的營運情況。

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HKQAA
HONG KONG QUALITY ASSURANCE AGENCY
香港品質保證局

Verification Statement

Scope and Objective
Hong Kong Quality Assurance Agency ("HKQAA") has been commissioned by Café de Coral Holdings Limited ("CDCHL") to conduct an independent verification for its Sustainability Disclosures (the "Selected Disclosure") stated in its Sustainability Report 2024/25 ("the Report"). The selected disclosures covered the period from 1 April 2024 to 31 March 2025 and represented the sustainability performance of CDCHL.

The objective of this verification is to provide an independent opinion with a limited level of assurance on whether the selected disclosures are prepared in accordance with the following reporting criteria:

- the Environmental, Social and Governance Reporting Guide ("ESG Guide") set out in Appendix 2 of the Listing Rules of The Stock Exchange of Hong Kong Limited (version effective from 31 December 2023, which remains applicable to annual reports for financial years commencing before 1 January 2025).

The verification team also reviews the disclosures in the Report by making reference to the following disclosure frameworks, as the Report has been prepared with references to:

- the UN Sustainable Development Goals (SDGs)

Level of Assurance and Methodology
HKQAA's verification procedure has been conducted with reference to the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000") issued by the International Auditing and Assurance Standards Board. The evidence gathering process was designed to obtain a limited level of assurance as set out in the ISAE 3000 by using a risk-based approach.

Our verification procedure included, but not limited to:

- Sampling the sustainability information stated in the Report, e.g. claims and performance data for detail verification;
- Verifying the raw data and supporting information of the selected samples of the sustainability information;
- Interviewing responsible personnel; and
- Checking the internal control mechanism

Roles and Responsibilities
CDCHL is responsible for the organization's information system, the development and maintenance of records and reporting procedures in accordance with the system, including the calculation and determination of sustainability information and performance. HKQAA verification team is responsible for providing an independent verification opinion on the disclosures provided by CDCHL for the reporting period. The verification was based on the verification scope, objectives and criteria as agreed between the CDCHL and HKQAA.

Independence
HKQAA did not involve in collecting and calculating data or compiling the reporting contents. Our verification activities were entirely independent and there was no relationship between HKQAA and CDCHL that would affect the impartiality of the verification.

HKQAA
HONG KONG QUALITY ASSURANCE AGENCY
香港品質保證局

核實聲明

範圍及目的
香港品質保證局獲大家樂集團有限公司（下稱「大家樂」）委託為其《可持續發展報告 2024/25》（「報告」）中所述的信息披露（"選定披露"）進行獨立核實工作。選定披露涵蓋了 2024 年 4 月 1 日至 2025 年 3 月 31 日期間的信息，代表了大家樂的可持續發展表現。

核實工作的目的是對選定披露提供獨立的有限保證意見，以確認該報告是否依據以下報告披露框架編制：

- 香港聯合交易所有限公司上市規則附錄 C2 所載之《環境、社會及管治報告指引》（《ESG 指引》）（2023 年 12 月 31 日起生效版，該規則仍然適用於 2025 年 1 月 1 日之前開始的財政年度的報告）

基於報告的信息披露同時參考了以下信息披露框架，核實組也參考該些框架檢閱報告的內容：

- 聯合國可持續發展目標（《SDGs》）

保證程度和核實方法
香港品質保證局的核實程序是參考國際審計與核證準則委員會發布的《國際核證聘用準則 3000》（修訂版）「歷史財務資料審計或審閱以外的核證聘用」（"ISAE 3000"）進行的。證據收集過程採用基於風險的方法來獲得 ISAE 3000 中規定的有限保證水平。

我們的核實程序包括但不限於：

- 對報告中的可持續發展信息進行抽樣，例如相關聲明和表現數據，用於詳細驗證；
- 核實選定的可持續發展信息樣本的原始數據資料及相關支持證據；
- 訪問相關負責人員；和
- 檢查內部控制機制。

角色和責任
大家樂負責相關的信息系統，依照該系統建立和維護記錄和報告程序，包括可持續發展信息和表現的計算和確定。香港品質保證局核實小組負責對大家樂報告期間內的披露作出獨立核實意見。核實是根據大家樂與香港品質保證局雙方同意的核實範圍、目的和標準進行。

獨立性
香港品質保證局沒有參與收集和計算此報告內的數據或報告內容的編制。就提供此報告核查服務而言，核實過程是完全獨立的。香港品質保證局與大家樂之間並無任何會影響核實公正性的關係。

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Limitation and Exclusion
The following limitations and exclusions were applied to this verification due to the service scope, nature of verification criteria, and characteristics of the verification methodology.

I. Our verification scope is limited to verifying the transcription/transformation of the raw data or information into the disclosures, e.g., Claims and Performance Data stated in the Report. The identified sustainability information may be subject to inherent uncertainty because of incomplete scientific and technical knowledge.

II. Evaluating the quality of execution and implementation effectiveness of the ESG practices, the appropriateness of the assumptions made, and the estimation techniques applied are outside the scope of our verification.

III. The verification of raw data or information is based on the use of a sampling approach and reliance on the client's representation. As a result, errors or irregularities may occur and remain undetected.

IV. Any information outside the established verification period has been excluded.

Conclusion
Based on the evidence obtained and the results of the verification process, it is the opinion of the verification team that, with a limited level of assurance, nothing has come to the team's attention that the Report has not been prepared, in all material respects, in accordance with the ESG Guide set out in Appendix C2 of the Listing Rules of The Stock Exchange of Hong Kong Limited (former version, which remains applicable to annual reports for financial years commencing before 1 January 2025).

In addition, the verification team reviewed the Report with reference to the SDGs and considered that the Report has been prepared by making reference to the contents or parts of the contents of the aforementioned disclosure frameworks.

Signed on behalf of Hong Kong Quality Assurance Agency

Connie Sham
Head of Audit
June 2025
Ref: 14964186-VER

局限性和除外情況
由於服務範圍、核實標準的性質和核實方法的特點，本次核實存在以下局限性和除外情況：

i. 核實範圍僅限於驗證有關原始數據或資料轉錄和轉換至報告中所披露的可持續發展信息，例如報告中所述的聲明和表現數據。由於有關的科學和技術知識不完整，可持續發展信息可能存在本質上的不確定性。
ii. 評估可持續發展措施的執行質素和實施有效性、估算方法和技術的適宜性並不包括在核實範圍之內。
iii. 原始數據或資料的核實是採用抽樣方法並信賴客戶的陳述，因此，可能會存在未被發現的錯誤或錯誤陳述的情況。
iv. 核實不包括任何超出核實時間覆蓋範圍的信息或資料。

結論
根據核實過程所獲得的證據和結果，核實組作出有限保證結論，未有任何發現使我們相信該報告沒有依據香港聯合交易所有限公司上市規則附錄C2所載之《ESG指引》(2023 年 12 月 31 日起生效版，該規則仍然適用於2025年1月1日之前開始的財政年度的報告）框架編制。

此外, 核實組參考《SDGs》檢閱報告並認為本報告是參考了以上信息披露框架當中的內容或部分內容披露信息。

香港品質保證局代表簽署

沈小茵
審核主管
2025 年 6 月
參考編號: 14964186-VER

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A. Environmental 環境			
Aspect A1: Emissions **層面A1：排放物**			
General Disclosure **一般披露**	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Preserving the Planet 保護環境	101-121
KPI A1.1 **關鍵績效指標A1.1**	The types of emissions and respective emissions data. 排放物種類及相關排放數據。	Preserving the Planet; 保護環境； Performance Data Summary 表現數據摘要	101-121 124-134
KPI A1.2 **關鍵績效指標A1.2**	Direct (Scope 1) and energy indirect (Scope 2) greenhouse gas emissions (in tonnes) and, where appropriate, intensity. 直接（範圍1）及能源間接（範圍2）溫室氣體排放量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	Preserving the Planet; 保護環境； Performance Data Summary 表現數據摘要	101-121 124-134
KPI A1.3 **關鍵績效指標A1.3**	Total hazardous waste produced (in tonnes) and, where appropriate, intensity. 所產生有害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	Preserving the Planet 保護環境	101-121
KPI A1.4 **關鍵績效指標A1.4**	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity. 所產生無害廢棄物總量（以噸計算）及（如適用）密度（如以每產量單位、每項設施計算）。	Preserving the Planet 保護環境	101-121

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KPI A1.5 **關鍵績效指標A1.5**	Description of emission target(s) set and steps taken to achieve them. 描述所訂立的排放量目標及為達到這些目標所採取的步驟。	Preserving the Planet 保護環境	101-121
KPI A1.6 **關鍵績效指標A1.6**	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. 描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。	Preserving the Planet 保護環境	101-121
Aspect A2: Use of Resources **層面A2：資源使用**			
General Disclosure **一般披露**	Policies on the efficient use of resources, including energy, water and other raw materials 有效使用資源（包括能源、水及其他原材料）的政策。	Preserving the Planet 保護環境	101-121
KPI 2.1 **關鍵績效指標A2.1**	Direct and/or indirect energy consumption by type in total (kWh in '000s) and intensity. 按類型劃分的直接及／或間接能源（如電、氣或油）總耗量（以千個千瓦時計算）及密度（如以每產量單位、每項設施計算）。	Preserving the Planet; 保護環境； Performance Data Summary 表現數據摘要	101-121 124-134
KPI 2.2 **關鍵績效指標A2.2**	Water consumption in total and intensity 總耗水量及密度（如以每產量單位、每項設施計算）。	Preserving the Planet; 保護環境； Performance Data Summary 表現數據摘要	101-121 124-134
KPI 2.3 **關鍵績效指標A2.3**	Description of energy use efficiency target(s) set and steps taken to achieve them. 描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	Preserving the Planet 保護環境	101-121
KPI 2.4 **關鍵績效指標A2.4**	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. 描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。	Preserving the Planet 保護環境	101-121
KPI 2.5 **關鍵績效指標A2.5**	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. 製成品所用包裝材料的總量（以噸計算）及（如適用）每生產單位佔量。	Performance Data Summary 表現數據摘要	124-134

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Aspect A3: The Environment and Natural Resources **層面A3：環境及天然資源**			
General Disclosure **一般披露**	Policies on minimising the issuer's significant impact on the environment and natural resources. 減低發行人對環境及天然資源造成重大影響的政策。	Preserving the Planet 保護環境	101-121
KPI A3.1 **關鍵績效指標A3.1**	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. 描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。	Preserving the Planet 保護環境	101-121
Aspect A4: Climate Change **層面A4：氣候變化**			
General Disclosure **一般披露**	Policies on identification and mitigation of significant climate-related issues which have impacted, and those which may impact, the issuer. 識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。	Preserving the Planet 保護環境	101-121
KPI A4.1 **關鍵績效指標A4.1**	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them. 描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。	Preserving the Planet 保護環境	101-121
B. Social 社會－僱傭及勞工常規			
Aspect B1: Employment **層面B1：僱傭**			
General Disclosure **一般披露**	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, antidiscrimination, and other benefits and welfare. 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Empowering our Employees 員工為本	48-78

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KPI B1.1 **關鍵績效指標B1.1**	Total workforce by gender, employment type, age group and geographical region 按性別、僱傭類型（如全職或兼職）、年齡組別及地區劃分的僱員總數。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	48-78 124-134
KPI B1.2 **關鍵績效指標B1.2**	Employee turnover rate by gender, age group and geographical region. 按性別、年齡組別及地區劃分的僱員流失比率。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	48-78 124-134
Aspect B2: Health and Safety **層面B2：健康與安全**			
General Disclosure **一般披露**	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. 有關提供安全工作環境及保障僱員避免職業性危害的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Empowering our Employees 員工為本	48-78
KPI B2.1 **關鍵績效指標B2.1**	Number and rate of work-related fatalities occurred in each of the past three years including the reporting period. 過去三年（包括匯報年度）每年因工亡故的人數及比率。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	48-78 124-134
KPI B2.2 **關鍵績效指標B2.2**	Lost days due to work injury. 因工傷損失工作日數。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	48-78 124-134
KPI B2.3 **關鍵績效指標B2.3**	Description of occupational health and safety measures adopted, how they are implemented and monitored. 描述所採納的職業健康與安全措施，以及相關執行及監察方法。	Empowering our Employees 員工為本	48-78

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Aspect B3: Development and Training **層面B3：發展及培訓**			
General Disclosure **一般披露**	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	Empowering our Employees 員工為本	48-78
KPI B3.1 **關鍵績效指標B3.1**	The percentage of employees trained by gender and employee category. 按性別及僱員類別（如高級管理層、中級管理層）劃分的受訓僱員百分比。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	48-78 124-134
KPI B3.2 **關鍵績效指標B3.2**	The average training hours completed per employee by gender and employee category 按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	Empowering our Employees; 員工為本； Performance Data Summary 表現數據摘要	48-78 124-134
Aspect B4: Labour Standards **層面B4：勞工準則**			
General Disclosure **一般披露**	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour. 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Empowering our Employees 員工為本	48-78
KPI B4.1 **關鍵績效指標B4.1**	Description of measures to review employment practices to avoid child and forced labour. 描述檢討招聘慣例的措施以避免童工及強制勞工。	Empowering our Employees 員工為本	48-78
KPI B4.2 **關鍵績效指標B4.2**	Description of steps taken to eliminate such practices when discovered. 描述在發現違規情況時消除有關情況所採取的步驟。	Empowering our Employees 員工為本	48-78

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Aspect B5: Supply Chain Management **層面B5：供應鏈管理**			
General Disclosure **一般披露**	Policies on managing environmental and social risks of the supply chain. 管理供應鏈的環境及社會風險政策。	Focusing on Food 專注食物	79-100
KPI B5.1 **關鍵績效指標B5.1**	Number of suppliers by geographical region. 按地區劃分的供應商數目。	Focusing on Food 專注食物	79-100
KPI B5.2 **關鍵績效指標B5.2**	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。	Focusing on Food 專注食物	79-100
KPI B5.3 **關鍵績效指標B5.3**	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	Focusing on Food 專注食物	79-100
KPI B5.4 **關鍵績效指標B5.4**	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	Focusing on Food 專注食物	79-100
Aspect B6: Product Responsibility **層面B6：產品責任**			
General Disclosure **一般披露**	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Catering to Customers; 以客為先； Focusing on Food 專注食物	30-47 79-100
KPI B6.1 **關鍵績效指標B6.1**	Percentage of total products sold or shipped subject to recalls for safety and health reasons. 已售或已運送產品總數中因安全與健康理由而須回收的百分比。	Focusing on Food 專注食物	79-100

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General Disclosure and KPIs 一般披露及關鍵績效指標	Disclosure 披露	Reference 參考	Page 頁數
KPI B6.2 **關鍵績效指標B6.2**	Number of products and service-related complaints received and how they are dealt with. 接獲關於產品及服務的投訴數目以及應對方法。	Catering to Customers; 以客為先； Focusing on Food 專注食物	30-47 79-100
KPI B6.3 **關鍵績效指標B6.3**	Description of practices relating to observing and protecting intellectual property rights. 描述與維護及保障知識產權有關的慣例。	Catering to Customers 以客為先	30-47
KPI B6.4 **關鍵績效指標B6.4**	Description of quality assurance process and recall procedures. 描述質量檢定過程及產品回收程序。	Catering to Customers; 以客為先； Focusing on Food 專注食物	30-47 79-100
KPI B6.5 **關鍵績效指標B6.5**	Description of consumer data protection and privacy policies, how they are implemented and monitored. 描述消費者資料保障及私隱政策，以及相關執行及監察方法。	Our Approach to Sustainability 我們的可持續發展方針	14-28
Aspect B7: Anti-corruption **層面B7：反貪污**			
General Disclosure **一般披露**	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. 有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	Our Approach to Sustainability 我們的可持續發展方針	14-28
KPI B7.1 **關鍵績效指標B7.1**	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. 於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	There was no legal case regarding corrupt practices concluded during the reporting period. 於報告年度內，並無發生指控本集團或其員工貪污之訴訟案件。	N/A 不適用

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KPI B7.2 **關鍵績效指標B7.2**	Description of preventive measures and whistleblowing procedures, how they are implemented and monitored. 描述防範措施及舉報程序，以及相關執行及監察方法。	Our Approach to Sustainability 我們的可持續發展方針	14-28
KPI B7.3 **關鍵績效指標B7.3**	Description of anti-corruption training provided to directors and staff. 描述向董事及員工提供的反貪污培訓。	Our Approach to Sustainability 我們的可持續發展方針	14-28
Aspect B8: Community Investment **層面B8：社區投資**			
General Disclosure **一般披露**	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. 有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	Catering to Customers 以客為先	30-47
KPI B8.1 **關鍵績效指標B8.1**	Focus areas of contribution. 專注貢獻範疇（如教育、環境事宜、勞工需求、健康、文化、體育）。	Catering to Customers 以客為先	30-47
KPI B8.2 **關鍵績效指標B8.2**	Resources contributed to the focus area. 在專注範疇所動用資源（如金錢或時間）。	Catering to Customers 以客為先	30-47

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