THIS DOCUMENT IS IMPORTANT AND REQUIRES YOUR IMMEDIATE ATTENTION

If you are in doubt as to any aspect of this circular or as to the action to be taken, you should consult your licensed securities dealer, bank manager, solicitor, professional accountant or other professional advisers.

If you have sold or transferred all your shares in **Foshan Haitian Flavouring and Food Company Ltd.**, you **should at once** hand this circular and the accompanying form of proxy to the purchaser or the transferee or to the bank, licensed securities dealer or other agent through whom the sale or transfer was effected for transmission to the purchaser or the transferee.

FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD.
佛山市海天調味食品股份有限公司

(A joint stock company incorporated in the People's Republic of China with limited liability)
(Stock code: 3288)

SPECIAL DIVIDEND FOR SHAREHOLDER RETURNS FOR 2025
SHAREHOLDER RETURN PLAN FOR THE NEXT THREE YEARS (2025-2027) AND IMPLEMENTATION OF THE "CORPORATE VALUE AND RETURN ENHANCEMENT" ACTION PLAN
FORMULATION OF THE REMUNERATION MANAGEMENT SYSTEM FOR DIRECTORS AND SENIOR MANAGEMENT OF HAITIAN FLAVOURING
AND
NOTICE OF 2026 FIRST EXTRAORDINARY SHAREHOLDERS' MEETING

A notice convening the 2026 first extraordinary shareholders' meeting of Foshan Haitian Flavouring and Food Company Ltd. to be held at 3:00 p.m. on Friday, January 9, 2026 at Conference Room, 4/F, No. 21-1 Wensha Road, Chancheng District, Foshan City, Guangdong Province, the PRC is set out on pages 16 to 17 of this circular.

A form of proxy for use at the 2026 first extraordinary shareholders' meeting is available on the HKEXnews website of Hong Kong Exchanges and Clearing Limited (www.hkexnews.hk) and the website of the Company (www.haitian-food.com). If you intend to appoint a proxy to attend the 2026 first extraordinary shareholders' meeting, you are required to complete and return the form of proxy in accordance with the instructions printed thereon as soon as possible, and in any event not less than 24 hours before the time appointed for holding of the 2026 first extraordinary shareholders' meeting or any adjournment thereof (i.e., before 3:00 p.m. on Thursday, January 8, 2026). Completion and return of the form of proxy will not preclude you from attending and voting in person at the 2026 first extraordinary shareholders' meeting or at any adjourned meeting thereof if you so wish, in which case the form of proxy shall be deemed to have been revoked.

December 23, 2025

Page

In this circular, unless the context otherwise requires, the following expressions shall have the following meanings:

"2026 First ESM"	the 2026 first extraordinary shareholders' meeting of the Company to be held at 3:00 p.m. on Friday, January 9, 2026 at Conference Room, 4/F, No. 21-1 Wensha Road, Chancheng District, Foshan City, Guangdong Province, the PRC
"A Share Shareholder(s)"	holder(s) of A Share(s)
"A Share(s)"	ordinary shares issued by our Company, with a nominal value of RMB1.00 each, which are listed on the Shanghai Stock Exchange and traded in Renminbi
"Articles of Association"	the Articles of Association of Foshan Haitian Flavouring and Food Company Ltd.
"Board" or "Board of Directors"	the board of directors of our Company
"Company Law"	the Company Law of the People's Republic of China (《中華人民共和國公司法》)
"Company", "our Company" or "Haitian Flavouring"	Foshan Haitian Flavouring and Food Company Ltd. (佛山市海天調味食品股份有限公司), a PRC company established on April 8, 2000, the A Shares of which have been listed on the Shanghai Stock Exchange (stock code: 603288), and the H Shares of which have been listed on the Hong Kong Stock Exchange (stock code: 03288)
"H Share Shareholder(s)"	holder(s) of H Share(s)
"H Share(s)"	ordinary shares issued by our Company, with a nominal value of RMB1.00 each, which are listed on the Hong Kong Stock Exchange and traded in Hong Kong Dollars
"Hong Kong"	the Hong Kong Special Administrative Region of the PRC
"Hong Kong Stock Exchange"	The Stock Exchange of Hong Kong Limited
"Latest Practicable Date"	December 19, 2025, being the latest practicable date of ascertaining certain information contained in this circular prior to its publication

"Listing Rules"	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited
"PRC"	the People's Republic of China
"RMB" or "Renminbi"	Renminbi, the lawful currency of the PRC
"Securities Law"	the Securities Law of the People's Republic of China (《中華人民共和國證券法》)
"Share(s)"	A Share(s) and H Share(s)
"Shareholder(s)"	Shareholder(s) of the Company, including A Share Shareholder(s) and H Share Shareholder(s)

FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD.
佛山市海天調味食品股份有限公司

(A joint stock company incorporated in the People's Republic of China with limited liability)
(Stock code: 3288)

Executive Directors:
Ms. Cheng Xue *(Chairwoman)*
Mr. Guan Jianghua *(President)*
Mr. Huang Wenbiao
Mr. Wen Zhizhou *(Employee representative director)*
Mr. Liao Changhui
Mr. Dai Wen

Independent Non-executive Directors:
Mr. Zhang Kechun
Mr. Qu Wenzhou
Mr. Ding Bangqing

Registered Office, Headquarters and Principal Place of Business in the PRC:
No. 16, Wensha Road
Foshan City
Guangdong Province
PRC

Principal Place of Business in Hong Kong:
40/F, Dah Sing Financial Centre
No. 248 Queen's Road East
Wanchai
Hong Kong

December 23, 2025

To the Shareholders

Dear Sir or Madam,

SPECIAL DIVIDEND FOR SHAREHOLDER RETURNS FOR 2025
SHAREHOLDER RETURN PLAN FOR THE NEXT THREE YEARS (2025-2027) AND IMPLEMENTATION OF THE "CORPORATE VALUE AND RETURN ENHANCEMENT" ACTION PLAN
FORMULATION OF THE REMUNERATION MANAGEMENT SYSTEM FOR DIRECTORS AND SENIOR MANAGEMENT OF HAITIAN FLAVOURING
AND
NOTICE OF 2026 FIRST EXTRAORDINARY SHAREHOLDERS' MEETING

I. INTRODUCTION

Foshan Haitian Flavouring and Food Company Ltd. will hold the 2026 First ESM at 3:00 p.m. on Friday, January 9, 2026 at Conference Room, 4/F, No. 21-1 Wensha Road, Chancheng District, Foshan City, Guangdong Province, the PRC.

The purpose of this circular is to provide you with the notice of the 2026 First ESM and to provide you with such information as is reasonably required to enable you to make an informed decision on whether to vote for or against or to abstain from voting on the resolutions to be proposed at the 2026 First ESM.

II. BUSINESS TO BE CONSIDERED AT THE 2026 FIRST ESM

Ordinary resolutions will be proposed at the 2026 First ESM to approve: (1) the Resolution Regarding the Company's Special Dividend Plan for Shareholder Returns in 2025; (2) the Resolution Regarding the Shareholder Return Plan for the Next Three Years (2025-2027) and Implementation of the "Corporate Value and Return Enhancement" Action Plan; (3) the Resolution Regarding the Formulation of the Remuneration Management System for Directors and Senior Management of Haitian Flavouring.

Special Dividend for Shareholder Returns for 2025

In 2025, the Company maintained robust development momentum and strong competitiveness overall. Coinciding with the 20th anniversary of the operation of Haitian Gaoming Industrial Park, the world's largest condiment production base, and its recognition as the global "Lighthouse Factory" (燈塔工廠), the Board is proposed to implement a special dividend (the "**Special Dividend**").

Except for the shares held in the designated security account for repurchase, the Company is proposed to distribute cash dividends of RMB3.0 (tax inclusive) for every 10 shares to all Shareholders. Based on 5,846,535,453 shares entitled to cash dividends (calculated by deducting 5,289,491 shares held in the designated security account for repurchase from the Company's total shares of 5,851,824,944 shares as of the date on which the Special Dividend was considered and approved by the Board), the Company is proposed to distribute a total cash dividend of RMB1,753,960,635.90 (tax inclusive).

In the event of any change in the Company's total share capital before the record date for the implementation of the equity distribution, the Company intends to maintain the total amount of distribution unchanged and adjust the distribution ratio per share accordingly. In the event of any change in the Company's total share capital subsequently, the Company will separately announce the specific adjustments.

Cash dividends will be denominated and declared in RMB, and will be paid to A Share Shareholders in RMB and to H Share Shareholders in HKD. The actual distribution amount in HKD shall be calculated with reference to the average of the central parity rate of HKD against RMB published by the People's Bank of China every day during the one week prior to considering and approving the Special Dividend at the 2026 First ESM.

Based on the actual needs of the work related to the Special Dividend, it is proposed to give the Board an authority to authorize persons (the chairwoman of the Company and her authorized persons) to determine relevant dates, such as the record date for the cash dividend payment, as well as other necessary matters for the smooth implementation of the Special Dividend.

To determine the entitlement of H Share Shareholders to the Special Dividend, the register of H Share Shareholders of the Company will be closed from Thursday, January 15, 2026 to Friday, January 16, 2026 (both days inclusive), during which period no transfer of H Shares will be registered. Shareholders whose names appear on the register of H Share Shareholders on Friday, January 16, 2026 are entitled to the Special Dividend. To be eligible, H Share Shareholders are required to lodge all transfer documents with the relevant share certificates at the H Share registrar of the Company, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, no later than 4:30 p.m. on Wednesday, January 14, 2026.

The Company will pay the Special Dividend on Friday, February 6, 2026 to Shareholders whose names appear on the H Share register of the Company on Friday, January 16, 2026.

Tax Implications

H Share Shareholders

(1) Individual Investors

Pursuant to the Notice of the State Administration of Taxation on Issues Concerning Individual Income Tax Collection and Management after the Repeal of Guo Shui Fa [1993] No. 045 (Guo Shui Han [2011] No. 348) (《國家稅務總局關於國稅發[1993]045號文件廢止後有關個人所得稅徵管問題的通知》(國稅函[2011]348號)), dividend and bonus income received by overseas resident individual shareholders from holding shares issued in Hong Kong SAR by domestic non-foreign invested enterprises shall be subject to the payment of individual income tax according to the item of "interest, dividend and bonus income", which shall be withheld by the withholding agents according to the law. The overseas resident individual shareholders who hold the shares issued by domestic non-foreign invested enterprises in Hong Kong SAR are entitled to the relevant preferential tax treatment pursuant to the provisions in the tax treaties signed between the countries where they reside and the PRC and the tax arrangements between the Mainland China and Hong Kong SAR (Macau SAR). The relevant dividend tax rate under the relevant tax treaties and tax arrangements is generally 10%. For the purpose of simplifying tax administration, domestic non-foreign invested enterprises issuing shares in Hong Kong SAR may, when distributing dividends and bonuses, generally withhold individual income tax at the rate of 10%, and are not obligated to file an application. If the tax rate for dividends is not equal to 10%, the following provisions shall apply: (1) for residents from countries with a tax treaty stipulating a dividend tax rate lower than 10%, in accordance with the Administrative Measures for Non-resident Taxpayers to Enjoy Treatments under Tax Treaties (Announcement of the State Administration of Taxation [2019] No. 35) (《非居民納稅人享受

協定待遇管理辦法》(國家稅務總局公告2019年第35號)), if the individual H Share Shareholders are residents from countries which have entered into a tax treaty with the PRC stipulating a dividend tax rate lower than 10%, such individual H Share Shareholders shall voluntarily submit statements to the Company in order to enjoy the agreed treatment, and keep relevant materials for inspection. If the information provided is complete, the Company shall withhold the tax in accordance with the provisions of the PRC tax laws and treaties; (2) for residents from countries with a tax treaty stipulating a dividend tax rate of more than 10% but less than 20%, the withholding agents shall withhold the individual income tax at the agreed effective tax rate when distributing dividends and bonuses, and are not obligated to file an application for approval; (3) for residents of countries without tax treaties or under other circumstances, the withholding agents shall withhold the individual income tax at a rate of 20% when distributing dividends and bonuses.

Pursuant to the Arrangement between the Mainland China and the Hong Kong Special Administrative Region for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to Taxes on Income (Guo Shui Han [2006] No. 884) (《內地和香港特別行政區關於對所得避免雙重徵稅和防止偷漏稅的安排》(國稅函[2006]884號)), the PRC government may impose tax on dividends payable by a PRC company to a Hong Kong SAR resident, but such tax shall not exceed 10% of the gross amount of dividends payable, and in the case where a Hong Kong SAR resident holds at least 25% of the shares of the PRC company, such tax shall not exceed 5% of the gross amount of dividends payable by the PRC company.

Pursuant to the Notice of the Ministry of Finance, the State Administration of Taxation and the China Securities Regulatory Commission on the Tax Policies Related to the Pilot Programme of the Shanghai-Hong Kong Stock Connect (Cai Shui [2014] No. 81) (《財政部國家稅務總局證監會關於滬港股票市場交易互聯互通機制試點有關稅收政策的通知》(財稅[2014]81號)) and the Notice on the Tax Policies Related to the Pilot Programme of the Shenzhen-Hong Kong Stock Connect (Cai Shui [2016] No. 127) (《關於深港股票市場交易互聯互通機制試點有關稅收政策的通知》(財稅[2016]127號)), for dividends and bonuses received by domestic individual investors from investing in H shares listed on the Hong Kong Stock Exchange through Shanghai-Hong Kong Stock Connect or Shenzhen-Hong Kong Stock Connect, the H-share companies shall withhold individual income tax at the rate of 20%.

(2) Enterprises

Pursuant to the Notice of the State Administration of Taxation on the Issues Concerning Withholding and Paying the Enterprise Income Tax on the Dividends Paid by Chinese Resident Enterprises to H Share Shareholders Which Are Overseas Non-resident Enterprises (Guo Shui Han [2008] No. 897) (《關於中國居民企業向境外H股非居民企業股東派發股息代扣代繳企業所得稅有關問題的通知》(國稅函[2008]897號)), a PRC resident enterprise, when distributing dividends for 2008 and for the years thereafter to H Share Shareholders who are overseas non-resident enterprises, shall withhold and pay enterprise income tax at a uniform rate of 10%.

For dividends and bonuses received by domestic securities investment funds from investing in shares listed on the Hong Kong Stock Exchange through Shanghai-Hong Kong Stock Connect or Shenzhen-Hong Kong Stock Connect, individual income tax shall be levied in accordance with the Notice of the Ministry of Finance, the State Administration of Taxation and the China Securities Regulatory Commission on the Tax Policies Related to the Pilot Programme of the Shanghai-Hong Kong Stock Connect (Cai Shui [2014] No. 81) (《財政部國家稅務總局證監會關於滬港股票市場交易互聯互通機制試點有關稅收政策的通知》(財稅[2014]81號)) and the Notice on the Tax Policies Related to the Pilot Programme of the Shenzhen-Hong Kong Stock Connect (Cai Shui [2016] No. 127) (《關於深港股票市場交易互聯互通機制試點有關稅收政策的通知》(財稅[2016]127號)). For dividend and bonus income received by domestic enterprise investors from investing in shares listed on the Hong Kong Stock Exchange through Shanghai-Hong Kong Stock Connect or Shenzhen-Hong Kong Stock Connect, the H-share companies shall not withhold income tax on dividends and bonuses, and the enterprises shall report and pay the income tax themselves.

For the non-resident enterprise Shareholders of the Company, pursuant to the provisions of the Enterprise Income Tax Law of the People's Republic of China (《中華人民共和國企業所得稅法》) and the Implementation Rules of the Enterprise Income Tax Law of the People's Republic of China (《中華人民共和國企業所得稅法實施條例》) which are currently effective and other relevant laws and regulations, from January 1, 2008, where a PRC domestic enterprise distributes dividends to non-resident enterprise shareholders (i.e. legal person shareholders) for accounting periods beginning on January 1, 2008, the enterprise income tax shall be withheld and paid by the payer as the withholding agent. Therefore, the Company is required to withhold and pay 10% enterprise income tax when it distributes the Special Dividend to non-resident enterprise holders of H Shares whose names appear on the register of members of the Company on the record date. In respect of all H Share Shareholders whose names appear on the H Share register of members as at the record date who are not registered as individuals (including HKSCC Nominees Limited, other corporate nominees or trustees, and other entities or organizations, which are all considered as non-resident enterprise shareholders), the Company shall distribute the Special Dividend after deducting 10% income tax.

Shareholders shall pay relevant taxes and/or enjoy tax relief in accordance with the above provisions.

Shareholder Return Plan for the Next Three Years (2025-2027) and Implementation of the "Corporate Value and Return Enhancement" Action Plan

To thoroughly implement the requirements of Opinions of the State Council on Further Improving the Quality of Listed Companies (《關於進一步提高上市公司質量的意見》), based on firm confidence in the long-term development prospects of the industry and the Company and a sound operating foundation, in order to better share the fruits of development with Shareholders and continuously enhance investors' sense of gain and confidence in long-term holding, and in light of the current internal and external environment and development stage, the Board of the Company has formulated the Shareholder Return Plan for the Next Three

Years (2025-2027) of Foshan Haitian Flavouring and Food Company Ltd. (the "**Plan**") in accordance with the provisions of the Company Law of the People's Republic of China (《中華人民共和國公司法》), the Securities Law of the People's Republic of China (《中華人民共和國證券法》), the Guidelines for the Regulation of Listed Companies No. 3 – Cash Dividends of Listed Companies (《上市公司監管指引第3號–上市公司現金分紅》), the Self-Regulatory Guidance on Listed Companies of the Shanghai Stock Exchange No. 1 – Standardized Operation (《上海證券交易所上市公司自律監管指引第1號–規範運作》), the Listing Rules, and other relevant laws, regulations, normative documents, as well as the Articles of Association, details of which are as follows:

(I) Principles for Formulating the Plan: Long-term Perspective and Shared Growth

The Company has always adhered to a long-term development philosophy, firmly believing that corporate value is ultimately determined by sustained and stable performance and intrinsic value creation. The core principle of the Plan is: while ensuring the Company's healthy and sustainable development and meeting the funding needs for future strategic planning, the Company are committed to establishing a more sustainable, stable, and predictable shareholder return mechanism.

(II) Key Points of Shareholder Return Plan for the Next Three Years (2025-2027)

From 2025 to 2027, the total cash dividends to be distributed by the Company each year will account for no less than 80% of the net profit attributable to the parent company's shareholders for the year (excluding a special dividend, if any). The Company's Board may, based on current profitability and financial condition, formulate a profit distribution plan when appropriate, which will be submitted to the shareholders' meeting for consideration and approval (or, based on authorization from the shareholders' meeting, be considered and approved by the Board) before implementation.

(III) Decision-making Procedures for the Plan

The Plan, after being considered and approved by the Company's Board, shall be submitted to the shareholders' meeting for consideration and approval.

(IV) Adjustment Mechanism for the Plan

If adjustments to the Plan are necessary due to relevant laws and regulations, changes in the internal and external operating environment, or the Company's production and operation situation and development needs, the Company's Board may amend the Plan in compliance with relevant laws, regulations, normative documents, and the profit distribution policy of the Articles of Association, and submit the same to the Company's shareholders' meeting for consideration.

(V) Other Matters

Matters not covered in the Plan shall be implemented in accordance with the requirements of relevant laws, regulations, normative documents and the Articles of Association.

(VI) Decision-making Process for the Formulation of the Plan

On December 18, 2025, the Company convened the eleventh meeting of the sixth session of the Board of Directors, at which the Resolution Regarding the Shareholder Return Plan for the Next Three Years (2025-2027) of Foshan Haitian Flavouring and Food Company Ltd. and Implementation of the "Corporate Value and Return Enhancement" Action Plan was considered and approved with 9 votes in favor, 0 against, and 0 abstention. The Plan complies with the profit distribution policy stipulated in the Articles of Association and is subject to further review at the shareholders' meeting.

Formulation of the Remuneration Management System for Directors and Senior Management of Haitian Flavouring

In order to further improve the corporate governance structure, strengthen and standardize the management of remuneration for the Company's directors and senior management, and in accordance with the provisions of the Company Law, the Code of Corporate Governance for Listed Companies, the Articles of Association, and other relevant laws and regulations, the Company is proposed to formulate the Remuneration Management System for Directors and Senior Management of Haitian Flavouring based on its actual conditions. For details of the Remuneration Management System for Directors and Senior Management of Haitian Flavouring, please refer to Appendix I.

III. THE 2026 FIRST ESM

The 2026 First ESM of Foshan Haitian Flavouring and Food Company Ltd. will be held at 3:00 p.m. on Friday, January 9, 2026 at Conference Room, 4/F, No. 21-1 Wensha Road, Chancheng District, Foshan City, Guangdong Province, the PRC.

The register of H Share Shareholders of the Company will be closed from Tuesday, January 6, 2026 to Friday, January 9, 2026 (both days inclusive), during which period no transfer of H Shares will be registered. Shareholders whose names appear on the register of H Share Shareholders on Friday, January 9, 2026 are entitled to attend the 2026 First ESM and to vote on all resolutions to be proposed thereat. H Share Shareholders who wish to attend the 2026 First ESM are required to lodge their respective transfer documents with the relevant share certificates at the H Share registrar of the Company, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, no later than 4:30 p.m. on Monday, January 5, 2026.

The form of proxy for use at the 2026 First ESM is published on the HKEXnews website of Hong Kong Exchanges and Clearing Limited (www.hkexnews.hk) and the website of the Company (www.haitian-food.com). To be valid, for H Share Shareholders, their forms of proxy and notarised power of attorney or other authorisation documents must be deposited with the H Share registrar of the Company not less than 24 hours before the time appointed for the holding of the 2026 First ESM or any adjournment thereof (i.e. by 3:00 p.m. on Thursday, January 8, 2026). Completion and return of the form of proxy will not prevent the H Share Shareholders from attending and voting in person at the 2026 First ESM or any adjournment thereof if they so wish, in which case the form of proxy shall be deemed to have been revoked.

IV. VOTING BY POLL

According to Rule 13.39(4) of the Listing Rules, any vote of Shareholders at a shareholders' meeting must be taken by poll except where the chairperson, in good faith, decides to allow a resolution which relates purely to a procedural or administrative matter to be voted on by a show of hands. Therefore, voting for all resolutions at the 2026 First ESM will be taken by way of a poll.

As at the Latest Practicable Date, as far as the Directors are aware after reasonable enquiry, no Shareholder has a material interest in any of the above resolutions, and no Shareholder is required to abstain from voting on the above resolutions at the 2026 First ESM.

V. RESPONSIBILITY STATEMENT

This circular, for which the Directors collectively and individually accept full responsibility, includes particulars given in compliance with the Listing Rules for the purpose of giving information with regard to the Company. The Directors, having made all reasonable enquiries, confirm that to the best of their knowledge and belief the information contained in this circular is accurate and complete in all material respects and not misleading or deceptive, and there are no other matters the omission of which would make any statement herein or this circular misleading.

VI. RECOMMENDATION

The Board is of the view that all resolutions to be proposed at the 2026 First ESM are in the interests of the Company and its Shareholders as a whole, and recommends that the Shareholders vote in favour of all resolutions to be proposed at the 2026 First ESM.

Yours faithfully,
The Board of Directors
Foshan Haitian Flavouring and Food Company Ltd.

Foshan Haitian Flavouring and Food Company Ltd.
Remuneration Management System for Directors and Senior Management

CHAPTER I GENERAL PROVISIONS

Article 1 Purpose and Basis for Formulation

To further strengthen and improve the remuneration management system for directors and senior management of Foshan Haitian Flavouring and Food Company Ltd. (hereinafter referred to as the "**Company**"), establish an effective incentive and restraint mechanism, ensure that directors and senior management perform their duties diligently and responsibly, promote the Company's long-term development, and safeguard the interests of all shareholders, this management system is hereby formulated in accordance with relevant provisions of the Company Law of the People's Republic of China, the Securities Law of the People's Republic of China, the Code of Corporate Governance for Listed Companies (Revised in October 2025), the Rules Governing the Listing of Stocks on the Shanghai Stock Exchange, and the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, and other laws and regulations, regulatory documents, and the articles of association of the Company.

Article 2 Scope of Application

This system applies to the following personnel:

(i) All directors of the Company (including independent directors);

(ii) Senior management of the Company, namely the president, vice presidents, the secretary to the board of directors, the financial administrator, and other senior management as stipulated in the articles of association, who are appointed by the board of directors.

Article 3 Basic Principles

The management and implementation of remuneration for directors and senior management shall adhere to the following principles:

(i) Principle of compliance: Strictly comply with the provisions of relevant laws, regulations, regulatory documents, the securities regulatory rules of the place where shares of the Company are listed, and the articles of association.

(ii) Principle of balancing incentives and constraints: The remuneration system should effectively incentivize directors and senior management to create value for the Company, while preventing short-term behavior and improper benefit transfers through restraint mechanisms.

(iii) Principle of performance orientation: Remuneration levels should be closely linked to the Company's overall operating performance and individual performance in fulfilling duties, achieving long-term alignment of personal interests with the interests of the Company and its shareholders.

(iv) Principle of fairness and competitiveness: The remuneration structure and levels should balance internal fairness and external market competitiveness to attract, motivate, and retain excellent management talent.

(v) Principle of transparency and prudent decision-making: Remuneration proposals shall undergo strict decision-making procedures to ensure the independence and transparency of the decision-making process, with timely and complete disclosure of relevant information.

CHAPTER II REMUNERATION MANAGEMENT BODIES AND RESPONSIBILITIES

Article 4 The shareholders' meeting shall decide on remuneration matters related to directors. The board of directors shall decide on remuneration matters related to senior management.

Article 5 The board of directors shall establish the remuneration and evaluation committee, responsible for formulating evaluation standards and conducting appraisals for directors and senior management, as well as formulating and reviewing the Company's remuneration policies and proposals for directors and senior management.

CHAPTER III COMPOSITION AND PAYMENT OF REMUNERATION

Article 6 Composition and Payment of Remuneration for Directors of the Company (Excluding Independent Directors) and Senior Management

(i) Basic Remuneration

Basic remuneration is the annual basic compensation received by the directors and senior management of the Company for fulfilling their job responsibilities. Basic remuneration is determined based on factors such as the position's responsibilities, value, capability of directors or senior management, and industry salary levels, and is implemented upon approval through necessary compliance procedures.

(ii) Performance-linked Remuneration

Performance-linked remuneration is incentive-based compensation earned for creating value for the Company during the operating period. Its determination and payment are significantly based on performance evaluation. The performance-linked remuneration of directors and senior management is linked to the achievement of the Company's annual operating performance targets and their personal annual operational evaluation targets. In principle, the proportion of performance-linked remuneration shall not be less than fifty percent (50%) of the total sum of basic remuneration and performance-linked remuneration.

The determination and payment of performance-linked remuneration shall be based on performance evaluation, and the Company's ESG performance shall be incorporated into the performance evaluation system.

A certain proportion of the performance-linked remuneration for directors and senior management shall be paid after the disclosure of the annual report and the performance evaluation, which shall be conducted based on audited financial data.

(iii) Medium and Long-term Incentives

In accordance with relevant laws and regulations and incentive needs, the Company may implement medium and long-term incentives for core employees, including directors and senior management, through methods such as restricted stock, share options, and employee share ownership plans.

(iv) Special Awards

The Company may establish special awards for significant matters based on operational development needs. Special award proposals involving directors and senior management shall be implemented after review by the board's remuneration and evaluation committee and approval through necessary compliance procedures.

(v) Other Benefits

Social insurance and housing provident fund for executive directors and senior management shall be handled by the Company in accordance with relevant national and local laws and regulations. Other benefits shall be implemented according to the Company's regulations.

The payment of remuneration for directors and senior management of the Company shall be executed in accordance with the Company's salary system.

Article 7 Composition and Payment of Remuneration for Independent Directors of the Company

The remuneration for independent directors consists of an annual fixed allowance. This allowance is pre-tax cash compensation and constitutes their entire fixed remuneration for independent performance of duties. It is strictly prohibited from being linked to any of the Company's operating indicators or share price performance, and they shall not participate in any form of equity incentive or variable remuneration plan.

The specific standard for the allowance shall be proposed by the board's remuneration and evaluation committee, reviewed by the board of directors, and submitted to the shareholders' meeting for approval. The allowance shall, in principle, be paid in quarterly installments. Reasonable expenses incurred by independent directors for performing their duties, such as research and travel, shall be reimbursed by the Company based on actual costs.

Article 8 The Company shall withhold and pay individual income tax on behalf of directors and senior management in accordance with relevant state regulations.

Article 9 If a director or senior management leaves their position due to reasons such as re-election, change of election, resignation, or dismissal, their remuneration shall be calculated and paid based on their actual term of service and performance. The remuneration for the year of departure for a departing person shall be settled based on their actual tenure and evaluation results. Any medium and long-term incentives that have been granted but not yet exercised or vested shall be handled according to the provisions of the relevant incentive plan and the reason for departure.

CHAPTER IV REMUNERATION ADJUSTMENT MECHANISM

Article 10 Regular Review and Dynamic Adjustment

The remuneration and evaluation committee shall evaluate the implementation of the Company's remuneration policy, market salary levels, and incentive effectiveness at least once a year and, when necessary, propose adjustment suggestions to the board of directors.

The remuneration system for directors and senior management shall serve the Company's development strategy and be adjusted accordingly as the Company develops and changes. When significant changes occur in the operating environment or external conditions, remuneration standards may be modified. Adjustments to director remuneration standards require submission to the shareholders' meeting for review after approval by the board of directors; adjustments to senior management remuneration standards require approval by the board of directors.

CHAPTER V REMUNERATION SUSPENSION, CLAWBACK, AND RECOVERY MECHANISM

Article 11 When a director or senior management is under investigation by regulatory authorities or internal investigation due to suspected significant violations of laws/regulations or serious dereliction of duty, the remuneration and evaluation committee has the authority to propose, and upon approval through corresponding procedures, suspend payment of their unpaid performance-linked remuneration and medium and long-term incentive benefits.

Article 12 When the Company restates its financial reports due to misstatements such as financial fraud, it shall promptly re-appraise the performance-linked remuneration and medium and long-term incentive income of directors and senior management and accordingly recover the overpaid portion.

Article 13 If any of the following circumstances occur during the tenure of a director or senior management of the Company, the Company shall reduce, suspend payment of, or recover the paid performance-linked remuneration and medium and long-term incentive income based on the severity of the circumstances:

(i) Causing serious damage to the Company's interests or significant economic losses to the Company;

(ii) Being at fault for illegal or non-compliant acts such as financial fraud, misappropriation of funds, or illegal provision of guarantees;

(iii) Violating laws and regulations or being derelict in duty, resulting in significant decision-making errors, major safety and liability incidents, major product quality and food safety incidents, major financial fraud, significant risk events, etc., causing serious impact or asset loss to the Company;

(iv) Other circumstances deemed by the Company's board of directors to constitute serious violation of relevant Company regulations.

Article 14 In the event of the circumstances stipulated in the preceding article, the board's remuneration and evaluation committee shall assess and determine, based on comprehensive factors such as the economic losses suffered by the Company, the severity of significant adverse impacts, and the initiative and effectiveness of remedial measures taken by the director or senior management, whether it is necessary to initiate a clawback and recovery procedure against the remuneration of the relevant responsible personnel, as well as the specific amount and proportion to be recovered, and execute it upon approval through corresponding procedures.

CHAPTER VI SUPPLEMENTARY PROVISIONS

Article 15 If any provision of this system is inconsistent with relevant laws, regulations, regulatory documents, the securities regulatory rules of the place where shares of the Company are listed, or the articles of association, the provisions of such laws, regulations, regulatory documents, rules, and the articles of association shall prevail. Matters not covered herein shall be governed by relevant laws, regulations, regulatory documents, the securities regulatory rules of the place where shares of the Company are listed, and the articles of association.

Article 16 This system shall become effective upon approval by the Company's shareholders' meeting. The same applies to revisions.

Article 17 This system shall be interpreted by the board of directors.

FOSHAN HAITIAN FLAVOURING AND FOOD COMPANY LTD.
佛山市海天調味食品股份有限公司

(A joint stock company incorporated in the People's Republic of China with limited liability)
(Stock code: 3288)

NOTICE OF 2026 FIRST EXTRAORDINARY SHAREHOLDERS' MEETING

NOTICE IS HEREBY GIVEN THAT the 2026 first extraordinary shareholders' meeting (the "**2026 First ESM**") of Foshan Haitian Flavouring and Food Company Ltd. (the "**Company**" or "**Haitian Flavouring**") will be held at 3:00 p.m. on Friday, January 9, 2026 at Conference Room, 4/F, No. 21-1 Wensha Road, Chancheng District, Foshan City, Guangdong Province, the PRC for considering and, if thought fit, passing, the following resolutions. Unless otherwise defined, terms used in this notice shall have the same meanings as those defined in the circular of the Company dated December 23, 2025 containing details of the following resolutions.

ORDINARY RESOLUTIONS

1. The Resolution Regarding the Company's Special Dividend Plan for Shareholder Returns in 2025

2. The Resolution Regarding the Shareholder Return Plan for the Next Three Years (2025-2027) and Implementation of the "Corporate Value and Return Enhancement" Action Plan

3. The Resolution Regarding the Formulation of the Remuneration Management System for Directors and Senior Management of Haitian Flavouring

The Board of Directors
Foshan Haitian Flavouring and Food Company Ltd.

Hong Kong, December 23, 2025

As at the date of this notice, the Board comprises: (i) Ms. CHENG Xue, Mr. GUAN Jianghua, Mr. HUANG Wenbiao, Mr. WEN Zhizhou, Mr. LIAO Changhui and Mr. DAI Wen as executive directors; and (ii) Mr. ZHANG Kechun, Mr. QU Wenzhou and Mr. DING Bangqing as independent non-executive directors.

Notes:

1. Pursuant to Rule 13.39(4) of the Listing Rules, votes of the Shareholder(s) at the shareholders' meeting shall be taken by poll.

2. In order to determine the Shareholders who are entitled to attend the 2026 First ESM, the registers of H Share Shareholders of the Company shall be closed from Tuesday, January 6, 2026 to Friday, January 9, 2026 (both days inclusive), during which period no transfer of H Shares will be registered. Shareholders whose names appear on the register of H Share Shareholders on Friday, January 9, 2026 are entitled to attend the 2026 First ESM and to vote on all resolutions to be proposed thereat. H Share Shareholders who wish to attend the 2026 First ESM are required to lodge all transfer documents with the relevant share certificates at the H Share registrar of the Company, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, no later than 4:30 p.m. on Monday, January 5, 2026.

   To determine the entitlement of H Share Shareholders to the Special Dividend, the register of H Share Shareholders of the Company will be closed from Thursday, January 15, 2026 to Friday, January 16, 2026 (both days inclusive), during which period no transfer of H Shares will be registered. Shareholders whose names appear on the register of H Share Shareholders on Friday, January 16, 2026 are entitled to the Special Dividend. To be eligible, H Share Shareholders are required to lodge all transfer documents with the relevant share certificates at the H Share registrar of the Company, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong, no later than 4:30 p.m. on Wednesday, January 14, 2026. The Company will pay the Special Dividend on Friday, February 6, 2026 to Shareholders whose names appear on the H Share register of the Company on Friday, January 16, 2026.

3. Any Shareholder entitled to attend and vote at the 2026 First ESM is entitled to appoint one or more proxies to attend and vote on his/her/its behalf. A proxy need not be a Shareholder. If more than one proxy is appointed, the number and class of shares represented by each proxy should be specified when appointing the proxy.

4. The instruments appointing a proxy must be in writing under the hand of the Shareholder or his/her attorney duly authorized in writing. If the Shareholder is a corporation, that instrument must be either under the company seal or under the hand of its director or duly authorized attorney. If that instrument is signed by an attorney of the Shareholder, the power of attorney authorizing that attorney to sign or other authorization documents must be notarized.

5. To be valid, the form of proxy for the H Shares Shareholders together with the notarized power of attorney or other authorization document must be deposited at the H Share Registrar of the Company, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong not less than 24 hours before the time appointed for the holding of the 2026 First ESM or any adjournment thereof (i.e. before 3:00 p.m. on Thursday, January 8, 2026). Completion and return of the form of proxy will not preclude the H Share Shareholders from attending and voting in person at the 2026 First ESM or any adjourned meeting if they so wish, in which case the form of proxy will be deemed to have been revoked.

6. The 2026 First ESM will adopt a combination of both onsite voting and online voting (online voting only applicable to A Share Shareholders) in terms of the mechanism for voting at the meeting.

7. Shareholders or their proxies attending the 2026 First ESM shall produce the identity documents.

8. The 2026 First ESM is expected to be concluded within half a day. Shareholders or their proxies attending the meeting are responsible for their own transportation and accommodation expenses.